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## INFLUENCE OF PERSONALITY DIMENSIONS ON EMPLOYEE BEHAVIOR AND WORK EFFICIENCY

**Summary:** *Human resources represent the great potential of every company, while the way they are managed becomes a decisive factor in the company's competitive advantage and further development. The focus of modern human resources management should be the concept of dimensions of the personality of employees, in order to get answers to the questions of what drives, encourages and motivates employees to greater work performance, as well as how to harmonize personal values with the values of the organization. Therefore, the goal of the research is aimed at identifying the way in which the personality dimensions of employees influence their behavior, job and career satisfaction, as well as the degree of their engagement in the workplace. The scientific-research character of this work is based on the analysis of relevant scientific literature and modern sources using the method of examination, method of analysis, method of comparison, methods of description and methods of deduction. The analysis of the results of the primary research confirmed that achieving a balance between the personality characteristics of employees, motivational factors and organizational values is the basis for increasing the work efficiency of employees, creating the concept of employee loyalty and achieving a competitive advantage on the market.*

**Key words:** *personality, work behavior, efficiency, HRM*

**JEL classification:** *M54, O15, M12, D23*

### INTRODUCTION

The challenges of modern companies, along with the imperative of achieving the company's strategic goals, also include the problem of creating conditions in which the company will adapt to the individual as an individual, and not the individual to the company. This means that the company should enable positive changes in the knowledge, skills, behavior and attitudes of employees, which will affect the performance of employees at work, and which, improved in this way, contribute to the overall performance of the company, as well as to the creation of a positive organizational climate. The question is how to create conditions in which the level of personal values and characteristics of employees match the values and goals of the company, while ensuring the high efficiency of the company with quality products and services, which are the product of a highly motivated workforce? In order to get an answer to the question posed, the paper includes an analysis of the influence of personality dimensions of employees on work

behavior and efficiency. The research method was used, which was carried out by filling out a questionnaire during October 2022. The survey was anonymous and was conducted on 100 respondents from different cities on the territory of Bosnia and Herzegovina. The questionnaire consisted of 15 questions, four of which related to the demographic characteristics of the respondents, and the other eleven questions related to the topic of the survey. In accordance with the above, the hypothesis was defined that achieving a balance between the personality characteristics of employees, motivational factors and organizational values is the basis for increasing the work efficiency of employees, creating the concept of employee loyalty and achieving a competitive advantage on the market.

## **1. THEORETICAL FRAMEWORK OF THE RESEARCH**

In modern organizational psychology and human resource management, the "Big Five" model is generally accepted as a personality typology, which includes the following dimensions: neuroticism, extraversion, openness, agreeableness and conscientiousness (Teryima Sev 2019). Neuroticism is characterized by unpleasant emotions such as anger, anxiety and depression. Extraversion includes friendliness, energy, talkativeness, seeking new experiences and social connections that enable interaction with other people (Salgado 2002). Openness is a personality trait that signifies readiness to accept new ideas and experience, intellectual curiosity, preference for diversity, need for change, and independence of thought. Agreeableness is characterized by cooperativeness, politeness, courtesy and friendliness (Judge et al. 2013). Conscientiousness reflects the tendency to be responsible, organized, diligent, goal-oriented while adhering to norms and rules (Chiaburu et al. 2011). Over the last fifteen years, there is a large body of evidence that the components of the "Big Five" provide a good prediction of job achievement, and that as such they are very useful in the process of employee selection and predicting contextual performance and organizational citizenship behavior (Babar and Tahir 2020).

