

Personality Traits and Working Relationships Among the Employees of a Public Secondary School

Fregel Lou P. Prado

Administrative Officer II, Department of Education - Tigum Elementary School

Abstract

This study examined the relationship between the personality traits of New Washington National Comprehensive High School (NWNCHS) employees and the quality of their working relationships in terms of communication, trust, job performance, and leadership style. Using the Big Five Personality Traits as the framework, data were gathered through researcher-made questionnaires and analyzed using descriptive and correlational methods. Results showed that employees exhibited High Agreeableness, Openness, Conscientiousness, and Extraversion, and only moderate Neuroticism. Further, the findings indicated the employees have a Very Good quality of working relationships as depicted by communication, trust, job performance, and perceived leadership style in the institution. Openness was found to have a significant relationship with Age at the target 5% significance level. Meanwhile, Agreeableness and Marital Status had a significant relationship at 1%. On the other hand, the factors defining the quality of working relationships were not significantly different across age, sex, and marital status. All personality traits except for Neuroticism were positively correlated to the factors defining the quality of working relationships at the target 5% significance level. The higher the level of Openness, Conscientiousness, Extraversion, or Agreeableness of the employees, the better is their quality of working relationships in terms of communication, trust, job performance, and perceived leadership style in the institution. Based on the findings, a Self Improvement Program was recommended.

KEYWORDS: Personality Traits, Working Relationships, Public Secondary School Employees

Chapter 1

THE PROBLEM AND ITS BACKGROUND

This chapter gives a thorough introduction of the study. It highlights the Statement of the Problem and Null Hypotheses. The Theoretical Framework and Conceptual Framework define the basis of the study. This chapter likewise presents the Significance of the Study, Scope and Limitation of the Study, and Definition of Terms.

Introduction

Employees are the greatest asset of any organization accounting for most of the enterprise value. As the most valuable resource, their well-being must be prioritized (Palmer, 2021). For that cause, organizations invest in a positive work environment to keep their employees engaged and productive. Easier said than done, organizations nowadays are still challenged in creating strategies that foster happy and productive

employees (Chang, 2024). Employee engagement is positively affected by personal characteristics such as vigor, dedication, and absorption. It is also influenced by organizational culture, leadership style, job characteristics, and industry dynamics (Gede & Huluka, 2024). These definitions can be assessed through the lens of working relationships, a more specific and encompassing variable that explores the interaction between personal and organizational factors in the workplace. The quality of working relationships can provide a new perspective on employee engagement. Further, since personality traits describe the enduring qualities and behavior of individuals and majorly govern interpersonal relationships (Stoetzer, 2010; Mitra, 2024), exploring its correlation to working relationships is a promising endeavor. In this study, personality traits are defined through the Five-Factor Model (FFM) commonly referred to as the Big Five Personality Traits. This relatively new field of study is limited by the literature available examining the exact relationship between personality and working relationships. However, studies have shown that the factors affecting the quality of workplace relationships are also influenced by personality traits. The Big Five Personality Traits namely: Openness to experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism were found to influence communication, trust, shared goals, organizational culture, and the overall work environment. In particular, this study aimed to assess the quality of working relationships as a function of communication, trust, job performance, and the leadership style in the organization. Job performance was used in place of shared goal and leadership style was used to summarize organizational culture and the overall work environment.

At the New Washington National Comprehensive High School (NWNCHS), employees do have different factions. These factions were not formed with the usual coworker they work with but under the basis of their personality. For instance, an employee would usually be assigned tasks or activities with the same departmental employees. However, when it comes to non-work-related activities of the school or simply during break time, such employees would be in a different department. They were also selective with their friends. When assigning group activities, the tendency would be for the employees to be grouped by their skills or by their factions and not by their department, as they work better than being grouped by their department. When insisted to be grouped by departments, problems like misunderstandings, the flow of duties and responsibilities arise, and the outcome of the tasks proved to be unfavorable. This led to bigger problems like personal issues and not being professional at work. Once employees are not aware of their responsibilities, it could cause the whole team to not meet the deadline. One's openness to new ideas, suggestions, and instructions is critical to having a good working relationship. Due to pressure, employees end up accepting numerous additional workloads and are labeled as reliable and responsible, performing tasks that should be assigned to other employees, while still being expected to remain effective and efficient without delays. The researcher observed that these factions were formed by their personality like their interests, drives, values, self-concept, abilities, and emotional patterns. Having a positive work relationship with coworkers does have advantages and disadvantages. Advantages like, productivity at work, trust with coworkers, engagement, collaboration, communication and support. On the other hand, the disadvantages would be competition, distractions, less constructive feedback, work-life balance, privacy and professionalism. This study was conducted with these circumstances at hand. With this study, the researcher aimed to determine if the personality traits of the employees affect the quality of work relationship within the institution.

Statement of the Problem

This study was conducted to find out whether personality traits influence the working relationship of the New Washington National Comprehensive High School (NWNCHS) employees.

Specifically, this study sought to find out the answers to the following questions:

1. What is the profile of the respondents in terms of:
 - 1.1. age,
 - 1.2. sex, and
 - 1.3. marital status?
2. What is the level of personality traits of the respondents in terms of:
 - 2.1. openness,
 - 2.2. conscientiousness,
 - 2.3. extraversion
 - 2.4. agreeableness, and
 - 2.5. neuroticism?
3. What is the quality of the working relationship of the respondents with their colleagues in terms of:
 - 3.1. communication,
 - 3.2. trust,
 - 3.3. job performance, and
 - 3.4. leadership style?
4. Is there a significant relationship between the level of personality traits of the respondents and their age, sex and marital status?
5. Are there significant differences in the quality of working relationships of the respondents when grouped according to age, sex and marital status?
6. Is there a significant relationship between the level of personality traits of the respondents and their quality of working relationship?
7. Based on the results of the study, what Self-Improvement Program can be proposed?

Null Hypotheses

1. There is no significant relationship between the level of personality traits of the respondents and their age, sex and marital status.
2. There are no significant differences in the quality of working relationships of the respondents when grouped according to age, sex and marital status.
3. There is no significant relationship between the level of personality traits of the respondents and their quality of working relationships.

Theoretical Framework

This research was anchored on the following theories: Human Relations Theory, the Trait Theory specifically the Five Factor Model Theory (FFM), and the Social Cognitive Theory. These theories provided the basis for conducting the study.

The Human Relations Theory supported the idea that employees are the greatest asset of organizations. It outlines the interpersonal factors that must be considered to increase the well-being and productivity of workers. The Trait Theory stated that personality can be determined through the behavior consistently displayed by individuals. In particular, the Five Factor Model (FFM) is considered the most accurate way

to describe the main dimensions of personality traits. Social Cognitive Theory suggested that behavior is shaped by a mix of personal factors, actions, and the environment. In the workplace, this means employees influence their surroundings while also being influenced by them.

Human Relations Theory

Over the course of history, the business environment has grown increasingly harsh and competitive. To stay afloat, businesses maximize their resources to attain organizational goals. Among the many resources, human resource is given much attention as it was found to be the ultimate determinant of the success of organizations. The idea that the success of organizations heavily relies on human resources is the main point of the human relations theory. This theory, pioneered by Elton Mayo, posited that proper recognition and appreciation of human capital is crucial in work relations and organizational efficiency. It provides the basis for understanding workers as humans who have their own thoughts, emotions, feelings, aspirations, interests, and expectations which may not align with organizational goals and objectives. In summary, the human relations theory outlines the need to recognize employees as humans, acknowledge the importance of effective communication, motivation, influencing informal groups, and choosing the right leaders in increasing employee productivity (Omolawal, 2023).

In an educational institution, individual personality traits can significantly influence how staff members interact and collaborate. For instance, an employee with an extraverted and cooperative personality may easily build rapport with colleagues, fostering a collaborative environment during faculty meetings or school events. This positive working relationship can lead to effective teamwork and shared best practices enhancing the productivity of the workforce. While an employee with a highly introverted personality may struggle to communicate openly, potentially causing misunderstandings or tension during collaborative planning sessions. Such strained relationships can hinder teamwork and reduce overall job performance. Therefore, in line with the Human Relations Theory, this study underscored the importance of understanding personality traits as a means to improve the quality of working relationships, which in turn can lead to increased job satisfaction and more effective performance within the school.

Trait Theory and the Five Factor Model Theory (FFM)

The trait theory stated that individuals' behavior related to their personality trait must be consistent, to some degree, across different settings: home, work, private, and public. Their personality trait, or simply trait, must also be somewhat stable over time. The behavior in regards to personality is varied in intensity across different individuals. For example, the level of expressiveness differs in people such that some are talkative and others are taciturn. Early theorists developed extensive trait lists, which were later refined into broader categories. This led to the development of the Five Factor Model (FFM), or the Big Five, which outlines five key personality traits: Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism. The FFM measures each personality trait on a scale and is widely seen as the most trusted way to describe human personality (Maricopa, n.d.).

In the school setting, these traits can significantly shape the quality of working relationships among both teaching and non-teaching staff. For instance, employees who score high in Agreeableness and Extraversion usually communicate well and work easily with others, which helps create positive relationships at work. Similarly, Conscientious individuals may show strong job performance and reliability, while emotionally stable staff are better equipped to handle stress and conflict, enhancing teamwork and trust between employees. Personality traits can also shape the perception of the leadership

style in the institution. For instance, school staff who scored high in Openness, Conscientiousness, and Agreeableness tend to view the leadership style in the institution positively and would perform their job well regardless of the shortcomings of the leaders. On the other hand, school staff who scored high in Extraversion may be more assertive, less trusting, and more vocal about their disagreement with the leadership style in the institution, which may lead to factions and rifts in the working relationships. Therefore, by examining personality through the lens of the Trait Theory and Five Factor Model, this study aimed to understand how individual differences influence communication, level of trust, perceived leadership style in the institution, and overall job performance, ultimately impacting the quality of working relationships within the institution.

Social Cognitive Theory

Working relationships are shaped by how individuals behave toward others. An individual’s behavior is linked to their personality and, to some extent, remains consistent across different situations when other factors are constant. According to Social Cognitive Theory, human behavior resulted from the interaction of personal factors, actions, and the surrounding environment. Personal factors encompass an individual’s beliefs about the outcomes of their actions and their confidence in their abilities. They include one’s thoughts, emotions, and belief in their own capability to succeed.

The theory suggested that individuals both influence and are influenced by their environment through continuous interpretation, decision-making, and adjustment of their behavior. It is the basis for training and development programs in organizations. Employers leverage on this through modeling, mentorship programs, and supportive feedback to positively affect employee skills and efficiency. It also forms the framework for leadership and motivation. Managers who serve as positive role models influence employee attitude and commitment, creating a nurturing environment which promote individual growth and collective success (Nickerson, 2025).

Conceptual Framework

This conceptual framework presents an illustration of the relationship among variables involved in this study. The figure consisted of four core components: (1) Level of Personality Traits of NWNCHS employees, (2) Profile of the Respondents and, (3) Level of Quality of Working Relationships, and (4) Self-Improvement Program. This framework emphasized an understanding of employees’ personality traits (independent variable) and quality of working relationships (dependent variable), along with their demographic profiles (moderating variable), which can be crucial to improving the overall organizational effectiveness at NWNCHS.

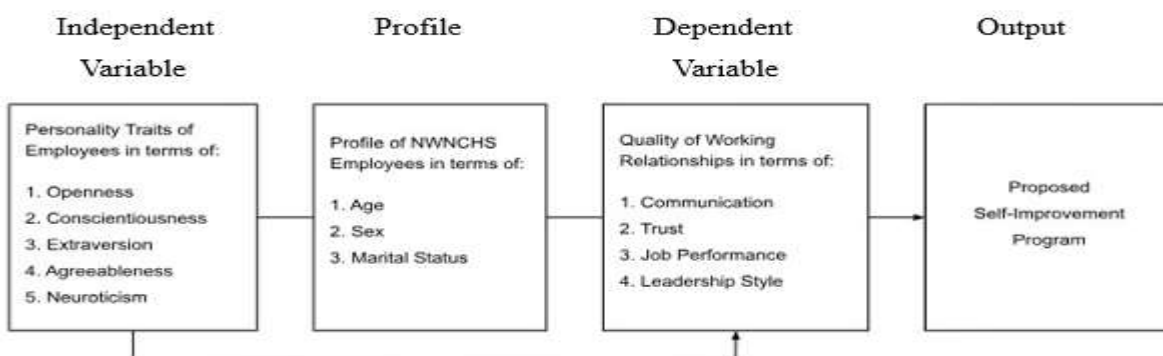


Figure 1 Relationship of the Variables of the Study

Significance of the Study

The results of this study were thought to be beneficial to the following sectors:

School Administrators. The study could provide data and information that could serve as a basis for the enrichment of working relationships of New Washington National Comprehensive High School (NWNCHS) employees. The findings were expected to help the school administrators in understanding the personality differences of the faculty and staff and find solutions to significant problems in their working relationships.

Faculty and Staff. The result of this study could benefit the faculty and staff in understanding themselves and their colleagues. It could enable them to become more aware of their individual personality traits, strengths, and areas for improvement. Furthermore, the proposed self-improvement program based upon the findings of the study could improve the working relationships between employees which promotes a harmonious working environment and enhance teamwork and communication.

Future Researchers. The findings of this study could serve as an initial data on the dominant personality traits among NWNCHS employees and how their differences in personality could potentially affect working relationships within the institution. The data collected could be beneficial to future exploratory research and researchers interested in conducting similar studies on the relationship of personality and quality of working relationships of employees in educational institutions.

Community. This study could increase the productivity of NWNCHS employees which could lead to an increase in the quality of education served to the students in the institution. This does not only benefit the learners but also their families and the broader community. A more motivated and cooperative workforce can foster a more positive learning environment, enhance school performance, and strengthen the community's trust and involvement in the institution's educational initiatives.