Along with some of the criticisms directed at the "Big Five" model, there is also the criticism that the "bad traits" and the dark side of personality are not included with that model (Spain and Harms and LeBreton 2014). That is why there was a need to explore the darker sides of the personality. The Dark Triad, which includes Machiavellianism, narcissism, and psychopathy, has been shown to be more effective in predicting negative work behavior outcomes than the Big Five model (Youli and Chao 2015). The dark triad includes behaviors that tend toward self-promotion, emotional coldness, and aggression (McLarty et al. 2021). Machiavellians can be said to live by the proverb "In love and war, anything is permitted", as they very often exploit and manipulate others in order to achieve their own goals. They are very adaptable and ready to cooperate if it means they will reach their goal. They have a high desire to manipulate and lie, but it does not always mean that they have the ability to perform these actions. A narcissistic personality is extremely grandiose and emphasizes his dominance (Wallace and Baumeister 2002). Narcissistic individuals are very successful in promoting themselves because they are extremely talkative. They see others as a threat to their ego, so they often position themselves as superior (Hong and Emagnaw 2019). Psychopathic personality traits include high impulsivity, excitement seeking, and low levels of empathy and anxiety (Paulhus and Williams 2002). Such people do not express a sense of guilt and remorse, so they seem cold and distant. But the dark triad also implies some popular characteristics such as charm, good leadership, courage in taking risky decisions and social skills. They are very skilled at hiding their true face, so at first they seem like exceptional workers, but after spending more time with them, others see what kind of people they are.

Research has also shown some links between the dimensions of the "Big Five" model and the dark triad, so O' Boyle et al. state that narcissism and psychopathy are positively related to the dimensions of extraversion and openness to experience (O' Boyle et al. 2012). Thanks to their

charm and talkativeness, such individuals create a wide circle of acquaintances and create a large social network. Machiavellianism and psychopathy are negatively associated with conscientiousness, which is to be expected, since such individuals do not care about others and aim to achieve what is best for them, regardless of whether they will harm anyone around them. McLarty, Whitman, Klumper, and Tao state that psychopaths are low on the neuroticism dimension, since it is common for neurotic individuals to exhibit anxiety and insecurity, whereas psychopaths do not exhibit these behaviors (McLarty et al. 2021). Contrary to them, narcissistic and Machiavellian personalities are positively associated with neuroticism. Conscientiousness, emotional stability and agreeableness are the only three dimensions of the five-factor model that managed to explain undesirable organizational behavior, unlike the dark triad of personality where all three components are positively related to counterproductive organizational behavior (Spector 2011).

## 2. ANALYSIS OF RESEARCH RESULTS

Demographic data of the research:

- The highest percentage of respondents, 57%, belongs to the male population, while 43% belongs to the female population.
- The age structure of the employees is dominated by two groups of respondents from the younger population: respondents aged 31-45, 36.8%, and 20-30, 30.3%.
- The highest percentage of respondents have completed college 38% and high school 30%, while the lowest percentage of respondents 4% have completed master's or doctoral studies.
- When it comes to service of employees in the company, it can be seen that there are two dominant groups, respondents who have service in the company over 15 years 45% and respondents who have service of 11 to 15 years 32%, while the smallest group is respondents with experience of 6 - 10 years 8%.

In order to analyze the dominant personality characteristics of the respondents, a scale was created with statements describing the personality characteristics based on the "Big Five", in which the respondents were asked to circle the statements that correspond to their personality characteristics.

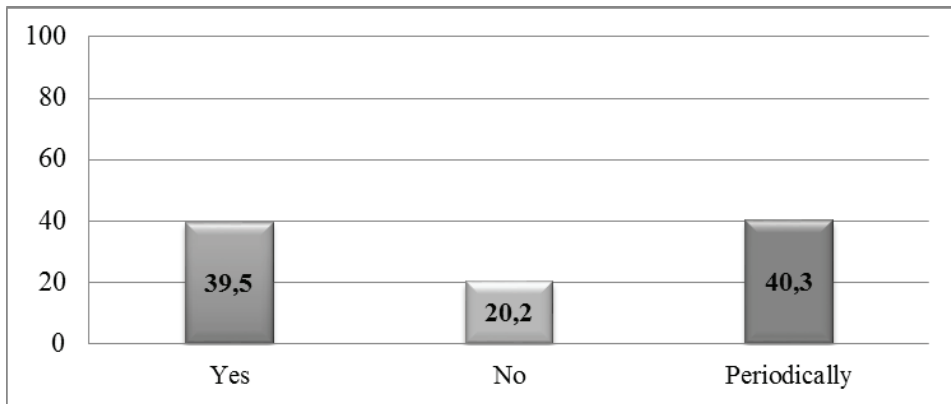
Table 1. Personality characteristics of respondents (Authors)