Scope and Limitation

This research study, entitled "Personality Traits and Working Relationships Among the Employees of a Public Secondary School," described the profile of the respondents, including both teaching and non-teaching personnel, in terms of age, sex, and marital status, as well as their level of personality traits and the quality of their working relationships. The study determined the significant relationships between respondents' personality traits and their demographic variables, and examined differences in the quality of working relationships based on these profile variables. Furthermore, it identified the relationship between personality traits and working relationships. Finally, the study developed a self-improvement program to address gaps in the quality of working relationships within the institution.

This study used both a descriptive and correlational research design. It employed the use of questionnaires created by the researcher and validated by a panel of psychologists to gather primary data of the respondents. It gathered data on 80 employees, the number of which was identified using Cochran's formula, and selected using simple random sampling. It used frequency, mean and standard deviation for the profile of the respondents, their level of personality traits and their quality of working relationship, and a chi-square test to determine the relationships between personality traits and quality of working relationships among employees in the Institution.

Definition of Terms

This section defines the key terms used in this paper, as their specific meanings are crucial for interpreting research.

Age is the period of time someone has been alive (Cambridge Dictionary, n.d.). In this study, age referred to the age of the respondents during the time the study was conducted. The different age groups considered in this study are 25 to 35 years, 36 to 46 years, and 47 years and over.

Sex refers to the biological and physiological traits that classify humans as female or male, including aspects like their reproductive organs and genetic makeup. This is also referred to as a person's "natal sex" or assigned sex (Newman, 2025).

In this study, sex referred to the respondents' biological classification as male or female or as indicated in the profile section of the survey questionnaire.

Marital Status refers to individual's personal situation regarding marriage laws or customs in their country. It is synonymous with "civil status," a term commonly found in official and private records, documents, transactions, and more within the country.

In this study, the respondent's marital status was categorized as single or married.

Level of Personality Traits is defined as the enduring qualities and behavior of an individual influenced by biological, environmental, social and cultural factors, as well as by critical experiences and relationships. It includes major traits, inclinations, motivations, principles, self-concept, skills, and emotional tendencies. (American Psychological Association, n.d.).

In this study, personality traits referred to the five traits in the Five Factor Model (FFM) namely:

Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism. Each is defined as very low, low, moderate, high, or very high.

Openness refers to an individual's curiosity, creativity and eagerness to explore new ideas or activities. It is connected to one's imagination, feelings, action and ideas (Lim, 2025).

In this study openness referred to the employee's drive for self-improvement, eagerness to discuss diverse ideas and topics, and adaptability to changing situations or environments.

Conscientiousness refers to one's self-discipline, organization and goal-oriented behavior (Lim, 2025). This trait reflects a person's persistence, management skills, and achievement-oriented behavior (Krishnamurthy, 2018).

In this study, conscientiousness referred to the employee's punctuality, time management, attention to detail, planning, and methodical approach in completing tasks as well as risk-averse tendencies.

Extraversion refers to one's sociability, energy from social interaction, emotional expression and assertiveness. This trait reflects the propensity and intensity to which an individual craves social interaction (Lim, 2025).

In this study, extraversion referred to the employee's approachable aura, preference for group settings, outward expression, and closeness with coworkers within and outside the workplace.

Agreeableness refers to one's cooperation, empathy, and ability to maintain harmony in relationships. This trait focuses on people's orientation and interactions with others (Lim, 2025).

In this study, agreeableness referred to the employee's patience, humility, emotional sensitivity, empathy, cooperativeness, and understanding towards coworkers.

Neuroticism refers to one's tendency toward unstable emotions such as worry, stress, anxiety, and mood swings (Lim, 2025).

In this study, neuroticism referred to the employee's feeling of nervousness, anxiety, pessimism, and stress due to work, as well as feeling of inferiority to coworkers.

Quality of Working relationships refer to all interpersonal relationships an individual forms and maintains at work for task accomplishment (Fiaz & Qureshi, 2023). It includes interactions between

coworkers, supervisors and subordinates and individuals at various levels and departments within an organization. It is influenced by communication, trust, shared goals, organizational culture, and the overall work environment (Bella, 2023).

In this study, quality of working relationships referred to the quality of connections of employees (teaching and non-teaching staff) with other employees in the institution. In particular, this study assessed the quality of working relationships as a function of communication, trust, job performance of the employee, and the leadership style in the institution. Each is defined as poor, fair, good, very good, or excellent.

Communication refers to the creation and exchange of meaning through verbal or non-verbal means (Nordquist, 2024). It builds trust, boosts employee morale and orients employees in the same direction making teams cohesive and effective (McGoldrick, 2025).

In this study, communication implied the level of ease in expressing one's thoughts, questions, and gratitude towards coworkers for work-related tasks and conflict-resolution. Additionally, it included level of clarity of work-related instructions received, and served as a factor of the quality of working relationships.

Trust refers to the ability to place one's confidence in another party (Li & Betts, 2003). It influences employee engagement, cooperation and efficiency (Iddrisu, 2025).

In this study, trust implied the level of confidence in the reliability of coworkers, respect towards their capability, and faith that they have good intentions, and served as a factor of the quality of working relationships.

Job performance refers to the behavioral outcome of an employee's attitude towards his or her organization (Ramawickrama et al., 2017).

In this study, job performance implied the perceived individual productivity of employees and served as a factor of the quality of working relationships.

Leadership style refers to how someone guides, inspires, and supervises others while planning and enforcing strategies to satisfy team and stakeholder demands (NSLS, n.d.).

In this study, leadership style implied the employee's perceived effectiveness of superior's guidance, including approachability and ethics, perceived integrity, fairness and efficacy of incentives in the institution, and served as a factor of the quality of working relationships.

Chapter 2

REVIEW OF RELATED LITERATURE

This chapter deals with related literature and studies conducted abroad that are relevant and have bearing on the present investigation. This discusses the following parts: (1) Employee Well-being, (2) Personality, (3) Personality Traits, (4) Personality Traits and Age, (5) Personality Traits and Sex, (6) Personality Traits and Marital Status, (7) Working Relationships, (8) Quality of Working Relationships as a factor of Communication, (9) Quality of Working Relationships as a factor of Trust, (10) Quality of Working Relationships as a factor of Job Performance, (11) Quality of Working Relationships as a factor of Leadership Style, (12) Working Relationships and Age, (13) Working Relationships and Sex, (14) Working Relationships and Marital Status, (15) Personality Traits and Working Relationships, (16) Synthesis of the

Reviewed Literature

Employee Well-being

Over the last decades, employees have become more important than physical assets in contributing to a company's value. As McGowan, a future-of-work strategist and professor at Swinburne University of

Technology put it, the “Era of Human Capital” has begun. As the most valuable assets of an organization, employees and their well-being must be prioritized (Palmer, 2021). The COVID-19 pandemic served to emphasize this point and highlighted the work environment’s crucial role in promoting employee well-being. Employee well-being is typically assessed across three dimensions: happiness, health, and relationships. With mounting research indicating a direct correlation between employee well-being and their productivity, employee engagement in the workplace, a prerequisite for employee well-being, has become a primary area of concern (Chang, 2024). Employee engagement is the emotional and psychological bond an employee has with their work, organization, and its objectives (Gede & Huluka, 2024). It boosts employee morale and enhances their eagerness to seek personal and professional growth within the company. Focusing only on working relationships, in line with the “happy worker-productive worker” hypothesis, employee engagement is promoted through a positive and joyful workplace atmosphere.

Organizations nowadays are challenged in creating strategies that foster happy and productive employees in the workplace (Chang, 2024). A case study of public universities in Ethiopia assessed employee engagement in terms of vigor, dedication, and absorption. It emphasized the importance of factors such as organizational culture, leadership style, job characteristics, and industry dynamics. It also recommended examining other factors such as job satisfaction, motivation, and organizational support that could potentially influence engagement and performance (Gede & Huluka, 2024). Employee engagement as mentioned in the study conducted by Gede and Huluka (2024) notably depended on behavior and interpersonal relations of individuals.

A more specific and encompassing variable compared to employee engagement would be working relationships. Working relationships referred to the interpersonal relationships across organizational levels among employees (Bella, 2023). The quality of working relationships in the organization can provide a concise and precise description of the work environment equivalent to or even better than employee engagement. Further, personality traits of employees can be assessed to determine whether it is correlated to the quality of working relationships in the organization. Personality traits of employees majorly govern interpersonal relationships (Stoetzer, 2010; Mitra, 2024), and it serves as a more comprehensive term for behavior and interpersonal relationships. Additionally, the scarcity of resources relating it to working relationships makes it a worthwhile case to study.

Personality

Personality encompasses the lasting characteristics and behaviors of a person that shape how they navigated life. It included significant traits, tendencies, motivations, values, self-perception, skills, and emotional patterns. Generally, personality is viewed as a multifaceted and evolving concept influenced by a range of factors. These factors included genetic traits, physical growth, formative experiences in early life, identification with important people and social groups, values and roles shaped by culture, as well as critical life events and interpersonal relationships (American Psychological Association, n.d.).

Personality Traits

The study of personality has been a key focus in psychology for many years, with different models developed to explain how people vary from one another. From ancient texts and commentaries, astrology, biology, to the psychobiological model, psychosocial theories, and the Five-Factor Model (FFM) in use today, the categorization of personality has roots deep in the past and a firm hold on the present (Krishnamurthy, 2018). Among the many personality frameworks available, the most widely recognized

is the FFM, also known as the Big Five. It includes Openness to experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism.

Unlike other trait theories with only binary categories, the FFM sought to determine the level of the trait in an individual. It claimed that personality traits existed on a spectrum, placing individuals along a continuum between two opposite extremes. The Five Factor Model (FFM), also known as the Big Five personality traits, is evaluated through standardized questionnaires or inventories. In these assessments, like the NEO Personality Inventory (NEO-PI) or the Big Five Inventory (BFI), individuals self-rate themselves based on various statements or adjectives. These evaluations yielded scores for each of the five traits, resulting in a detailed personality profile (Lim, 2025).

With a growing body of research supporting it, this theory has garnered many believing researchers (Krishnamurthy, 2018). Several studies have provided ample evidence of its reliability. In a study conducted by Hee (2014), the reliability test for each factor of the personality traits were found consistent and were deemed reliable throughout the study. Another study, conducted by Husain et al. (2025), examined the internal consistency of the Big Five Inventory (BFI) and BFI-2 across 22 different languages and cultural contexts through a reliability generalization meta-analysis of 57 studies. Results showed all studies met “Very Good” quality standards based on COSMIN criteria. Further, in a study using Confirmatory Factor Analysis (CFA) on the Big Five Personality Test Inventory, results also testified of its validity and reliability as a measurement of personality, except for neuroticism (Kamarulzaman & Nordin, 2012).

The FFM measured five traits: Openness to experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism. The trait Openness to experience was connected to one’s imagination, feelings, action and ideas. It referred to an individual’s curiosity, creativity and eagerness to explore new ideas or activities. Those who have high Openness enjoy variety, embrace change and were likely to engage in creative or unconventional pursuits. People with high Openness loved to discuss abstract concepts and seek out diverse perspectives. They were curious, independent and have a wide range of interests. Conversely, those who have low Openness preferred routine and tradition and value practicality over novelty (Lim, 2025). Openness can be viewed as a general personality trait anchored on a cluster of specific traits, habits and tendencies (Krishnamurthy, 2018). In a workplace setting, Openness to experience positively affected employee proactivity but negatively affects team efficiency. Moreover, people who have high Openness are less likely to feel lonely.

The trait Conscientiousness referred to one’s self-discipline, organization and goal-oriented behavior. Those who have high Conscientiousness are organized, dependable, persistent, and adept planners (Lim, 2025). They tend to be efficient, self-disciplined, dutiful, achievement-oriented, careful, thoughtful, and intentional in their actions towards themselves and others. Such individuals are usually hardworking and reliable. However, they may also display tendencies of conformism, workaholism, perfectionism, and compulsiveness in their behaviors (Krishnamurthy, 2018). Conversely, those who exhibited low Conscientiousness were often more impulsive, easily distracted, and less structured (Lim, 2025). They tend to be more easygoing, less focused on goals, and not as driven by success (Krishnamurthy, 2018). In the context of the workplace, Conscientiousness is identified as the most significant predictor of job performance among the five personality traits.

The trait Extraversion reflected the propensity and intensity to which someone craves social interaction. It relates to a person's tendency to be sociable, draw energy from engaging with others, express emotions openly, and exhibit assertiveness. Individuals who score high in Extraversion tend to be outgoing, lively

in group settings, and often feel recharged by social interactions. They often initiate events and thrive in large gatherings. Conversely, those who have low Extraversion are quiet, reserved and prefer solitary or small-group settings. In a workplace setting, Extraversion is positively related with leadership, happiness, and success in social-driven careers. Extraverted individuals are also less likely to experience loneliness. Additionally, they often build more robust social networks and friendships, resulting in enhanced support systems (Lim, 2025).

The trait Agreeableness is centered on how individuals relate to and engage with others. It referred to one's cooperation, empathy, and ability to maintain harmony in relationships. Individuals with a high level of Agreeableness tend to be trusting, accommodating, supportive, and focused on collaboration (Lim, 2025). They are kind, sympathetic, cooperative, warm and considerate. They are generally perceived as empathetic and altruistic (Krishnamurthy, 2018). Conversely, those who have low Agreeableness were more competitive or skeptical and often find themselves in conflict with others (Lim, 2025). They frequently exhibited behaviors of manipulation and a tendency to compete with others instead of collaborating (Krishnamurthy, 2018). In the workplace, Agreeableness has a positive correlation with team job performance, while it shows a negative correlation with individual proactivity.