PERSONALITY CHARACTERISTICS OF THE RESPONDENTS	PERCENT (%)
I think I'm a good companion and friend	96%
I'm constantly improving and perfecting	45%
I often flatter people	69%
I always feel longing for something	29%
I have a mild temper	50%
I often argue	47%
I'm good-natured	69%
Many people think I'm a wonderful person	75%
People think I'm a mysterious person	35%
I'm a cheeky person	45%
In many ways I'm better than others	85%
I consider myself part of the elite	48%
I tend to procrastinate	23%
I am often sad	25%

I am quite indecisive	59%
I get angry quickly	51%
I have suffered a lot in life	55%
When I get angry my eyes go dark	26%
The future seems quite dark to me	45%
I am an important person	57%
I have no problem deceiving someone	46%
I have a strong will	87%
I have a vivid imagination	65%
I am very diligent and hardworking	82%
I often take advantage of others	69%
I am constantly looking for other people's faults	74%
I am careless when it comes to obligations	24%
I often feel resentful	58%
I am an enlightened and educated person	78%
I am interested in spiritual skills and secrets	37%
I set high standards for myself	68%
I tread "over the dead" to achieve my goals	63%
I am very thorough in what I do	86%
I often look for information about things that interest me	92%
I am a little scheming	85%
I am a good person	81%
I like to cooperate with others	96%
I am a pleasant person	85%
I often lie	30%
I am very sociable	94%
I'm a hypocrite	57%
I'm very self-reliant and independent	83%
I like to bring people together	58%
I often get angry	45%
I'm very kind to people	74%
I'm often thoughtful	35%
I'm a noisy person	60%
I'm an idealist	51%
I underestimate others	32%
I always find time to play and have fun	34%
I always fulfill all my obligations	85%
I like rules	43%
Many people think I'm special	49%
I'm an exceptional person	86%
I often have sad thoughts	29%
Sometimes I enjoy making others feel bad	36%
I feel like a loser	41%
I often make fun of others	41%
I am very warm person	80%
I am a nervous person	46%
I am admirable	54%
I am a creative person	71%
I often feel anxious	35%

I enjoy triumphing	87%
I am a respectable person	65%
I am very persistent	82%
I miss many things in my life	36%
I have done many things in my life in vain	53%
I am an influential person	49%
You can say that I am a grumpy person	27%

Looking at table 1, it can be seen that for the largest percentage of respondents, the five dominant personality characteristics are: good companion and friend 96%, enjoyment of cooperation with others 96%, responsibility 95%, sociability 94% and curiosity 92%. These data show that the respondents are dominated by personality characteristics that fall into the category of positive emotionality, which allows them to be open to the environment, cordial and to adapt to changes more quickly. The five least prevalent personality characteristics of the respondents are: irresponsibility 23%, carelessness 24%, melancholy 25%, uncontrolled anger 26% and grumpiness 27%. These data show that the majority of respondents do not have personality characteristics that belong to the negative valence, which is characterized by aggression towards oneself and others, anger, intransigence and difficult temper.



Graph 1. Do you have the opportunity at work every day to do what you do best? (Authors)

Analyzing the data from graph 1, it can be seen that the largest number of respondents, 40.3%, believe that they only occasionally have the opportunity to do what they are best at, at their workplace, while the smallest percentage of respondents, 20.2%, believe that they do not have that opportunity. These data indicate that superiors still do not know how to find the best way to maximize the potential of their employees.

In order to investigate respondents' emotions about their workplace, their level of satisfaction with their work and career fulfillment, a Likert-type scale was constructed in which respondents were asked to rate each statement on a scale from 1 (never) to 5 (always) assess the extent to which the stated statements relate to the emotions they experience at and in connection with their work and career. For a more adequate analysis, the values of the statements expressed in the arithmetic mean (average response of respondents) were grouped according to certain parameters shown in table 2.

Table 2. Emotions about the workplace (Authors)

EMOTIONS ABOUT THE WORKPLACE	ARITHMETIC MEAN
<b>Dissatisfaction with work (Psychosomatic symptoms)</b>	
I find myself looking forward to the weekend or vacation so I can get away from my job	4,85
My career is draining me mentally	4,80
I think my job is ruining my health	4,90
My profession is to blame for the chaos in my personal life	4,50
My co-workers make me nervous	4,55
<b>Avoiding work</b>	
The thought of having to spend the whole day at work literally makes me want to throw up and become depressed	4,70
I report that I do not come to work due to illness even when I am not sick	4,85
I despise my current job	4,10
I am often at odds with my co-workers and bosses	4.10
<b>Career fulfillment</b>	
Improvements in my career bring me satisfaction	4,65
I am personally satisfied with my current career	4,65
My career fulfills me professionally	4,95
When I wake up in the morning I feel good about going to work	4,60
My career makes me happy	4,65
<b>The tendency to change careers</b>	
I don't think my job is using my work potential	4,70
I have a desire to move towards a new career	4,75
I think my skills and interests would fit better elsewhere	4,80
My career doesn't challenge me	3.55
<b>Dedication and absorption</b>	
My work inspires me	4,50
I am proud of the work I do	4,55
I dedicate myself completely to my work	4,20
For me, my work is challenging	4,10

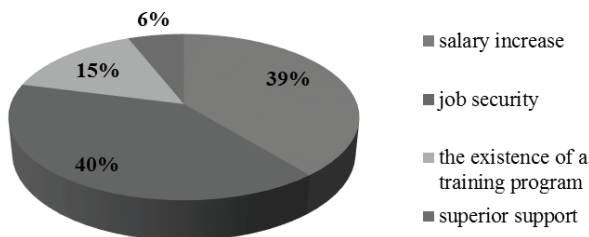
The first parameter in Table 2 refers to statements dominated by the feeling of job dissatisfaction. The data indicate that the majority of respondents believe that their work always damages their health 4.90 and that they find themselves looking forward to the weekend or vacation so that they can escape from their work 4.85. Such emotions in relation to work are not good, because they cause certain psychosomatic problems in the respondents, such as feeling tired, exhausted, sleeping poorly and not being able to drive. The second parameter, work avoidance, refers to claims that, in addition to job dissatisfaction, also reflect poor interpersonal relationships.

A large percentage of respondents declared that they always report not coming to work due to illness even when they are not sick 4.85, and we should not ignore the fact that a larger percentage of respondents pointed out that the thought of having to spend the whole day at work literally makes them vomiting and depression 4.70. People who achieve high results on this factor are not satisfied with their work to the extent that they say they despise it, are reluctant to go to

work, are late, and are ineffective at work. These data show that respondents who are dominated by such emotions are most often engaged in work they don't like, some were directed by their family to the work they do, and many have bad interpersonal relationships with both colleagues and superiors.

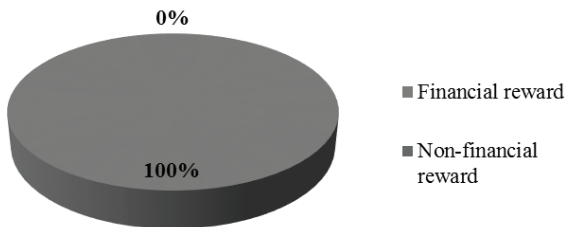
The third parameter refers to statements that reflect how satisfied the respondents are with their career and the work they do. It is important to point out that the claim made by the largest percentage of respondents, that their career always fulfills them professionally 4.95, is within this parameter. This means that regardless of the negative emotions that the interviewees pointed out regarding their work, most of them find compensation and satisfaction in the fulfillment of their career. The career change tendency parameter highlights claims related to respondents' dissatisfaction with their current career, i.e., the need for a career change. The largest percentage of respondents highlighted the fact that they always think that their skills and interests would be better suited elsewhere 4.80, and that their job does not use their work potential 4.70.