The trait Neuroticism referred to one's tendency toward unstable emotions. Individuals with high levels of Neuroticism tend to be more worried, experience mood fluctuations, and feel stressed, often facing anxiety (Lim, 2025). They were more likely to react poorly to stressors and view typical situations as threatening, interpreting minor frustrations as overwhelmingly difficult. These individuals often struggle with self-consciousness and shyness and find it hard to manage impulses and delay gratification. Additionally, they have an elevated risk of developing common mental health issues such as mood disorders, anxiety disorders, and substance use disorders, symptoms historically associated with neurosis (Krishnamurthy, 2018). In contrast, those with low Neuroticism generally exhibited calmness, security, and resilience when confronted with challenges. In the workplace, individuals with high Neuroticism often face increased work-related stress, diminished job commitment, and a greater likelihood of burnout. They also tend to experience higher levels of loneliness (Lim, 2025).

The Big Five traits are independent of each other. An individual can score low on one trait and high on another, score low on several traits, or score high on several traits. Individuals can fall anywhere along the spectrum for each trait. Any one trait would not be able to explain the scores for the other traits. The scores individuals achieve on the Big Five personality traits tend to remain fairly consistent throughout their lives, with only minor shifts occurring from childhood to adulthood. This suggests that certain traits within the Big Five can potentially be enhanced through therapy or other forms of intervention. For instance, those who score low in Conscientiousness might find it helpful to engage in therapy that emphasizes the development of skills in planning, organization, and time management. Similarly, individuals with high levels of Neuroticism could benefit from cognitive-behavioral therapy aimed at managing negative thoughts and emotions.

Furthermore, interventions like mindfulness-based therapy may help boost scores in Openness and Agreeableness. However, the lasting effectiveness of these interventions remains a subject of discussion among psychologists (Lim, 2025).

Personality Traits and Age

Personality traits are both stable and dynamic characteristics. They are stable across many decades but are also prone to change at any age throughout an individual's life. During young adulthood and old age, stability is relatively lower compared to during middle adulthood where it is at its highest. Stability,

however, is modest only over longer intervals, and personality traits of individuals tend to change throughout their life. The personality trajectory or the speed, timing, and direction of changes in personality can differ for many people. However, by looking at the mean-level change of traits in a population, it is possible to infer the average mean-level differences of these traits across age groups.

During adolescence, a temporary decline in Conscientiousness, Extraversion, and Agreeableness, often referred to as disruption hypothesis, can be observed. Meanwhile during young adulthood, individuals tend to increase in emotional stability, Conscientiousness, and Agreeableness. This sign of greater psychological maturity is consistent across various age groups, genders, and, to some extent, different cultures. It is commonly known as the maturity principle of personality development (Bleidorn et al., 2021). These findings are in line with the study by Soto et al. (2010) wherein it was found that Agreeableness and Conscientiousness were decreasing during late childhood and early adolescence and were increasing during emerging adulthood. On the other hand, during middle adulthood and onwards, emotional stability, Agreeableness, Extraversion, and Conscientiousness were found to decrease (Bleidorn et al., 2021).

In a study conducted by Soto et al. (2010), personality traits were examined among different age groups. The study identified five main personality areas: Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness. Extraversion includes being confident and active. Agreeableness involves being helpful and cooperative. Conscientiousness covers being organized and self-controlled. Neuroticism relates to feelings of worry and sadness. Openness includes being open to new ideas and appreciation of art and beauty.

Soto et al. (2010) found that Extraversion decreases from late childhood to adolescence, mainly because of changes in activity levels rather than confidence or assertiveness. Patterns for Neuroticism and Openness to Experience varied based on gender and specific traits. Among females, feelings of worry and sadness increased from late childhood into adolescence. Among males, feelings of worry decreased during this period, while feelings of sadness remained stable. For Openness to Experience, interest in new ideas declined during adolescence but increased again during the college years for both males and females. Appreciation for art and beauty increased from late childhood into early adulthood among males only.

Personality Traits and Sex

Men and women are most of the time depicted as polar opposites. With these stereotypes still persisting today, studies have been conducted to debunk the notion. In a study on Gender differences in personality across the ten aspects of the Big Five, each of the Big Five personality traits were assessed in two aspects. Under Openness are Openness and Intellect. Under Conscientiousness are Industriousness and Orderliness. Under Extraversion are Enthusiasm and Assertiveness. Under Agreeableness are Compassion and Politeness. Finally, under Neuroticism are Withdrawal and Volatility.

Results of the study showed significant gender differences in both aspects of every Big Five trait. Significant gender differences were found for Neuroticism, Agreeableness and Extraversion with women notably reporting higher scores for these traits. Additionally, looking at the raw scores, women scored higher than men on Openness, Orderliness, Enthusiasm, Compassion, Politeness, Withdrawal and Volatility. Meanwhile, men scored higher on Assertiveness and Intellect. These suggest that Extraversion and Openness lack significant gender differences due to the two aspects for each falling between both men and women. In addition, because the raw score of the Industriousness aspect under Conscientiousness showed insignificant gender differences, results of the residualized scores were used. Using the residualized score, gender difference in Industriousness became significant, with men scoring higher than

women. This indicates a gender difference in Industriousness among people with equal levels of Orderliness, its pair aspect under Conscientiousness. The divergence of the two aspects of Conscientiousness suggests lack of significant gender differences. Extraversion, Openness, and Conscientiousness showed undetectable gender differences (Weisberg et al., 2011).

Personality Traits and Marital Status

There is a limited amount of research exploring the relationship between personality and marital status. Most focus only on the single and married category. In the study on The Influence of Marital Status on Personality Traits in Women, unmarried women were found to score higher for Openness and Extraversion compared to married women. On the other hand, married women scored higher for Conscientiousness, Agreeableness, and Neuroticism (Vasatrao, 2024).

Another study, by Hoan and MacDonald (2024), compared the personality of singled and partnered individuals. Partnered individuals refer to those in a romantic relationship which includes those who are dating, engaged, or married. Results showed significant differences between partnered and single individuals for Extraversion, Conscientiousness and Neuroticism. Meanwhile, for Agreeableness and Openness no significant differences were found.

Partnered individuals exhibited greater levels of Extraversion and Conscientiousness, while demonstrating lower levels of Neuroticism. These findings provided context to how some individuals find it easier to enter a relationship. Outgoing individuals have higher chances of entering a relationship than less extraverted individuals. Similarly, entering romantic relationships may also increase extraversion by promoting greater confidence, social support, and access to new social networks. Individuals in a relationship for about 4 years were found to have increased Conscientiousness. Further, highly Conscientious individuals are less prone to acting on negative impulses such as infidelity. Entering into a relationship was also found to decrease Neuroticism.

On the other hand, single individuals had lower levels of Extraversion and Conscientiousness, and higher levels of Neuroticism. The facet analysis revealed low scores across all Extraversion facets, lower scores for productiveness facet under Conscientiousness, and high scores in the depression facet under Neuroticism. These findings provided context to explain why some individuals remain single. They might prioritize independence and solitude leading to fewer opportunities to begin romantic relationships. Further, their lower score in the productiveness facet under Conscientiousness, may explain their indifference and inferior achievement-orientation towards relationship goals. Also, their high score in the depression facet under Neuroticism may hinder their chances for a romantic relationship. Conversely, if they were to enter a relationship, they might experience a decrease in Neuroticism (Hoan & MacDonald, 2024).

Working Relationships

Working relationships, also known as workplace relationships, describe the interactions, connections, and dynamics among individuals in a work setting (Bella, 2023). All interpersonal relationships an individual forms and maintains at work for task accomplishment are referred to as workplace relationships (Fiaz & Qureshi, 2023). These relationships encompassed the interactions among colleagues, as well as between supervisors and their subordinates, and among individuals across different levels and departments within an organization (Bella, 2023). These relationships consisted of ongoing, structured, and mutually impactful exchanges between two employees over time (Fiaz & Qureshi, 2023).

The quality of workplace relationships is influenced by factors such as communication, trust, common objectives, organizational culture, and the overall work environment (Bella, 2023). Positive workplace

relationships were seen as beneficial or high-quality connections that lead to favorable behaviors (Fiaz & Qureshi, 2023). Strong, positive interactions among colleagues are marked by trust, respect, open dialogue, collaboration, and support. Such constructive relationships foster a supportive and inclusive workplace culture, where employees feel respected, valued, and connected to one another. Fostering a positive work environment can enhance employees' work experiences, job satisfaction, and overall well-being. In contrast, negative relationships in the workplace, marked by conflict, hostility, and poor cooperation, can lead to dissatisfaction, increased stress, and a decline in productivity. To nurture positive relationships among employees, organizations should focus on facilitating effective communication, promoting teamwork, offering opportunities for social engagement, and creating a supportive organizational culture. Implementing initiatives like team-building exercises, mentoring programs, and recognizing employee contributions can help strengthen these workplace relationships (Bella, 2023).

The increasing attention on workplace relationships stems from the fact that it is a key driver for employee engagement, a critical factor in workplace success. Workplace relationships foster engagement through trust and collaboration, supportive leadership, and a strong camaraderie between employees. Employees build trust through open communication, transparency and mutual respect. Once trust is built, collaboration is made easy. Employees are more inclined to share their ideas, support one another, and help create a positive workplace atmosphere. When combined with a supportive leadership style, this encourages employees to take initiative and be proactive. Positive interactions among colleagues, as well as between employees and leaders, foster a sense of belonging, motivation, and dedication. Enhancing team dynamics builds camaraderie and strengthens trust and collaboration. As a result, organizations experience increased job satisfaction, higher retention rates, and improved productivity. Companies can nurture these relationships through team-building exercises, mentorship opportunities, and cross departmental projects. By prioritizing a positive work culture, businesses can achieve long-term improvements in productivity and overall performance (Amazing Workplaces, 2025).

Quality of Working Relationships as a Factor of Communication

Communication refers to the process of generating and sharing meaning through various means, both verbal and non-verbal. This includes spoken words, writing, visual representations, gestures, signals, and behaviors (Nordquist, 2024). Effective communication is the key to success in any organization. It orients employees in the same direction making teams cohesive and effective. It helps build trust and boosts employee morale between and within different levels of an organization (McGoldrick, 2025). In a study by Soid et al. (2025), it was found that effective communication reduces conflict, and builds trust which fosters harmony and drives productivity. In particular, message clarity, transparency, empathy, active listening, and non-verbal communication were determined to be essential factors influencing the effectiveness of communication. Message clarity is important in reducing misunderstandings and conflict. Transparency in communication reduces suspicion and uncertainty, builds trust, strengthens relationships, and creates a positive work environment. Empathy deepens emotional connections and helps create healthier relationships in the workplace. Active listening reduces misunderstandings and encourages constructive dialogue. Non-verbal communication, which includes facial expressions, body language, and vocal tone, affect the clarity of the message conveyed.

These factors are crucial in effective communication.

Quality of Working Relationships as a Factor of Trust

Trust is defined as the ability to place one's confidence in another party. Trust relies on the perceived trustworthiness of the other party, the consistency of their behavior, and/or emotional bonds between the

trustee and trustor. It can be examined at the individual, group, organizational, inter-organizational, and societal levels (Li & Betts, 2003). Trust plays a crucial role in the success of an organization, as it affects employee engagement, collaboration, and overall productivity. Trust is mediated by leadership behaviors, communication patterns, and employee relationships. Leadership behaviors influence how fairness, support, and reciprocity are perceived, which in turn directly impacts trust. Openness and mutual understanding displayed through communication also affects trust. Employee relationships that are positive and encouraging promotes cohesion and belonging, which also enhances trust (Iddrisu, 2025).

Quality of Working Relationships as a Factor of Job Performance

Job performance is defined as the behavioral outcome of an employee's attitude towards his or her organization (Ramawickrama et al., 2017). It is measured at every management level in the organization and is dependent on the leadership style in the department or division. The leadership style must ensure employees are responsible, embody the corporate vision, and are equipped with skills corresponding to their job to ensure high employee job performance (Beja, 2023).

While most studies explored how working relationships affect job performance, studies exploring their relationship the other way around are almost non-existent. Recent studies on the effect of working relationships on job performance suggested a positive correlation. For instance, in the context of the service (Tran et al., 2018) and industrial sector (López-Cabarcos et al., 2022), it was found that good working relationships specifically between supervisors and members lead to good job performance and that coworker relationships were insignificant.

While literature points to high performing employees possessing qualities that make them reliable (Eads, 2025) which then establishes trust and foster stronger working relationships (Elite Staffing, 2023), no formal study has been undertaken to confirm this claim.

Quality of Working Relationships as a Factor of Leadership Style

Leadership involves directing a group of individuals or an organization. Leadership style pertains to how a person inspires, motivates, and oversees others while planning and implementing strategies to satisfy the needs of the team and stakeholders. There are different leadership styles namely servant, transformational, identity, autocratic, democratic, laissez-faire, and coaching. These can be categorized as member-centric or leader-centric. Member-centric leadership styles are servant, transformational, democratic, laissez-faire, and coaching. Servant, transformational, and coaching leadership styles are focused on team empowerment, mentoring, and growth. Servant and democratic leadership style promotes trust but are not suitable for fast decision environments. Transformational and coaching leadership puts emphasis on collaboration and communication. Transformational leadership aims to challenge the team. On the other hand, coaching leadership helps members build and gain confidence, and develop their skills. Democratic leadership puts emphasis on transparency and consensus. Democratic and coaching leadership are both time-consuming and unfit for fast decision environments. Laissez-faire leadership gives autonomy to members and only provides support when needed. This style of leadership is best suited for teams with highly-experienced members but being too hands-off may result in a lack of organization and reduced productivity. Leader-centric leadership includes identity, and autocratic. Identity leadership is focused on leading oneself before leading others. This leadership style puts emphasis on understanding oneself to better lead others. Meanwhile, autocratic leadership relies solely on leaders in making decisions. This type of leadership is suited for high-stakes situations (NSLS, n.d.).