This information is followed by the fourth parameter, commitment and absorption, within which the majority of respondents did not highlight any claims. The highest response value within this parameter is the statement that many respondents are often proud of the work they do 4.55.



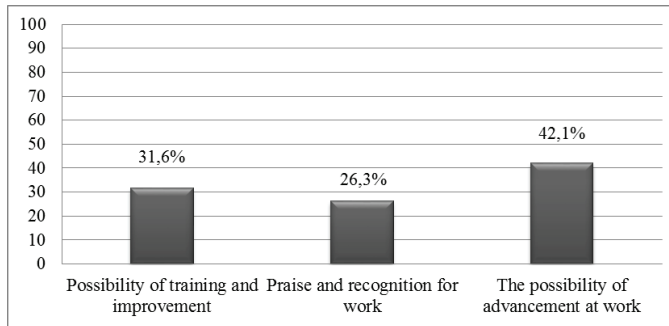
Graph 2. The biggest motivating factor at work? (Authors)

An overview of the data from graph 2 shows that the biggest motivating factors in work are job security 40% and salary increase 39%. Only 18% opted for the existence of a training program, and the weakest motivating factor is the support of a superior, 6%. These data, unfortunately, indicate a poor social and work situation in Bosnia and Herzegovina, where a safe and well-paid job is considered a luxury, and training and development lose their meaning if they are not linked to career advancement.



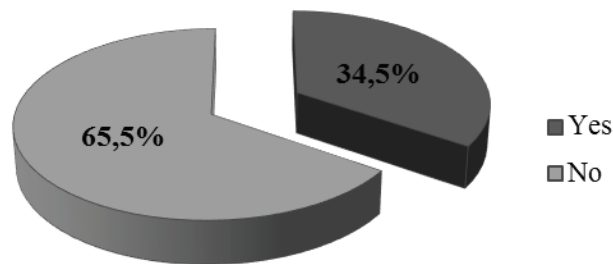
Graph 3. Which type of reward motivates you more? (Authors)

Looking at graph 3, it can be seen with certainty that even 100% of respondents are motivated by financial reward. From this it can be concluded that none of the interviewees is sentimentally attached to the work they do.



Graph 4. What kind of intangible reward motivates you the most? (Authors)

Analyzing the data from graph 4, it can be seen that for the largest percentage of respondents, 42.1%, the best non-material motivation is the possibility of advancement at work, while a slightly smaller number of respondents opted for the possibility of training and improvement. Praise and recognition for work has the least motivational impact on respondents 26.3%. These data are not surprising considering that career progression and a better workplace mean a higher salary, which the respondents have already declared as one of the most decisive motivational factors in work.



Graph 5. Is there someone at the workplace who encourages your development? (Authors)

The data from graph 5 shows that 65.5% of respondents think that there is no one at the workplace who encourages the development of an individual as a worker in the form of education, attending seminars, obtaining certificates, which is devastating. Such results prove that the concept of efficient human resources management has not yet been implemented adequately in Bosnia and Herzegovina and that managers do not consider employees to be the most valuable resource of the company, but only an expense. This can be explained by the fact that many managers are not adequately educated and familiar with the concept of modern human resources management.

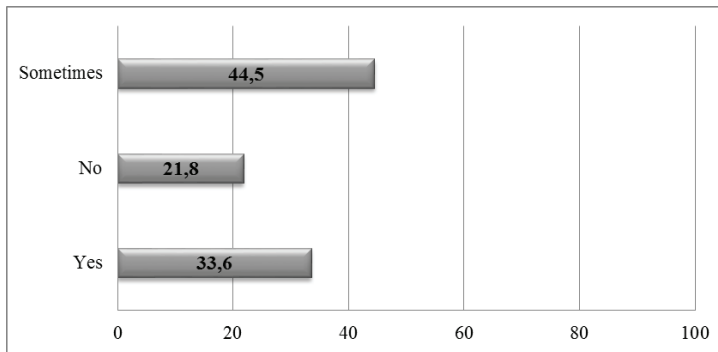
In order to determine which personal values of respondents influence the process of making business decisions and the way individuals perform work activities, a scale was created with characteristics grouped into four dimensions: ethics, people, changes and profit, in which respondents determined the degree of priority. Personal values were measured on a Likert-type rating scale ranging from 1 to 5, with 1 being "Extremely unimportant" and 5 being "Extremely important". Table 3 shows the overall average response of the respondents (arithmetic mean) to the set characteristics.



Table 3. Personal values of respondents that influence the way of decision-making and business (Authors)

PERSONAL VALUES OF THE RESPONDENTS	ARITHMETIC MEAN
<b>ETHICS</b>	
Integrity – uncompromising devotion to moral values that guarantee honorable/impeccable character (eg, doing the right thing, leading by example, being trustworthy, keeping promises).	8,5
Honesty - sincerity and immediacy in communication and activities, acting in good faith. Act in accordance with rules and regulations.	7,5
Fairness – always demand equality, equal treatment and impartiality for all.	5,5
Responsibility - responsible behavior for undertaken activities.	3,3
Health, safety and environment - to strive to preserve the health and safety of staff and everyone else, as well as to keep the environment intact for the benefit of all.	2,7
<b>PEOPLE</b>	
Trust - to be a trustworthy person who can be counted on, not prone to cheating, misrepresenting facts or betraying other people's trust.	5,5
Honesty – always seeking and defending the truth, regardless of the people involved or the possible consequences.	2,7
Respect - to be considerate of all people, regardless of their social position, gender, religion, skin color.	4,3
Loyalty – being faithful, someone you can rely on at any time and situation.	3,7
Helpfulness - promote selflessness (eg through community service), an attitude of selfless helpfulness and giving, willingness to help inside and outside the organization.	2,9
Teamwork - to promote and encourage the spirit of togetherness, unity and cooperation.	2,3
Care and attention - care and attentiveness towards people, employees (through care for their families, help with career development and planning, etc.).	1,7
Diligence - preparedness, awareness and willingness to invest the necessary energy and effort.	1,9
<b>CHANGES</b>	
Empowerment – linking responsibility with appropriate authority and motivating people to take action.	6,4
Openness – openness to different and opposing ideas and opinions.	3,8
Innovation - to promote, find and encourage new (innovative) solutions and work methods.	1,4
Creativity - encourage creative problem solving techniques, unleash the creative potential of employees.	1,6
Continuous improvement - continuously striving for improvement, not being satisfied with the existing state. Seek and encourage change.	5,6
Flexibility – being adaptable and subject to change. Avoid stiffness and rigidity. The opposite of the bureaucratic approach to doing business.	4,2
<b>PROFIT</b>	
Growth - strive to increase market share, production (production) and business expansion.	4
Profitability - achieving goals and making a profit (with consideration for all involved).	7,2
Effectiveness – encourage correct and appropriate approaches that lead to the best results and effects.	3
Results - focus on the result or the final performance of the effort (work).	5,3
Quality - encourage and strive for excellence, have high quality standards in business activities.	5

Analyzing the data from Table 3, it can be seen that the arithmetic means of the mentioned personal values within the four dimensions are positive. In the dimension of ethics, when making decisions and doing business, the respondents mostly rely on integrity (8.5), honesty (7.5) and fairness (5.5), which indicates that morality, equality and immediacy play an important role in the actions of the respondents. Within the dimension of people, decision-making and business operations of respondents are most influenced by trust (5.5), respect (4.3) and loyalty (3.7), which shows that it is important to respondents in the decision-making process to which the decisions refer. The personal values that most influence the respondents' decision-making and business processes within the dimension of change are empowerment (6.4), continuous improvement (5.6) and flexibility (4.2), which shows that in the decision-making process the respondents are directed towards the domain of their responsibilities, but also sufficiently ready for adaptation and constant improvement. In the profit dimension, the personal values that most influence the respondents' decision-making and business processes are profitability (7.2), results (5.3) and quality (5), which indicates the respondents' dedication to profit, which they see in results and business excellence. Also, it should be pointed out that among the respondents, within the dimension of change, innovation (1.4) and creativity (1.6), unfortunately, are not yet recognized as true values, which shows a certain degree of resistance to changes among the respondents.