There is no one size fits all leadership style. Different settings and situations call for different leadership styles. However, most people have a default leadership style which they manifest unconsciously, and this

may or may not be suited to a certain setting and situation. This raises the importance of leaders equipped with and knowledgeable of different leadership styles appropriate for certain settings and situations (Moore, 2024). Studies by Zipei (2014) and Gameda & Lee (2020) showed that transformational leadership tends to be positively correlated with employees' productivity and work engagement while laissez-faire leadership tends to be negatively correlated with employee productivity and task performance. Leadership styles focusing on effective communication creates a more collaborative work environment positively influencing productivity (Khadair et al., 2024, as cited in Soid et al., 2025) by mediating positive working relationships between employees.

Working Relationships and Age

In a study by Shapran et al. (2025) it was found that individuals in their early and middle adulthood possessed a high level of communicative competence. In particular, communicative competence was found to be generally higher in early adulthood (20-40 years old range) than in middle adulthood (40-60 years old range). This was attributed to the greater communicative engagement that most individuals go through in early adulthood in order to further their career and develop professionally. In contrast, in middle adulthood when employees already hold permanent employment, they tend to be more reserved and independent, wary of workplace competition, and often feel fatigued by communication.

Older adults are also more likely to trust others easily compared to younger adults. A study conducted by Castle et al. (2012) found that older adults had poor risk detection compared to younger adults and tend to perceive untrustworthy faces as significantly more trustworthy. Findings from the World Values Survey and General Social Survey data supported this and show an increase in likelihood of trusting others as people grow older. This was attributed to the tendency of people to focus on the good things in life as they realize their time is running out (Santhanam, 2015).

Meanwhile, job performance was found to initially increase with age until around 50 before slowly declining (Fieldman, 2008, as cited in Westover, 2024). This was attributed to an increase in expertise, judgment, problem solving, and mentoring skills due to years of experience (Ng & Feldman, 2013; as cited in Westover, 2024). This suggests that older employees below the age of 50 tend to perform better at work compared to younger employees. Although older employees outperform younger employees, this does not imply that organizational success is limited to an older workforce. In fact, an intergenerational workforce would be more beneficial for an organization as it allows diversity of skills and perspectives from each life stage (Kooji & van de Voorde, 2011, as cited in Westover, 2024).

Further, the perception of an effective leadership style is different for young and old employees. For young employees, effective leadership is that which creates a positive, ethical, and respectful environment that is open to new ideas and allows autonomy while also capable of bringing everyone together. Young employees value support and reassurance from their leaders. In contrast, old employees define an effective leadership as that which involves coaching, mentorship, active listening, and feedback. Older employees value a nurturing leadership style (Hait, 2020).

Working Relationships and Sex

In a study on the difference in communication of Gen Z males and females, Witoszek-Kuibicka and Rudziński (2025) found that women's communication focused on emotional expression and building relationships while men's communication was objective and focused on asserting power and status. Another study confirmed this in which it found that women in their early and middle adulthood (ages 25-64) spoke more words per day than men (Tidwell et al., 2025, as cited in Blue, 2025).

In terms of trust, it was found that compared to men, women were more likely to trust people who are benevolent and allowed them to safely disclose personal information. This disclosure-based trust was associated with higher relationship quality and well-being (Qui et al., 2022). In another study examining trust dynamics of men and women, Haselhuhn et al. (2015) found that women trust others more easily compared to men. Women highly value maintaining relationships and thus were more likely to regain their trust in others even after repeated transgression.

In terms of self-evaluated job performance, existing studies show contradicting results. Fukuzaki and Iwata (2023) found that women exhibited higher job performance compared to men. In contrast, Shesharao (2023) and Abraham (2023) found that male employees had higher job performance compared to female employees.

Meanwhile, there were no present studies examining the difference in preferred leadership style for leaders of men and women employees, specifically in the context of the workplace. However, in the broader sense of preferred leadership style for political leaders, Ono (2023) found that men (voters) preferred a primarily task-oriented leadership style while women (voters) preferred a relationship-oriented leadership style.

Working Relationships and Marital Status

No studies were found exploring the differences between single and married employees in terms of level of communication, willingness to trust others, and preferred leadership style in the institution. The only literature available was found for the difference in job performance of single and married employees. Aslam et al. (2020) found that married employees had higher job performance compared to single employees. In contrast, Gan et al. (2025) found that married employees, specifically teachers, tend to have lower job performance due to increased responsibilities and other family commitments taking up more of their time. This effect had greater implications for female teachers.

Personality Traits and Working Relationships

Individual personalities play a significant role in fostering healthy relationships between employees which affects employee engagement and ultimately organizational performance. Personality plays a central role in shaping workplace behavior, influencing both individual and team performance. Personality is a main catalyst for relationships formed in the workplace. It attracts or repulses coworkers, significantly affecting working relationships.

Since the factors affecting the quality of workplace relationships are also influenced by personality, studying their exact relationship could be a promising endeavor. The factors affecting quality of workplace relationships are communication, trust, common objectives, organizational culture, and the overall work environment (Bella, 2023). Studies have shown a notable link between communication and personality traits such as Agreeableness, Conscientiousness, Extraversion, and Neuroticism among individuals engaged in group decision-making tasks. Higher levels of Agreeableness, Conscientiousness, and Extraversion enhance the likelihood of effective communication at work. On the other hand, Neuroticism was found to decrease those chances (Aaron, 2019). Further, in a study conducted by (Inanir, 2022), it was found that Openness to experience, Conscientiousness and Agreeableness increased employees' trust in the manager while high Extraversion and Neuroticism were linked to employees' lack of trust in their manager.

Aside from trust, it is also important for employees to share the same goals. Among the many goals employees can share with each other, the most important one pertains to efficiency in completing work-related tasks. In a study conducted by Delima (2019), certain personality traits were found to positively affect job performance. These are Openness to experience, Extraversion, Agreeableness and

Conscientiousness. Meanwhile, Neuroticism was found to negatively affect job performance of employees.

Sharing the same goals and working effectively requires employees to be proactive and take initiative. The leadership style which holds the organizational structure together and shapes the overall work environment is another factor to consider. Leadership style plays a decisive role in shaping team dynamics. It directly influences a team's communication efficiency, collaboration patterns, conflict resolution, and innovation capabilities. Likewise, team dynamics were found to significantly impact leadership style. Thus, leaders must continually adapt the most appropriate leadership style based on team characteristics, task characteristics, and organizational environment (Kan, 2024). A study by Jiang and Ali (2024) pointed out that transformational leadership style inspires innovation and fosters teamwork. Motivational and supportive leadership were also found to enhance team cohesion by building trust and providing support. But as stated by Kan (2024), Jiang and Ali (2024) also emphasized the need for leaders to be flexible in applying different leadership strategies based on specific situations. In a study conducted by Rusilowati et al. (2025) leadership is crucial in molding the success of an organization through regulating employee engagement, appraisals, and overall performance in the workplace. In this fast-paced competitive industry, leaders must incorporate leadership styles that not only streamline the operations of the organization but also motivate and take part in improving the well-being of employees. Enhancing the working relationships of employees is a determinant of job satisfaction and productivity, and retention. Fostering an environment where employees feel valued, included, and aligned with their goals greatly affects the growth and development of the organization. Certain personality traits were found to positively affect leadership. These are Extraversion, Conscientiousness, Openness, and Agreeableness. Only Neuroticism was found to have a negative impact on leadership performance (Li, 2023). However, no studies were found specifically looking at how personality traits affect the perceived leadership style in an organization. Personality traits affect working relationships by influencing communication, trust, shared goals, job performance, and the work environment via leadership style. Openness, Extraversion, Agreeableness, and Conscientiousness positively affect job performance (Delima, 2019). Agreeableness, Conscientiousness, and Extraversion positively affect communication (Aaron, 2019). Openness, Conscientiousness, and Agreeableness positively influence employee trust in their manager. Conversely, Neuroticism negatively affects communication (Aaron, 2019), and job performance (Delima, 2019), and is linked with Extraversion to a lack of trust in management (Inanir, 2022). Personality traits are key determinants of individual and team performance, and since they are modifiable, targeted interventions can nurture positive characteristics to improve working relationships and organizational performance.

Synthesis

The existing related literature and studies emphasized the importance of employee well-being, and the mediating effect of employee engagement and the work environment, in promoting employee productivity (Palmer, 2021; Chang, 2024; Gede & Huluka, 2024). Employee engagement and the work environment were found to be shaped by individual behaviour and working relationships of employees across the different levels of the organization (Gede & Huluka, 2024; Bella, 2023). Working relationships of employees and their behaviour were discovered largely influenced by their personality traits (Stoetzer, 2010; Mitra, 2024; American Psychological Association, n.d.). The most reliable and widely-used framework in the categorization of personality traits is the Five Factor Model (FFM) or the Big Five (Krishnamurthy, 2018; Hee, 2014; Husain et al., 2025). Several studies have verified FFM's reliability,

consistency, and validity as a measurement of personality traits and only Kamuralzaman & Nordin (2012) noted it unreliable as a measurement of Neuroticism specifically.

The Big Five personality traits include Openness to experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism (Lim, 2025). All except Neuroticism were found connected to certain favourable traits in the workplace. Conscientiousness, Extraversion, and Agreeableness were found favourable traits in terms of productivity, leadership, working in large groups, and cooperation. Openness had mixed results. It was found to affect employee proactivity but also negatively affect team efficiency. Neuroticism, on the other hand, was found to be connected to emotions that could negatively affect work such as worry, stress, and anxiety (Lim, 2025; Krishnamurthy, 2018).

Studies have evaluated the relationship between personality traits and an individual's age, sex, and marital status. A significant relationship was found between personality traits and age (Bleidorn et al., 2021; Soto et al., 2010) and marital status (Vasantryao, 2024; Hoan & MacDonald, 2024). A significant relationship was found between personality traits and sex but only for Agreeableness and Neuroticism. There were no significant differences for Openness, Conscientiousness, and Extraversion between males and females (Weisberg et al., 2011).

In this study, the quality of workplace relationships were assessed as a factor of communication, trust, job performance, and leadership style. These chosen factors are anchored on existing literature. Communication and trust were found interconnected and crucial in improving harmony, reducing conflict, strengthening relationships, and creating a positive work environment (McGoldrick, 2025; Soid et al., 2025; Iddrisu, 2025). Trust and Job performance were found to be influenced by the leadership style in the institution (Iddrisu, 2025; Beja, 2023). Although no studies were found exploring how job performance of employees affect their quality of working relationships, literature pointed to high performing employees seen as reliable, establishing trust, and fostering stronger working relationships (Eads, 2025; Elite Staffing, 2023). Leadership styles were also found crucial in promoting a positive work environment (Khadair et al., 2024, as cited in Soid et al., 2025). Among the different leadership styles, the transformational leadership style was found positively correlated with employee productivity and engagement (Zipei, 2014; Gameda & Lee, 2020) and essential in mediating positive working relationships between employees.

Studies have been done to look at differences in the quality of working relationships of individuals, specifically communication, trust, job performance, and leadership style, when grouped according to their age, sex, and marital status. Significant differences were found in the quality of working relationships and age (Shapran et al., 2025; Castle et al., 2012; Fieldman, 2008, as cited in Westover, 2024; Hait, 2020). Significant differences were found in the quality of working relationships and sex in terms of communication, trust, and job performance only (Witoszek-Kuibicka & Rudziński, 2025; Tidwell et al., 2025, as cited in Blue, 2025; Qui et al., 2022; Haselhuhn et al., 2015; Fukuzaki & Iwata, 2023; Shesharao, 2023; Abraham, 2023). No present studies were found assessing significant differences between males and females in their perception of leadership styles in an organization. Similarly, no studies were found exploring the differences in the quality of working relationships between single and married employees.

The factors affecting the quality of working relationships are also affected by personality traits and studies have confirmed this. A significant positive relationship was found between Conscientiousness and Agreeableness and communication, trust, and job performance (Aaron, 2019; Inanir, 2022; Delima, 2019). Extraversion and Neuroticism were also found to have a significant relationship with communication with the former being positive and the latter negative (Aaron, 2019). Openness was found to have a significant positive relationship with trust and job performance (Inanir, 2022; Delima, 2019). Extraversion was also

found to have a significant positive relationship with job performance while Neuroticism had a significant negative relationship (Delima, 2019). Meanwhile, no studies were found to explore how personality traits affect the perceived leadership style in an organization.

Chapter 3

METHODOLOGY

This chapter is divided into eight parts: (1) Research Design, (2) Locale of the Study, (3) Population and Sampling Techniques, (4) Data Gathering Instrument, (5) Content Validity, (6) Reliability, (7) Data Gathering Procedure, (8) Ethical Consideration, and (9) Statistical Treatment.

Research Design

This study used a descriptive and correlational research design. A descriptive correlational research design is a quantitative method that observes and describes two or more variables without manipulating them or implying causation. A descriptive correlational research design was used to describe the data on the personality traits and quality of working relationships of the New Washington National Comprehensive High School (NWNCHS) employees.

Locale of the Study

The study was conducted at NWNCHS, a premiere High School located at ANCF Street, Poblacion, New Washington, Aklan, Philippines. NWNCHS, formerly Candelaria National High School Poblacion Extension, has existed since 2001. The school used to be a part of Aklan State University College of Fisheries and Marine Sciences, then known as Aklan National College of Fisheries, which was formerly known as New Washington Junior High School way back in 1948 when it was hard for young people of New Washington to go to Kalibo to avail of Secondary Education.