Graph 6. Is your opinion taken into account at work? (Authors)

Data from graph 10 show that 33.6% of respondents have an opinion that others take into account, including 44.5% of respondents whose opinion is occasionally taken into account, it can be concluded that the word of the company's employees is still heard, that is, their opinion.

In order to determine the degree of loyalty of respondents to the organization, a scale with statements based on the Three-Component Model of Organizational Loyalty, created by Meyer and Allen, was used (Meyer and Allen 1991). Meyer and Allen determine how in the Three-component model, affective loyalty to the organization manifests itself as an employee's sense of attachment to the organization, identification with the organization and preoccupation with the organization (Meyer and Allen 1991). Affectively loyal individuals work in an organization because they want to. Instrumental loyalty refers to the employee's awareness of the cost of leaving the organization. Employees whose attachment to the organization is based primarily on instrumental loyalty stay in the organization because they need it. Normative loyalty is based on a sense of obligation to remain in the organization. Highly normatively loyal employees feel that they must stay with the organization.

When filling out the Scale of Organizational Loyalty, the respondents were asked to rate each statement on a Likert-type scale from 1 (do not agree at all) to 5 (completely agree), to what extent they agree or disagree with the stated statements, which are grouped together within the

three listed components. Table 4 shows the overall average response of respondents (arithmetic mean) to the statements.

Table 4. Loyalty to the organization (Authors)

<b>LOYALTY TO THE ORGANIZATION</b>	<b>ARITHMETIC MEAN</b>
<b>Affective</b>	
This work organization means a lot to me	4,17
I feel the problems of the work organization in which I work as my own	3,75
I do not have a strong sense of belonging to the work organization in which I work	2,49
I would be very happy to spend the rest of my career in this work organization	3,89
I do not feel emotionally attached to this work organization	3,08
<b>Instrumental</b>	
At this moment, staying in this work organization is both a need and a desire for me.	3,78
One of the negative consequences of leaving this work organization would be the absence of a realistic alternative.	3,08
At this point it would be difficult for me to leave organization I work for, even if I wanted to.	3,54
Too much would be disrupted in my life if I decided to leave this work organization right now.	3,52
I feel that I have too few options to consider about leaving this organization	3,03
<b>Normative</b>	
I would not leave this work organization right now, because I feel an obligation to the people in it	3,26
I owe a lot to this work organization	3,30
Even if it were an advantage for me, I feel that it would not be right to leave this work organization now	3,03
I have no feeling obligations to stay with the current employer	2,39
This work organization deserves my loyalty	3,66

Analyzing the data from Table 4, it can be seen that in the responses of the respondents, the claim within the affective dimension of loyalty "This work organization means a lot to me" had the highest value, where the arithmetic mean of the claim was 4.17; while the lowest value was within the normative dimension of loyalty for the statement "I do not feel any obligation to stay with my current employer", where the arithmetic mean was 2.39 on a scale of 1 to 5. The statement "I would be very happy if I will spend the rest of my career in this work organization" 3.89; "At this moment, staying in this work organization is both a need and a desire for me" 3.78; "I feel the problems of the organization where I work as my own" 3.75 and "This work organization deserves my loyalty" 3.66.

Also, looking at the total values of each component, it is observed that the affective component dominates 17.38; so it can be concluded that a large percentage of respondents are very attached to the organization they work in, identify with it and work in that organization because they want to. However, we should not ignore the total result of the instrumental component of 16.95, which indicates that a larger percentage of respondents remain in the organization out of necessity and due to awareness of the cost of leaving the organization. The lowest total value of the normative component 15.64 does not favor the organizations where the respondents work, because it indicates that a large percentage of respondents do not have a developed sense of loyalty, so it

can be concluded that organizations need to pay more attention to building quality long-term relationships with their employees.

The respondent's intention to remain in the organization was assessed through a scale of five statements related to behaviors related to seeking new employment. When filling out the scale, the respondents were asked to estimate how much they agree or disagree with the statements on a Likert-type scale from 1 (do not agree at all) to 5 (completely agree) for each statement.

Table 5. Intention to stay in the organization (Authors)

EVALUATE	1 - Strongly disagree	2 - Disagree	3 - No opinion	4 - Agree	5 - Strongly agree
I think that in the next year I will be actively looking for a new job	57%	9,4%	17,7%	6,8%	9,1%
I am thinking about leaving my current company	55,8%	9,4%	16,6%	11,7%	6,5%
I will change my job as soon as I have the opportunity	47,2%	10,6%	19,6%	14,3%	8,3%
I am following competitions that are looking for specialists of my profile	49%	10,6%	14,7%	13,2%	12,5%
I am currently actively looking for another job	67,2%	6,8%	12,5%	8,6%	4,9%

Looking at table 5, it can be seen that the respondents' answers to all five statements are dominated by answers that show that the largest percentage of respondents, 67.2%, are not actively looking for a job, nor do they actively think of looking for a new job in the next year, 57%. These data indicate that the respondents have no intention of leaving the organizations where they work. However, we should not ignore the fact that 32.6% of respondents mostly or completely agree that they will change jobs as soon as they have the opportunity, because this data shows that a lot of respondents are not completely satisfied with the organizations they work in and that they currently have no choice to they work in a better workplace.

## CONCLUSION

When entering an organization, each person brings something of their own, so the individual differences of an individual affect work behavior and work performance. Personal characteristics are manifested on the professional level in different ways - in the form of a dominant form of motivation for work, through a positive or negative attitude towards work, the quality of the performance of a certain job, readiness to improve professional skills, participation in teamwork, but also in the perception of one's own work role, professions, as well as organizations as a whole. The strength of each personality is in the way a person will behave in certain social situations and how others will perceive him. The research conducted in this paper, which deals with the relationship between personality traits from the five-factor model and work behavior, has shown that based on these personality traits, different aspects of work behavior can be predicted. Motivation at work, job satisfaction, counterproductive behavior, teamwork and work success are just some of the constructs that are related to the above five factors. Given that conscientiousness, agreeableness and emotional stability mark the characteristics associated with prosocial behavior, it can be concluded that such persons will have a good work performance and work for the

benefit of the organization, which implies that the personality characteristics of employees directly affect their work in the organization.

Every person strives for a pleasant environment and positive communication. In such conditions, he feels relaxed, more ready and able to work. When the situation at the workplace is not like that, interest in work is lost, motivation decreases and dissatisfaction appears. Every organization should direct its work so that it strives for positive energy, employee satisfaction, good working conditions and fair remuneration, which lead to the creation of long-term loyal relations with employees. Employees who are adequately motivated and satisfied with their careers become loyal to their organization, which contributes to increasing their engagement at work.

Human resource management practices that provide employees with a positive work environment and opportunities for voice, participation, autonomy, and decision-making power positively influence employee satisfaction. Based on established relationships between personality characteristics and career satisfaction factors, it is possible to design such employee trainings in which the influence of undesirable ones would be reduced, that is, the presence of desirable personality traits would be developed and supported. In addition, based on the obtained research results, and within the selection process, it is possible to emphasize those personality traits, as well as factors of the structure of work motivation, which are desirable in a given organizational context. Internal motivation is influenced by the ability to find satisfaction and fulfillment at work and to gain a sense of self-fulfillment through work. Practices such as training and development and skill-based pay systems, job enrichment, employee empowerment, and employee participation can directly influence intrinsic motivation and personal achievement. Bearing in mind the above, it can be concluded that the general hypothesis that achieving a balance between the personality characteristics of employees, motivational factors and organizational values is the basis for increasing the work efficiency of employees, creating the concept of employee loyalty and achieving a competitive advantage in the market has been proven.

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