The institution upholds the Department of Education (DepEd) vision and mission, as well as its core values, as the foundation of its educational goals and practices. Inspired by the DepEd Vision, which expresses a hope for Filipinos to have a deep love for their nation and to possess the skills and values that empower them to reach their full potential and make impactful contributions to nation-building, the institution is committed to developing learners who are both competent and value-oriented. In line with this, the DepEd Mission highlights the importance of safeguarding and advancing the right of every Filipino to receive quality, equitable, culturally relevant, and comprehensive basic education. This goal is achieved by creating a learning environment that is child-friendly, gender-sensitive, safe, and inspiring for students; ensuring that teachers effectively support and foster the growth of every learner; having administrators and staff act as responsible caretakers who create a supportive and enabling atmosphere for education; and involving families, communities, and other stakeholders in collaboratively nurturing lifelong learners. Complementing these ideals are the core values of NWNCHS, namely Maka-Diyos, Makakalikasan, Maka-Tao, and Makabansa, which reflect the institution's commitment to fostering a God-centered, environmentally conscious, humane, and patriotic school community.

Today NWNCHS offers Grade 7 to 12 education, with more or less 10,200 sqm land area, having 2,257 students. It has a staff of 95 individuals, composed of 89 teaching employees and 6 non-teaching employees. The non-teaching employees are composed of 1 School Principal II, 1 Head Teacher, 1 Guidance Counselor I, 1 Registrar, and 2 Administrative Assistant II. Employees reside from different municipalities of Aklan (New Washington, Kalibo, Banga, Numancia, Altavas, Lezo etc). The communication flow in the Institution is primarily downward.



Population and Sampling Techniques

To fully represent the population of New Washington National Comprehensive High School (NWNCHS) Employees, a probabilistic sampling method was used. Following Cochran (1977), the formula for sample size with a small population was used.

Based on the formula, out of the 95 total employees in the institution, the minimum sample size required for the study was 76 employees; however, for the purpose of easier computation, the sample size was increased to 80.

The sampling technique used was simple random sampling. The New Washington National Comprehensive High School (NWNCHS) employees were listed down on paper and assigned a number. Pieces of paper with numbers 1 to 95 were compiled and the researcher drew lots and chose 80 from the 95 pieces of paper. Employees with their corresponding numbers chosen were then informed through a letter that they were selected as the respondents of the study.

Data Gathering Instrument

Primary data was used to fulfill the objectives of this research. Questionnaires created by the researcher and validated by a panel of psychologists were utilized. Two sets of questionnaires were administered to the New Washington National Comprehensive High School (NWNCHS) Employees: a personality traits questionnaire and a quality of working relationship questionnaire. Both questionnaires utilized a five-point Likert scale.

Personality traits test questionnaire created based on the original IPIP-NEO Big Five Personality Test was used. Unlike the 300- and 120-item question of the original and the shorter version respectively, the questionnaire used was composed of 50-items. It features 10 questions each for the five dimensions namely: Agreeableness (A), Conscientiousness (C), Extraversion (E), Neuroticism (N), and Openness to experience (O). The respondent's personality traits were determined based on their scores for each dimension.

The instrument utilized a five-point Likert scale and there were five descriptions of the individual responses in the instruments namely: 1 – very inaccurate, 2 – moderately inaccurate, 3 – neither inaccurate nor accurate, 4 – moderately accurate, and 5 – very accurate.

The Agreeableness (A), Conscientiousness (C), Extraversion (E), Neuroticism (N), and Openness to experience (O) of the respondents were categorized as very low, low, moderate, high, or very high. The corresponding scores were 1.00-1.49 for very low, 1.50-2.49 for low, 2.50-3.49 for moderate, 3.50-4.49 for high, and 4.50-5.00 for very high.

The working relationship questionnaire was composed of 40 items. The 40 items were 40 statements related to the respondent's perception on his or her job performance, and the level of trust, ease and extent of communication and the leadership style prevalent in the organization.

The quality of working relationships of the respondents were categorized as poor, fair, good, very good, and excellent. The corresponding scores were 1.00-1.49 for poor, 1.50-2.49 for fair, 2.50-3.49 for good, 3.50-4.49 for very good, and 4.50-5.00 for excellent.

Content Validity

The survey questionnaire was subjected to content and face validation by three (3) psychologists. The psychologists served as panelists to ensure the data gathered was valid. Based on the recommendations of the panel, the researcher created the necessary adjustments to the questionnaire. In assessing the validity of the results and interpretation of the statistical analysis, the researcher employed the help of a statistician.

The help of other specialists such as a grammarian and a research adviser was also sought in the making of the questionnaire.

Reliability

To ensure the reliability of the questionnaire, the researcher addressed the common method bias (CMB) and social desirability bias. The questionnaire is susceptible to common method bias (CMB) because the primary data gathered for both the independent and dependent variables were measured within one survey. To address CMB, the researcher provided straightforward guidelines, maintained the confidentiality of responses, steered clear of complicated and unclear questions, and kept the surveys brief (Kock et al., 2021). Moreover, the self-reported data gathered from the respondents is prone to social desirability bias. Social desirability bias is a type of response bias in self-report questionnaires wherein respondents give answers that will enhance their own self-presentation (Nikolopoulou, 2023). To address social desirability bias, the researcher established a comfortable and respectful environment before the questionnaires were administered and emphasized that anonymity and confidentiality of the respondents was ensured to encourage them to answer truthfully. Furthermore, the test-retest method was utilized and measured the reliability of the instrument. The same questionnaire was administered to the same group of people at two different points in time in order to have consistent results over time. Results showed that the Cronbach's Alpha coefficient (α) is equal to 0.707, suggesting that, in terms of reliability, the questionnaire is acceptable because it falls within the range $0.70 \leq \alpha < 0.80$. Meanwhile, the Pearson correlation coefficient (r) was also significant and was found equal to 0.714, suggesting the presence of a significant relationship between the scores of the respondents obtained for the test-retest method.

Data Gathering Procedure

Before the actual gathering of data, permission to conduct the study was secured from the members of the panel duly approved by the Dean. After the approval of the permit to conduct the study, a letter for the Schools Division Superintendent and the Principal of the school of the respondents was prepared to ask permission to conduct the research study. A letter was then addressed to the chosen respondents regarding their optional participation for the study that was conducted. Visits to the respective rooms of the teachers and staff were done right after all the needed documents were approved. The researcher personally administered the self-made personality traits and quality of working relationship questionnaires.

Ethical Consideration

To ensure adherence to data privacy and research ethics, each respondent was informed in person about the purpose of the study as well as their rights to withdrawal and anonymity. An informed consent form was also attached to the set of questionnaires for the respondents to read. Moreover, in line with the Data Privacy Law of 2012, the researcher explained that the identities of the respondents of this study were not disclosed in any form, whether through the paper itself or the data set used for the analysis of the data. Further, because the researcher administered the questionnaires in person, clarification of respondents on any items was addressed to ensure correctness of their answers.

The answered instrument was also collected immediately upon the respondent's completion. Upon the collection of needed data, it was subjected to descriptive statistics, correlational analysis and interpretation. Based on the findings of the data gathered, the researcher constructed an action plan to promote a more harmonious working relationship among the New Washington National Comprehensive High School (NWNCHS) employees.

Statistical Treatment

This study utilized descriptive statistics in analyzing the profile of the New Washington National Comprehensive High School (NWNCHS) employees. Frequency was used for age, sex, and marital status. Mean and standard deviation were used for level of personality traits and quality of working relationships of the employees. Furthermore, this study used the chi-square test to analyze the relationship between personality traits of the employees and their profile variables. On the other hand, the quality of working relationships in terms of sex and marital status were each compared using Mann-Whitney U test and Kruskal-Wallis test was used to determine the significant difference in terms of age. Finally, the relationship between the level of personality traits and quality of working relationships of the employees was analyzed using the Pearson Product Moment Correlation.

Chapter 4

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the findings and interpretation of the gathered data. The presentation consists of the following: profile of respondents; personality traits of respondents and quality of working relationships of employee in terms of communication, trust, job performance and perceived leadership style; significant relationship between the personality traits of the respondents and their age, sex and marital status; significant difference in the quality of working relationships of the respondents when grouped according to their profile variables, and significant relationship between the personality traits of the respondents and their quality of working relationship.

1. Profile of the Respondents

Table 1 shows the distribution of respondents by profile in terms of age, sex, and marital status. These respondents were the 80 employees of NWNCHS.

Results showed that the majority (53.8%) of the employees of NWNCHS were young adults aged 25 to 35 years old and were considered Millennials and Gen Z (Beresford Research, n.d.). Further, they were predominantly female and married, comprising 73.8% and 63.8% of the respondents, respectively. The minority age groups were much older within the range of 36 to 46 years old and 47 years old and above comprising 31.2% and 15% of the respondents, respectively. In addition, only 26.2% and 36.2% of the respondents were male and single, respectively. The demographic analysis of the respondents revealed a predominantly married and relatively young employee population dominated by women.

Table 1
Distribution of Respondents by Profile Variables

Profile Variables	Frequency (f)	Percent (%)
Age		
25 years old – 35 years old	43	53.8
36 years old – 46 years old	25	31.2
47 years old and above	12	15.0
Sex		
Female	59	73.8
Male	21	26.2
Marital Status		
Single	29	36.2

Married	51	63.8
TOTAL	80	100

2. Level of Personality Traits of the Respondents

Table 2 shows the level of personality traits of the respondents based on the Five Factor Model and measured as the mean of their answers to a 5-point Likert scale where 1 implies a very inaccurate description of their personality and 5 implies a very accurate description.

With a mean falling between the range 3.50-4.49, results showed that the respondents exhibited a High level of Agreeableness (M = 4.28), Openness (M = 4.14), Conscientiousness (M = 4.12), and Extraversion (M = 3.91). This sequence followed the range of highest to high mean score of personality traits with accuracy similar in magnitude to its mean score as revealed by a low standard deviation. The findings suggested that the NWNCHS employees were generally helpful and supportive (Lim, 2025), as well as warm and considerate (Krishnamurthy, 2018), as revealed by Agreeableness with the largest mean score for the high category. This is followed by Openness which suggested that employees enjoy variety, embrace change, and seek out diverse perspectives (Lim, 2025). Further, followed by Conscientious, this implied employees were predominantly organized and reliable (Lim, 2025), as well as disciplined and hardworking (Krishnamurthy, 2018). In addition, employees were also found to be generally outgoing and enthusiastic in social situations, commonly taking initiative and thriving in large gatherings (Lim, 2025), as revealed by their high Extraversion. However, because the standard deviation was highest for Extraversion, this suggested that the sample contained both highly extraverted and highly introverted individuals, demonstrating the greatest degree of individual difference for this personality trait. The findings indicated that while the employees have similar levels of Agreeableness, Openness, and Conscientiousness, they demonstrate a high diversity across the spectrum of Extraversion-Introversion. Meanwhile, neuroticism was found to be Moderate with a mean score of 3.10, falling in the range of 2.50-3.49, and with the lowest standard deviation among the personality traits which suggested the highest accuracy. The result implied that employees were moderately prone to worry, stress, anxiety, and mood swings (Lim, 2025).

Table 2
Level of Personality Traits of the Respondents

Personality Trait	Mean	Interpretation	Standard Deviation
Openness	4.14	High	0.41
Conscientiousness	4.12	High	0.44
Extraversion	3.91	High	0.60
Agreeableness	4.28	High	0.39
Neuroticism	3.10	Moderate	0.33

4.50-5.00 Very High 3.50-4.49 High 2.50-3.49 Moderate 1.50-2.49 Low 1.00-1.49 Very Low

A. Level of Openness of the Respondents

Table 3 shows the item analysis for the level of Openness of the respondents.

Results showed that respondents exhibited a High level of Openness particularly in regard to exploring new teaching or work strategies (M = 4.45), improving current practices (M = 4.48), suggesting new ideas

during meetings (M = 3.68), learning beyond their responsibilities (M = 4.14), discussing diverse topics with coworkers (M = 4.31), and attending workshops (M = 4.26). Further, the respondents were found to be highly open to constructive feedback (M = 4.61), flexible to change (M = 3.96) and can easily adapt to new situations or environments (M = 4.13). Among the different items that were ranked high, it was found that the respondents were highly open to constructive feedback, followed by improving current practices, and exploring new teaching or work strategies. The lowest ranked of the high category were respondents' tendency to suggest new ideas during meetings or planning sessions, followed by adaptability to changes in routine, and adaptability to new situations or environments. On the other hand, the respondents were found only to be Moderately open to other people's opinions (M = 3.41).

These findings suggested that NWNCHS employees generally exhibited high levels of intellectual curiosity, adaptability, and willingness to explore new ideas (Lim, 2025), portraying a workforce that values personal growth, continuous improvement, and flexibility in their professional roles. Further, results showed employees having only a moderate interest toward other people's opinions. This is in line with the findings of Lim (2025) wherein he found that individuals with high Openness were independent and less likely to feel lonely but also curious and love to seek out diverse perspectives, thus explaining the middle ground on which employees stand in regard to their interest in other people's opinions.

**Table 3
Level of Openness of the Respondents**

No.	Statements	Mean	Interpretation	Rank
O1	I often enjoy exploring new teaching or work strategies.	4.45	High	3
O6	I find satisfaction in thinking about how to improve my current practices.	4.48	High	2
O11	I often suggest new ideas during meetings or planning sessions.	3.68	High	9
O16	I enjoy learning about topics outside of my usual responsibilities.	4.14	High	6
O21	I am open to having discussions on diverse topics with my coworkers.	4.31	High	4
O26	I adjust well when routines change.	3.96	High	8
O31	I am open to feedback that can help me improve.	4.61	High	1
O36	I am curious about other people's opinions.	3.41	Moderate	10
O41	I enjoy attending workshops or training.	4.26	High	5
O46	I easily adapt to new situations or environments.	4.13	High	7

B. Level of Conscientiousness of the Respondents

Table 4 shows the item analysis for the level of Conscientiousness of the respondents.

Results showed that the respondents generally exhibited a High level of Conscientiousness, particularly in regard to punctuality in accomplishing tasks (M = 4.29), managing time wisely (M = 4.35), staying on track of schedule (M = 4.48), planning and strategizing (M = 4.15), keeping organized notes (M = 4.23)

and workspace environment orderly (M = 4.28), maintaining accuracy of disseminated information (M = 4.41), and systematically approaching tasks in individual (M = 4.35) and group settings (M = 3.90). Among the high category classified items, the highest mean was for staying on track of schedule, followed by maintaining the accuracy of disseminated information, and managing time wisely alongside systematically approaching individual tasks. Meanwhile, the lowest ranked for the high category was promoting a systematic approach in accomplishing group work, followed by planning and strategizing, and keeping organized notes. On the other hand, in terms of risk aversion, respondents were found to be Moderately risk averse (M = 2.73).

These findings suggested that NWNCHS employees exhibited high levels of discipline, organization, and goal-directed behavior (Lim, 2025). They demonstrated strong time management, attention to detail, and strategic planning skills, both individually and in collaborative settings. While most behaviors reflected high conscientiousness, employees showed moderate tendency towards avoiding risks, indicating a moderate preference for caution in decision-making. This contradicts the findings of Krishnamurthy (2018) wherein he described people with high Conscientiousness as perfectionists and compulsive in their behavior, which would have entailed a very high preference for risk aversion. Overall, the results portrayed a workforce that is reliable, organized, and goal-oriented.

Table 4
Level of Conscientiousness of the Respondents

No.	Statements	Mean	Interpretation	Rank
C2	I finish my tasks on time.	4.29	High	5
C7	I am able to manage my time wisely.	4.35	High	3.5
C12	I follow schedules to stay on track.	4.48	High	1
C17	I take down notes to stay organized.	4.23	High	7
C22	I keep my things and workspace organized.	4.28	High	6
C27	I double-check information before sharing it.	4.41	High	2
C32	I am good at planning and making strategies to reach my goals.	4.15	High	8
C37	I prefer to break down large tasks into smaller manageable parts, minimizing distractions, and prioritizing the most important tasks.	4.35	High	3.5
C42	I take initiative in promoting a systematic procedure in completing tasks when in a group setting.	3.90	High	9
C47	I do not like taking risks.	2.73	Moderate	10

C. Level of Extraversion of the Respondents

Table 5 shows the item analysis for the level of Extraversion of the respondents.

Results showed that the respondents generally exhibited a High level of Extraversion, particularly in regard

to exuding a joyful aura at work (M = 4.18), talking to coworkers (M = 4.43) and feeling energized (M = 4.21), participating in group-related activities (M = 3.86), expressing thoughts and ideas during meetings or group discussion (M = 3.83), having a large circle of friends at work (M = 3.95), maintaining a close relationship with coworkers outside of work (M = 4.21), and allocating time outside office hours for bonding (M = 3.75). Among the high category classified items, the highest mean was for talking to coworkers, followed by feeling energized from talking and socializing with coworkers, alongside maintaining a close relationship with coworkers outside of work. The lowest mean of the high category classified items was for allocating bonding time outside office hours, followed by expressing thoughts and ideas during meetings and group discussions, and participating in group-related activities. On the other hand, respondents were found only Moderately inclined to spend leisure time with coworkers (M = 3.30) and feeling Moderately productive when working in a group (M = 3.36).

These findings suggested that NWNCHS employees demonstrated high levels of sociability, approachability, and enthusiasm in group settings within the workplace. This would suggest employees were assertive and thrive in large gatherings (Lim, 2025).

Respondents were comfortable communicating with colleagues, maintain positive relationships, and contribute to a friendly and collaborative work environment. While most indicators reflected high social engagement and a preference for group activities, items related to productivity and leisure interactions outside work scored at a moderate level, suggesting that employees' social motivation is stronger within work-related contexts than during off-duty interactions and employees were not necessarily more productive in group settings compared to when working alone.

Table 5
Level of Extraversion of the Respondents

No.	Statements	Mean	Interpretation	Rank
E3	I love being in a group activity rather than having an individual task.	3.86	High	6
E8	I have a large circle of friends in my work environment.	3.95	High	5
E13	I maintain a close relationship with my coworkers outside of work.	4.21	High	2.5
E18	I am comfortable having a conversation with my coworkers.	4.43	High	1
E23	I have bonding time outside the office hours.	3.75	High	8
E28	I spend my leisure time with my coworkers.	3.30	Moderate	10
E33	I feel energized after spending time talking and socializing with my coworkers.	4.21	High	2.5
E38	I prefer to express my thoughts and ideas openly during meetings or group discussions.	3.83	High	7

E43	I have an approachable and joyful aura in the workplace.	4.18	High	4
E48	I feel more productive when I am around others than when I work alone.	3.36	Moderate	9

D. Level of Agreeableness of the Respondents

Table 6 shows the item analysis for the level of Agreeableness of the respondents.

Results were varied across moderate, high and very high categories. It was found that the respondents exhibit a Very High level of Agreeableness, particularly in regard to staying humble (M = 4.65), making others feel safe and comfortable (M = 4.55), and giving others time and space when they need it (M = 4.63). Additionally, a High level of Agreeableness was noted for patience when someone is having difficulty learning something (M = 4.21), sensitivity to others' feelings (M = 4.24), providing comfort to coworkers who are going through difficulty (M = 4.16), being understanding towards others (M = 4.30), respecting others despite their rudeness (M = 4.31), and being cooperative in group settings (M = 4.34). On the other hand, the respondents were found only Moderately inclined to speak up for others (M = 3.43). These findings suggested that NWNCHS employees demonstrated high levels of humility, empathy, and respect for others. Respondents were supportive and team-oriented (Lim, 2025), as well as considerate and cooperative (Krishnamurthy, 2018), fostering a positive and caring work environment. While most behaviors reflected strong interpersonal sensitivity, speaking up for those who cannot advocate for themselves scored at a moderate level, indicating that this form of support was less consistently practiced in the institution.

Table 6
Level of Agreeableness of the Respondents

No.	Statements	Mean	Interpretation	Rank
A4	I stay patient when someone is having a hard time learning something.	4.21	High	8
A9	I stay humble about my own achievements.	4.65	Very High	1
A14	I often think about how my words might affect others.	4.24	High	7
A19	I try to make others feel safe and comfortable around me.	4.55	Very High	3
A24	I give others time and space when I know they need it.	4.63	Very High	2
A29	I comfort my coworkers who are going through something difficult.	4.16	High	9
A34	I try to understand why people behave the way they do.	4.30	High	6

A39	I speak up for those who don't speak for themselves.	3.43	Moderate	10
A44	I try to stay respectful even when someone is being rude.	4.31	High	5
A49	I tend to be cooperative in group settings.	4.34	High	4

E. Level of Neuroticism of the Respondents

Table 7 shows the item analysis for the level of Neuroticism of the respondents.

Results were varied across low, moderate, and high categories. It was found that the respondents exhibited a High level of Neuroticism, particularly in regard to feeling nervous when tasks pile up ($M = 3.61$), overthinking at the end of a workday ($M = 3.61$), feeling anxious before meetings or presentations ($M = 3.51$), imagining worst-case scenarios at work ($M = 3.60$), and feeling body tension when stressed ($M = 3.94$). Additionally, it was found that the respondents have a Moderate tendency to feel inferior when comparing oneself to coworkers ($M = 2.60$), and get emotional when things don't go as planned ($M = 3.38$). Further, it was found that the respondents do not find much difficulty to focus when worried about something ($M = 2.01$), they do not often feel stressed pursuing perfection in their work ($M = 2.29$), and they do not feel uncomfortable when being observed or evaluated ($M = 2.44$).

These findings suggested that employees experienced stress, worry, and anxiety (Lim, 2025) at work to some extent, and feel the tension physically during stressful situations. However, most signs of worry, anxiety, and self-doubt affecting focus and completion of work were moderate and low, suggesting that employees were generally able to manage work pressures, stay focused, and complete tasks despite occasional stress. This implied that employees were generally calm, secure, and resilient when facing challenges but were also as likely to experience stress and burnout similar to an average person (Lim, 2025).

Table 7
Level of Neuroticism of the Respondents

No.	Statements	Mean	Interpretation	Rank
N5	I feel nervous when tasks pile up quickly.	3.61	High	2.5
N10	I overthink things even after the workday ends.	3.61	High	2.5
N15	I feel anxious before meetings or presentations.	3.51	High	5
N20	I tend to imagine worst-case scenarios at work.	3.60	High	4
N25	I often compare myself to coworkers and feel like I fall short.	2.60	Moderate	7
N30	I find it difficult to focus when I am worried about something.	2.01	Low	10
N35	I get emotional when things don't go as planned.	3.38	Moderate	6

N40	I feel tension in my body when I am stressed at work.	3.94	High	1
N45	I often feel stressed pursuing perfection in the tasks I'm given.	2.29	Low	9
N50	I feel uncomfortable when I am being observed or evaluated.	2.44	Low	8

3. Quality of Working Relationships of the Respondents

Table 8 shows the interpretation of the quality of working relationships of the respondents in terms of communication, trust, job performance and leadership style based on a probable scale.

Results showed that communication (M = 4.08), trust (M = 3.80), job performance (M = 4.11), and perceived leadership style (M = 4.30) in the institution were Very Good, indicating that the overall quality of working relationships of the respondents is Very Good. This implied that all interpersonal relationships at various levels and departments within the institution (Bella, 2023) were high quality and causes favorable behavioral outcomes (Fiaz & Qureshi, 2023) such as molding a supportive and inclusive work culture that promotes the performance and overall wellbeing of the employees (Bella, 2023).

In particular, among the different factors defining the quality of working relationships, the perceived leadership style in the institution was found to have the highest mean, followed by job performance, communication, and trust. These findings suggested that the leadership style in the institution was viewed positively and was conducive to enhancing the job performance of the employees, indicating the presence of a transformational leadership style in the institution (Gemeda & Lee, 2020). The Very Good level of job performance pointed to employees' positive attitude towards the institution (Ramawickrama et al., 2017). Further, the Very Good level of communication and trust pointed to the ease in communication between employees and a high level of trust between coworkers. In line with the study by Soid et al. (2025), effective communication builds trust and drives productivity. The effective communication in the institution creates cohesive and effective teams which boosts trust and employee morale (McGoldrick, 2025).

Table 8
Quality of Working Relationships of the Respondents in terms of Communication, Trust, Job Performance, and Leadership Style

Factor of Quality of Working Relationships	Mean	Interpretation	Standard Deviation
Communication	4.08	Very Good	0.40277
Trust	3.80	Very Good	0.42094
Job Performance	4.11	Very Good	0.36073
Leadership Style	4.30	Very Good	0.57123
OVERALL	4.07	Very Good	-

4.50-5.00 Excellent 3.50-4.49 Very Good 2.50-3.49 Good 1.50-2.49 Fair 1.00-1.49 Poor

A. Quality of Working Relationships in terms of Communication

Table 9 shows the quality of working relationships of the respondents in terms of Communication.

Results were varied across good, very good, and excellent categories. Generally, the respondents exhibited a Very Good level of communication in terms of talking with coworkers (M = 4.36), clarifying unclear information (M = 4.24), providing clear instructions (M = 4.35), keeping each other updated (M = 4.23), expressing thoughts openly in team discussion (M = 3.90), sensitivity in making jokes (M = 4.21), and solving misunderstandings (M = 4.30). On the other hand, only a Good level of communication was found in terms of reaching out to coworkers during working hours (M = 3.21), and directly confronting someone to point out their mistake (M = 3.38). Meanwhile, an Excellent level of communication was noted for thanking coworkers for their help in accomplishing tasks outside their responsibilities (M = 4.65).

These findings showed that employees maintained effective communication in the workplace. In line with the findings of Soid et al. (2025) on the factors influencing effective communication, it was found that the employees value transparency, clarity, and empathy. Notably, in the institution, expressing gratitude to coworkers was a common practice.

Table 9
Quality of Working Relationships in terms of Communication of the Respondents

No.	Statements	Mean	Interpretation	Rank
C1	I feel comfortable when talking with my coworkers.	4.36	Very Good	2
C5	I feel that I can express my thoughts openly in team discussions.	3.90	Very Good	8
C9	I understand what is expected of me because instructions are communicated clearly.	4.35	Very Good	3
C13	I believe my team keeps each other informed about important updates.	4.23	Very Good	6
C17	I reach out to my coworkers only during working hours.	3.21	Good	10
C21	I directly confront the person to point out their mistake.	3.38	Good	9
C25	I thank my coworkers when they help me complete my tasks even when it wasn't part of their responsibility.	4.65	Excellent	1
C29	I can easily clarify things with my coworkers when something is confusing.	4.24	Very Good	5
C33	I try to be sensitive when spitting jokes to my coworkers.	4.21	Very Good	7

C37	I believe we solve misunderstandings quickly through open conversation.	4.30	Very Good	4
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B. Quality of Working Relationships in terms of Trust

Table 10 shows the quality of working relationships of the respondents in terms of Trust. Results were varied across good, very good, and excellent categories. The respondents exhibited a Good level of trust in terms of having good faith that coworkers are not exploitative (M = 2.80), sharing personal or sensitive information (M = 3.21), not having to overanalyze conversations (M = 3.40), and confidence that coworkers are not backstabbers (M = 3.21). Additionally, a Very Good level of trust was noted for believing coworkers keep promises (M = 3.79), feeling safe when asking coworkers for help (M = 4.14), perceived consistency of coworkers in their words and actions (M = 3.78), and feeling respected regardless of position (M = 4.38). Meanwhile, an Excellent level of trust was found for valuing coworkers' contributions and their well-being (M = 4.73), and believing trust is shared between coworkers (M = 4.53). These findings suggested that employees were able to place their confidence in each other. This is due to the consistency of coworker behavior and emotional bonds forged between employees (Li & Betts, 2003). Notably, in the institution, trust is a core value shared between employees and coworker contributions and their well-being is highly esteemed.

Table 10
Quality of Working Relationships in terms of Trust of the Respondents

No.	Statements	Mean	Interpretation	Rank
T2	I believe I can rely on my coworkers to follow through on their promises.	3.79	Very Good	5
T6	I don't worry about being taken advantage of by the people I work with.	2.80	Good	10
T10	I feel safe sharing personal or sensitive information with some of my coworkers.	3.21	Good	8.5
T14	I value my coworkers' contributions and their well-being.	4.73	Excellent	1
T18	I'm comfortable asking for help because I know my coworkers won't make me feel small.	4.14	Very Good	4
T22	I usually don't second-guess what my coworkers tell me.	3.40	Good	7
T26	I believe my coworkers won't talk behind my back.	3.21	Good	8.5
T30	I believe trust is a core value shared by most people in my team.	4.53	Excellent	2
T34	I feel like people in my workplace are consistent with their words and actions.	3.78	Very Good	6

T38	I feel respected by my coworkers regardless of my position.	4.38	Very Good	3
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C. Quality of Working Relationships in terms of Job Performance

Table 11 shows the quality of working relationships of the respondents in terms of Job Performance. Results were varied across fair, very good, and excellent categories. The respondents were found to exhibit a generally Very Good level of job performance in terms of consistently meeting expectations for their role (M = 4.00), confidence in the quality of their work (M = 4.20), strength of focus (M = 4.10), resourcefulness when solving problems (M = 4.18), and putting effort in small tasks (M = 4.44). Meanwhile, only a Fair level of job performance was noted for procrastination tolerance (M = 1.90). On the other hand, an Excellent level of job performance was found for believing one’s contribution is indispensable (M = 4.51), making an effort to improve (M = 4.63), systematically approaching tasks and knowing what to prioritize (M = 4.60), and delivering functional and well-crafted work (M = 4.56). These findings suggested that employees generally displays strong work ethics, responsibility, and commitment to quality, though procrastination appears to be an area that may need support or improvement in real workplace situations. Notably, in the institution, employees have indispensable contributions, a drive for self-improvement, a structured approach in completing tasks, and sharp focus on delivering quality work.

Table 11
Quality of Working Relationships in terms of Job Performance of the Respondents

No.	Statements	Mean	Interpretation	Rank
J3	I consistently meet the expectations set for my role.	4.00	Very Good	9
J7	I feel confident in the quality of work I produce.	4.20	Very Good	6
J11	I stay focused on my responsibilities, even when distractions are present.	4.10	Very Good	8
J15	I believe I contribute meaningfully to my team’s success.	4.51	Excellent	4
J19	I am resourceful when solving problems on my own.	4.18	Very Good	7
J23	I make an effort to improve from past mistakes.	4.63	Excellent	1
J27	I make sure even small tasks are done properly.	4.44	Very Good	5
J31	I avoid procrastinating because I don’t want to compromise the quality of my work.	1.90	Fair	10

J35	I break down tasks into manageable parts and prioritize what needs to be done.	4.60	Excellent	2
J39	I focus on delivering work that is both functional and well-crafted.	4.56	Excellent	3

D. Quality of Working Relationships in terms of Leadership Style

Table 12 shows the quality of working relationships of the respondents in terms of perceived Leadership Style in the institution.

Results showed that the respondents predominantly viewed the leadership style in the institution to be Very Good particularly in terms of, approachability of the supervisor (M = 4.18), feeling guided rather than micromanaged (M = 4.08), feeling aligned with the values and vision of the organization (M = 4.43), a perceived peaceful and focused work environment (M = 4.36), integrity at all levels of leadership (M = 4.35), confidence that promotion is based on merit not favoritism (M = 4.16), ethical leadership (M = 4.19), long-term thinking when making decisions (M = 4.19), and motivation through recognition and training developments (M = 4.45). On the other hand, an Excellent level of leadership style was noted for being allowed to grow through new responsibilities (M = 4.58).

Among the items ranked at Very Good, the highest mean was found for motivation through recognition and training developments, followed by feeling aligned with the values and vision of the organization, and peaceful and focused work environment crafted by their supervisor. Meanwhile, the lowest ranked mean was for feeling guided rather than micromanaged, followed by believing promotion is based on merit not favoritism, and approachability of their supervisor.

These findings suggested that the leadership style in the institution lies anywhere between transformational, coaching, and laissez-faire. This can be deduced from the member-centric leadership focusing on challenging the team, helping members gain confidence and develop their skills, and hands-off guidance (NSLS, n.d.). Employees perceive the leadership style in the institution as one that successfully motivates, supports growth, maintains a positive environment, and is guided by strong ethical principles, with the perception of promotion fairness and lack of micromanagement.

Table 12
Quality of Working Relationships in terms of Leadership Style in the Institution

No.	Statements	Mean	Interpretation	Rank
L4	I feel comfortable approaching my supervisor when I need support.	4.18	Very Good	8
L8	I am guided rather than micromanaged.	4.08	Very Good	10
L12	I feel aligned with the values and vision of the organization.	4.43	Very Good	3

L16	I'm allowed to grow through new responsibilities.	4.58	Excellent	1
L20	I appreciate how my supervisor creates a peaceful and focused atmosphere.	4.36	Very Good	4
L24	I feel like the organization values integrity at all levels of leadership.	4.35	Very Good	5
L28	I believe the organization promotes from a place of merit, not favoritism.	4.16	Very Good	9
L32	I see ethical leadership guiding everyday decisions.	4.19	Very Good	6.5
L36	I notice that leadership decisions are guided by long-term thinking.	4.19	Very Good	6.5
L40	I am motivated by the organization through recognition and training developments.	4.45	Very Good	2

4. Level of Personality Traits of the Respondents and their Age, Sex, and Marital Status

Table 13 shows the relationship between personality traits of the respondents and their Age, Sex, and Marital Status along with their corresponding level of significance.

Results showed a significant relationship ($p = 0.039$) between Openness and Age at the target 5% significance level. This is in line with the findings of Soto et al. (2010) wherein Openness was found to increase after adolescence. However, unlike Soto et al. (2010), this study only confirmed a relationship between Openness and Age exists but does not specify the type of relationship. Meanwhile, a significant relationship ($p = 0.010$) was also found for Agreeableness and Marital Status at both 5% and 1% significance level. This is in line with the findings of Vasantrya (2024) and contrary to the findings of Hoan and MacDonald (2024). On the other hand, in terms of Sex, the results of the study supports the findings of Weisberg et al. (2011) only for Openness and Conscientiousness but contradicts that for Neuroticism, Agreeableness and Extraversion wherein significant gender differences were found for these three personality traits.

Table 13
Level of Personality Traits of the Respondents and their Age, Sex, and Marital Status

Personality Trait	Age			Sex			Marital Status		
	Chi-Square	df	P-value	Chi-Square	df	P-value	Chi-Square	df	P-value
Openness	10.082	4	0.039**	0.910	2	0.634	5.438	2	0.066
Conscientiousness	6.216	4	0.184	0.752	2	0.687	5.010	2	0.082
Extraversion	8.745	6	0.188	4.378	3	0.223	5.433	3	0.143
Agreeableness	5.657	4	0.226	0.834	2	0.659	9.165	2	0.010***
Neuroticism	2.514	4	0.642	0.659	2	0.719	4.284	2	0.117

5. Difference in the Quality of Working Relationships of the Respondents when Grouped According to Age, Sex, and Marital Status

A. Quality of Working Relationships of the Respondents and Age

Table 14 shows the mean rank of the quality of working relationships at three different age cohorts. Mean rank is used to determine a value’s average position in a dataset after all data points are sorted and assigned a numerical rank (Minitab, n.d.)

Results showed that communication skills tended to improve with age while the perceived leadership style in the institution tended to be more favorable towards younger age groups and diminishes for older age groups. These results suggested that communication skills and job performance were more prominent factors in the quality of working relationships of older employees compared to their level of trust and confidence in the leadership style in the institution. Senior staff (47 years old and above) often led meetings or training sessions, clearly explained tasks and expectations to younger colleagues, addressed concerns respectfully, and resolved misunderstandings calmly. Employees aged 36–46 years old may communicate effectively but may be less experienced in handling complex conflicts or guiding others. Meanwhile, younger employees (25–35 years old) might still be developing their professional communication skills, such as giving clear instructions or managing challenging discussions, relying more on guidance from senior staff. Further, since senior staff were more experienced leaders, they tended to be more critical towards their perceived leadership style of other departments or divisions in the institution. On the contrary, less experienced employees who generally belong to younger age cohorts, tended to view the leadership style in the institution more positively because of the guidance they get from their senior staff. Meanwhile, findings across ages were more varied in terms of trust and job performance. Employees aged 36 to 46 years old were found to be more trusting compared to younger and older age cohorts which showed minimal difference in their level of trust. It was also found that employees aged 47 years old and above tend to have superior job performance, followed by the younger cohort of 25- to 35-year-olds and 36- to 46-year-olds.

The chi-square values for each factor of quality of working relationships across different age cohorts were each less than the critical χ^2 which is equal to 5.99, at the 5% significance level. Further, their p-values were also greater than 0.05. This implied that the quality of working relationships in terms of communication, trust, job performance, and leadership style across different age groups is not significantly different at the target level of 5%. This suggested that, while experience contributed to slight variations in communication effectiveness, age alone does not significantly influence how employees express ideas,

listen, or interact with colleagues in the workplace. In practice, employees across all age groups were generally similar in their communication abilities. The same was true for trust, job performance, and perceived leadership style in the institution. These findings contradicted those of Shapran et al. (2025), Castle et al. (2012), Santhanam (2015), Westover (2024), and Hait (2020).

Table 14
Quality of Working Relationships according to Age

Working Relationships	Mean Rank	Chi-Square	P-value
Communication			
25 years old – 35 years old	38.90		
36 years old – 46 years old	39.00		
47 years old and above	49.38	2.075	0.354
Trust			
25 years old – 35 years old	39.36		
36 years old – 46 years old	43.12		
47 years old and above	39.13	0.466	0.792
Job Performance			
25 years old – 35 years old	42.88		
36 years old – 46 years old	32.42		
47 years old and above	48.79	5.052	0.080
Leadership Style			
25 years old – 35 years old	43.76		
36 years old – 46 years old	37.22		
47 years old and above	35.67	1.874	0.392

B. Quality of Working Relationships of the Respondents and Sex

Table 15 compares the quality of working relationships of males and female respondents using mean rank. Results showed that female respondents tended to have better quality of working relationships in terms of communication, trust, and perceived leadership style in the institution. On the other hand, male respondents tended to have a slightly better job performance compared to females. This implied that compared to male employees, females were more effective communicators, more trusting, and view the leadership style in the institution more positively.

However, since the Mann-Whitney U values for each factor of quality of working relationships across different sex had a corresponding p-value greater than 0.05, this implied that there is no significant difference in the quality of working relationships across sex. This suggested that despite minor variations in mean ranks, male and female employees exhibited generally comparable communication, trust, job performance, and perceived leadership style in the institution. In real workplace situations, both male and female employees communicated effectively during meetings, coordinated tasks with equal clarity, and performed responsibilities such as preparing lesson plans or managing classes with comparable quality. Likewise, trust was shown consistently across sexes, indicating the level of trust in coworkers to handle confidential records or assist during school events was similar for both male and female employees. Perceived leadership style in the institution was also similar in both groups. These findings contradicted

Blue (2025), Qui et al. (2022), Haselhuhn et al. (2015), Fukuzaki & Iwata (2023), Shesharao (2023), Abraham (2023), and Ono (2023).

Table 15
Quality of Working Relationships according to Sex

Working Relationships	Mean Rank	Mann-Whitney U	P-value
Communication			
Female	41.82		
Male	36.79	541.500	0.392
Trust			
Female	40.88		
Male	39.43	597.00	0.805
Job Performance			
Female	40.46		
Male	40.62	617.00	0.978
Leadership Style			
Female	40.82		
Male	39.60	600.500	0.835

C. Quality of Working Relationships of the Respondents and Marital Status

Table 16 compares the quality of working relationships of single and married respondents using mean rank.

Results showed that married respondents were better at communication and slightly more trusting than single respondents. Meanwhile, single respondents were found to have better perceived job performance, and a favorable outlook towards the leadership style in the institution. These findings suggested that married employees displayed slightly stronger communication and trust behaviors, possibly due to experiences that required collaboration and stability, while single employees showed slightly higher tendencies in job performance and leadership style, possibly reflecting greater flexibility or autonomy in workload management.

These findings, however, were not significant at 5%. The corresponding p-value of the Mann-Whitney U values for each quality of working relationships across different marital status was greater than 0.05. This implied that there is no significant difference in the quality of working relationships in terms of Marital status. Marital status does not influence the overall quality of working relationships among employees. In the workplace, it shows that both single and married employees communicate effectively during meetings, share trust with coworkers, complete tasks reliably, and similarly perceive an effective leadership style in the institution. These findings contradicted Aslam et al. (2020) and Gan et al. (2025).

Table 16
Quality of Working Relationships according to Marital Status

Working Relationships	Mean Rank	Mann-Whitney U	P-value
Communication			
Single	36.84		

Married	42.58	633.500	0.287
Trust			
Single	40.05		
Married	40.75	726.50	0.896
Job Performance			
Single	42.72		
Married	39.24	675.00	0.517
Leadership Style			
Single	42.10		
Married	39.59	693.00	0.641

6. Personality Traits and Quality of Working Relationships

Table 17 shows the relationship between the personality traits and quality of working relationships of the respondents.

Results showed that all personality traits except for Neuroticism were positively correlated to the factors defining the quality of working relationships and are significant at the target level of 5% and further at 1% significance. This means that the higher the level of Openness, Conscientiousness, Extraversion, or Agreeableness of the respondents, the better is their quality of working relationships in terms of communication, trust, job performance, and perceived leadership style in the institution.

These results replicated some of the findings of Aaron (2019), Inanir (2022), and Delima (2019). In terms of Communication, similar to Aaron (2019), it was found that Conscientiousness ($p < 0.01$), Extraversion ($p < 0.01$), and Agreeableness ($p < 0.01$) increase the inclination of employees to communicate at work. In terms of Trust, similar to

Inanir (2022), it was found that Openness ($p < 0.01$), Conscientiousness ($p < 0.01$), and Agreeableness ($p < 0.01$) positively affect employees' trust, specifically towards their manager. However, contrary to Inanir (2022), this study disproves the negative correlation between Extraversion and Trust ($p < 0.01$). Meanwhile, in terms of Job Performance, similar to Delima (2019), it was found that Openness ($p < 0.01$), Conscientiousness ($p < 0.01$), Extraversion ($p < 0.01$), and Agreeableness ($p < 0.01$) positively affect the job performance of employees. Contrary to Aaron (2019), Inanir (2022), and Delima (2019), this study fails to find a significant correlation between Neuroticism and Communication ($p = 0.245$), Trust ($p = 0.874$), and Job Performance ($p = 0.671$). In terms of Leadership Style, no studies have been found to assess the correlation of the Big Five personality traits with the perceived leadership style in the institution. In the study by Li (2023) which found that Openness, Conscientiousness, Extraversion, and Agreeableness positively affect leadership performance, results were confined to leaders. Meanwhile, for this study the focus is on the employees' perceived leadership style of the leaders in the institution. The difference lies in the population being examined in regard to leadership style.

In this study, Openness to experience was found to have the greatest influence on Communication ($r = 0.690$) and perceived Leadership Style ($r = 0.749$) in the institution. Meanwhile, in line with Krishnamurthy (2018), Conscientiousness was found to have the highest influence on Job Performance ($r = 0.741$). Additionally, this study found that Conscientiousness has the least influence on Communication ($r = 0.512$), Trust ($r = 0.333$), and perceived Leadership Style ($r = 0.569$) in the institution. Agreeableness, on the other hand, was found to have the highest influence on Trust ($r = 0.613$). Extraversion was found

to have the lowest influence on Job Performance ($r = 0.293$) and a moderate influence on Communication ($r = 0.535$), Trust ($r = 0.553$), and perceived Leadership Style ($r = 0.660$) in the institution.

These findings suggested that employees who are more open to experience, meaning curious and creative, are more likely to be better communicators and positively perceive the leadership style in the institution. On the other hand, employees who are more agreeable, meaning cooperative and empathetic, are more likely to be trusting of their coworkers. Meanwhile, employees who are more conscientious, meaning self-disciplined, organized, and goal-oriented, are more likely to do better in their job. On the contrary, employees who are more outgoing will perform at their best but not on par with employees who are more open, conscientious, and agreeable.

Overall, the findings suggested that higher Openness, Conscientiousness, Extraversion, and Agreeableness of employees lead to better quality of working relationships with coworkers in terms of Communication, Trust, Job Performance, and perceived Leadership Style in the institution. Among the different personality traits, Neuroticism was the only one found not significantly correlated to any of the factors defining the quality of working relationships. This suggested that Neuroticism is not a good indicator of the quality of working relationships of employees.

Table 17
Relationship between Personality Traits and the Quality of Working Relationships of the Respondents

Personality Traits		Quality of Working Relationships			
		Communication	Trust	Job Performance	Leadership Style
Openness	r	0.690***	0.485***	0.621***	0.749***
	p	0.000	0.000	0.000	0.000
Conscientiousness	r	0.512***	0.333***	0.741***	0.569***
	p	0.000	0.003	0.000	0.000
Extraversion	r	0.535***	0.553***	0.293***	0.660***
	p	0.000	0.000	0.008	0.000
Agreeableness	r	0.637***	0.613***	0.633***	0.651***
	p	0.000	0.000	0.000	0.000
Neuroticism	r	0.131	-0.018	-0.048	-0.030
	p	0.245	0.874	0.671	0.793

Chapter 5

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of findings, conclusions and recommendations of the study.

Summary

The study was conducted to determine the relationship between the personality traits of NWNCHS employees and the quality of their working relationships. Specifically, it aimed to examine how the Big Five personality traits, namely openness, conscientiousness, extraversion, agreeableness, and neuroticism, are associated with key indicators of workplace relationships, including leadership style, communication, trust, and job performance.

It aimed to answer the following questions:

1. What was the profile of the respondents in terms of:
 - 1.1.age,
 - 1.2.sex, and
 - 1.3.marital status.
2. What was the level of personality traits of the respondents in terms of:
 - 2.1.openness,
 - 2.2.conscientiousness,
 - 2.3.extraversion,
 - 2.4.agreeableness, and
 - 2.5.neuroticism
3. What was the quality of the working relationship of the respondents with their colleagues in terms of:
 - 3.1.communication,
 - 3.2.trust,
 - 3.3.job performance, and
 - 3.4.leadership style
4. Was there a significant relationship between the level of personality traits of the respondents and their age, sex and marital status?
5. Were there significant differences in the quality of working relationships of the respondents when grouped according to age, sex and marital status?
6. Was there a significant relationship between the level of personality traits of the respondents and their quality of working relationship?

The study was based on the Big Five Personality Traits: The Five Factor Model, a theory that was originally developed in 1949 by D. W. Fiske was later expanded upon by other researchers including Norman (1967), Smith (1967), Goldberg (1981), and McCrae & Costa (1987). It is a method used to understand how employees' level of Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism relate to the overall quality of their working relationships in terms of communication, trust, job performance, and leadership style among NWNCHS employees.

This study was conducted using the descriptive correlational research method that examines existing conditions and the natural relationships among variables without manipulating them or assuming cause and effect (Sousa and Gomez, 2007). The respondents of this study were the teaching and non-teaching personnel of NWNCHS. The data were analyzed using statistical methods. Frequency counts, percentage, mean, nonparametric tests including the Chi-Square Test, Kruskal-Wallis Test, and Mann-Whitney U Test were used to determine the significant differences of variables. Pearson Correlation Coefficient was used to test the relationship between personality traits and the quality of working relationships among employees. All the computation and analysis were performed using SPSS (Statistical Package for Social Sciences) version 22.

Findings

Based on the statement of the problem, the study's significant findings were as follows:

1. The profile of the respondents revealed that the majority were aged 25–35 years (53.8%), followed by those aged 36–46 years (31.2%), with the smallest group being 47 years and above (15.0%), indicating a predominantly younger adult workforce. In terms of sex, the sample was largely female (73.8%). Males comprised only 26.2%. Regarding marital status, most respondents were married (63.8%), while

singles accounted for only 36.2%. Overall, the workforce is primarily composed of married females in the 25–35 age range, reflecting a stable and relatively young employee population dominated by women.

2. The personality traits of the respondents revealed that NWNCHS employees generally exhibit high Agreeableness ($M = 4.28$), Openness to Experience ($M = 4.14$), Conscientiousness ($M = 4.12$), and Extraversion ($M = 3.91$). Meanwhile, Neuroticism was found to be moderate across employees with a mean score of 3.10. This suggests that the workforce is generally kind, warm, considerate, team-oriented, creative, curious, organized, reliable, goal-oriented, outgoing, and is moderately prone to unstable emotions.
3. The findings indicate that NWNCHS employees have a very good quality of working relationships as shown by a very good level of communication ($M = 4.08$), trust ($M = 3.80$), job performance ($M = 4.11$), and leadership style ($M = 4.30$) in the institution. This suggests a well-knit workforce with strong communication and trust between employees. Further, with a conducive environment for job performance fostered by a strong and effective leadership style in the institution.
4. The analysis indicates a significant relationship ($p = 0.039$) between Openness and Age at 5% significance level and a significant relationship ($p = 0.010$) between Agreeableness and Marital Status at 1% significance level. These findings suggest that the employees, who are predominantly young adults, are more likely to be open to new ideas, embrace change, and engage in creative or unconventional pursuits. Meanwhile, employees who are married are more likely to be trusting, helpful, cooperative, warm, and considerate.
5. The findings indicate that there is no significant difference in the quality of working relationships of NWNCHS employees across age, sex, and marital status. In practice, employees across all age groups, of different sex and marital status, are generally similar in their communication abilities, level of trust, job performance, and perceived leadership style in the institution.
6. The findings indicate that all personality traits except for Neuroticism are positively correlated to the factors defining the quality of working relationships and are significant at the target level of 5% and further at 1% significance. The higher the level of Openness, Conscientiousness, Extraversion, or Agreeableness of the employees, the better is their quality of working relationships in terms of communication, trust, job performance, and perceived leadership style in the institution.

Conclusion

Based on the findings of the study, the following conclusions were formulated.

1. The NWNCHS workforce is predominantly composed of younger, married female employees, reflecting a relatively stable and youthful staff population.
2. Employees exhibit high levels of Agreeableness, Openness, Conscientiousness, and Extraversion, and a moderate level of Neuroticism. This implies that the NWNCHS workforce possess qualities that foster good working relationships such as kindness, warmth, thoughtfulness, team-oriented thinking, creativity, curiosity, methodical, reliability, goal-oriented, and outgoing. Further, employees are moderately prone to unstable emotions, indicating an underlying factor that could be exposing them to stressful environments.
3. The NWNCHS employees have a very good quality of working relationships in terms of all factors: communication, trust, job performance, and leadership style in the institution. The leadership style in

the institution is conducive to enhancing job performance, allowing open and effective communication and promoting trust between employees.

4. Among the different personality traits, a significant relationship was noted only for Openness and Agreeableness on Age and Marital Status, respectively. Openness was found to be influenced by Age while Agreeableness was influenced by Marital Status. On the other hand, the quality of working relationships does not significantly differ across different age cohorts, sex, or marital status, indicating that communication, trust, job performance, and perceived leadership style in the institution are generally consistent across demographic categories.
5. The study demonstrates that Openness, Conscientiousness, Extraversion, and Agreeableness are positively correlated to the factors defining the quality of working relationships: communication, trust, job performance, and perceived leadership style in the institution. The higher the level of Openness, Conscientiousness, Extraversion, or Agreeableness of the employees, the better is their quality of working relationships in terms of communication, trust, job performance, and perceived leadership style in the institution. Neuroticism was not significantly correlated with any of the factors defining the quality of working relationships.

Recommendations

A Self Improvement Program should be created to maintain, if not improve, levels of Openness, Conscientiousness, Extraversion, and Agreeableness of employees with regard to ease of communication, higher level of trust and performance, and better leadership as perceived by employees in the institution. The Self Improvement Program should be implemented regularly and should include all NWNCHS staff in its activities.

PROPOSED SELF-IMPROVEMENT PROGRAM FOR EMPLOYEES OF A PUBLIC SECONDARY SCHOOL

This Proposed Self-Improvement Program is designed for employees of a public secondary school and is grounded in the findings of the study. It addresses observed interpersonal dynamics and behavioral patterns by providing structured interventions that maintain and promote positive working relationships and organizational harmony. Based on the analysis of the study's results, the program adopts a comprehensive approach to enhancing employees' self-awareness, interpersonal competence, and collaborative skills. It responds to diverse personality traits and their influence on communication, trust, job performance, and perceived leadership style within the school environment. The program includes five key result areas: tangibility, reliability, responsiveness, and assurance. Under tangibility are trust- and team-building activities to strengthen trust, collaboration, and unity through shared problem-solving and collective goal achievement. Under reliability is the conduct of skills enhancement workshops to promote job performance of employees. Under responsiveness is the conduct of peer support sessions to promote communication between employees. Under assurance is the conduct of leadership development programs to improve the leadership style of leaders in the institution. Overall, the program aims to foster mutual respect, cooperation, and personal growth, contributing to a more supportive and productive work environment that aligns with the school's mission of delivering quality education.

KEY RESULT AREA/ OBJECTIVE	ACTIVITIES STRATEGIES	RESOURCES	BUDGET	TIME FRAME
Tangibility	Conduct team-building activities to strengthen interpersonal relationships, improve collaboration, and enhance morale among employees. Activities include trust-building exercises, collaborative problem-solving tasks, and group reflections aligned with school values	School facilities, Microsoft Applications, Internet connection, Facilitators/Trainers	School facilities, Microsoft Applications, Internet connection, Facilitators/Trainers	Annually
Reliability	Implement regular skills enhancement workshops focusing on professionalism, work ethics, and consistency in task performance.	Resource speakers, Training modules, Multimedia equipment	Honorarium for speakers (Php 5,000–10,000 per session)	Semi-Annually

KEY RESULT AREA/ OBJECTIVE	ACTIVITIES STRATEGIES	RESOURCES	BUDGET	TIME FRAME
Responsiveness	Establish peer support and mentoring sessions to encourage open communication and timely assistance among employees.	Guidance personnel, Meeting rooms, Printed materials	Printing and materials (Php 1,000–3,000)	Monthly
Assurance	Conduct confidence building seminars and leadership development programs to enhance self-efficacy and	External trainers, Training manuals, Audio-visual equipment	Training fee (Php 8,000–15,000)	Annually

	decision-making skills.			
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