THE RELATIONSHIP BETWEEN HEXACO MODEL OF PERSONALITY AND EMPLOYEE WELL-BEING

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Abstract
This research aims to test the relationship between personality factors of the HEXACO model and employees’ well-being. The HEXACO Personality Assessment Inventory and Ryff’s Psychological well-being scale were applied to a batch of 34 employees. Study results showed that the factor Honesty is not in relation to any of the dimensions of employees’ well-being. Factors Extraversion, Agreeableness, and Openness are positively related to well-being. In conclusion, results of this study represent a starting point in studying the relationship between personality and well-being in an organizational context.

Cuvinte cheie: Modelul HEXACO de personalitate, starea de bine psihologic, starea de bine psihologic în contextul muncii.

Keywords: HEXACO personality model, psychological well-being, job-related well-being.

1. INTRODUCTION

The HEXACO was introduced in personality research by Lee and Ashton (2004) who, after analyzing several studies validating the model with five factors of personality (Big Five) in several languages and cultures, noted that the results of factorial analyzes in many cases, proposed models with six personality factors.

Thus, Ashton and Lee concluded that the already established Big Five model is not as comprehensive as was originally thought, and when the model is validated in different cultures, yields results that suggest different factorial structure. Thus, Lee and Ashton (2004) considered it necessary to reorganize the Big Five model,
Based on the results obtained in certain cultures. The two authors have compared several six factors factorial structures obtained in many countries (France, Germany, Korea, Poland, Hungary) noting that all proposed the same factorial structure. The authors have conducted numerous studies to investigate the 6 factors structure, reaching a final model consisting of the following factors: Honesty, Modesty, Emotionality, Extraversion, Openness to experience, Agreeableness and Conscientiousness. Based on this model, the HEXACO Personality Assessment Inventory was built.

The first factor, Honesty is the main breakthrough compared to traditional Big Five model. People with high scores on the honesty factor do not manipulate others to achieve their goals are not tempted to violate laws and regulations, are not interested in material wealth and luxury and are not interested in acquiring a high social status. In contrast, people with low scores on this factor manipulate others to get what they want, are willing to violate laws and regulations for personal gain and place great value on material things (Lee and Ashton, 2004). This factor contains the dimensions Sincerity, Honesty, Modesty and Avoidance of greed.

The second factor is called Emotionality. Lee and Ashton (2004) state that although many authors have described this factor as analog to the Neuroticism factor of the Big Five, this factor differs substantially from the neuroticism factor. The authors argue that Emotionality does not measure temperamental aspects of anger and increased irritability that are included in neuroticism factor. Firstly, this factor measures sensitivity, dependence, fear, and thus differs significantly from neuroticism. Facets of this factor are fear, anxiety, addiction and sentimentality. People with high scores on Emotionality feel fear for physical hazards experience anxiety in response to requests from everyday life, feel the need for emotional support from others and feel emotionally attached to others. On the other hand, people with very low scores on this scale are not deterred by the prospect of physical danger, are not worried by stressful situations, do not feel the need to share their concerns with others and feel emotionally disconnected from others (Lee and Ashton, 2004).

The third factor is extraversion. This factor does not differ substantially from the classical Big Five theory extraversion factor. Facets of this factor are social self-esteem, social boldness, sociability and vivacity. People with high scores on the extraversion factor have self-confidence, master themselves when working with a group or addressing a large number of people, they want as many social interactions as possible and are characterized by positive feelings, enthusiasm and
energy. People with low scores on this factor consider themselves unpopular, feel uncomfortable in the spotlight, avoid social activities and feel less lively and less optimistic than others (Lee and Ashton, 2004).

The fourth factor is the factor Agreeableness, which is similar to the Agreeableness factor of the Big Five. The dimensions of this factor are forgiveness, gentleness, flexibility and patience. People with high scores on the Agreeableness factor easily forgive the mistakes of others, are lenient in judging others, are willing to compromise and cooperate with others and control their temper easily. People with very low scores hold grudges against those who have done them wrong and are stubborn in defending their point of view (Lee and Ashton, 2004).

The 5th factor is Conscientiousness, which is similar to that of the Big Five. Its dimensions are organizing, diligence, perfectionism, caution. People with high scores on the Conscientiousness factor organize their time and environment, working in a very disciplined and organized manner to achieve their objectives, strive to achieve perfection in their work and are always careful when making decisions. Low scorers are not organized and often avoid difficult or challenging tasks, are satisfied with a work that contains mistakes or errors and take impulsive decisions (Lee and Ashton, 2004).

The sixth factor is Openness, similar to the one from the Big Five. Facets of this factor are aesthetic appreciation, curiosity, creativity and nonconformity. People with high scores on the Openness to experience factor are absorbed by the beauty of art and nature, are curious about certain areas of knowledge, have a rich imagination and are interested in ideas and unconventional people. People with low scores on this factor are not impressed by artwork, have no intellectual curiosity, creativity and avoid activities, being characterized by a high degree of conventional thinking (Lee and Ashton, 2004). From the factorial analysis of multiple answers to some of the HEXACO test forms, the authors discovered a facet that was noted in several studies, but was not subject to any of the six factors due to decreased correlations, the authors viewing that a solution could be the existence of another factor in the vocabulary of the English language that has yet to be conceptualized. This scale is called altruism. The Altruism interstitial scale measures the tendency of a person to be attentive and interested in helping others. People with high scores are very generous to those who need help, while those with low scores are not disturbed by the prospect of hurting others and are usually uninterested in the problems and needs of others (Lee and Ashton 2004).
In the past 10 years, researchers interested in the lexical model of personality wanted to examine the possible validity and usefulness of the HEXACO personality inventory, achieving numerous studies in order to demonstrate the predictive validity and cross-cultural development of this test (Hopwood and Donnellan, 2010; Boies, Yoo, Ebacher, Lee and Ashton, 2004; Lee and Ashton, 2005; Szarota, Ashton and Lee, 2007; O'Neill, Lewisşi Carswell, 2011; Gaughan, Miller and Lynam, 2012; Ogunfowora, Bourdage and Nguyen, 2013; Bresin and Gordon, 2011; Marcus, Ashton and Lee, 2013; Leone, DeSimone and Chirumbolo, 2012; Ashton, Lee, Visser Pozzebon, 2008; De Vries, Lee and Ashton, 2008; Tybur & de Vries 2013; Loehlin, 2012).

Specific to this personality model is the new empirically validated factor called Honesty. In recent years researchers have shown that this factor predicts a variety of important social behaviors. A positive relationship was identified between Honesty and psychological wellbeing (well-being (Aghababaei & Arji, 2014; Aghababaei & Blachnio, 2015. Dangi & Nagle, 2015. Aghababaei & Wasserman, 2013 Pollock, Noser, Holden & Zeigler- Hill, 20016). Therefore, in since it is known that there is a positive relationship between well-being and work performance (Wright & Cropanzano, 2000), it is important to know predictors of well-being on the organizational level. Therefore, the objective of this study is to investigate the relationship between personality factors of the HEXACO model and well-being among employees.

2. **OBJECTIVE**

This study aims to investigate the relationship between personality factors of the HEXACO model and employees' well-being. It will investigate to what extent the Honesty factor is a positively related to well-being.

3. **MEHTOD**

3.1. **PARTICIPANTS**

The study included 34 participants, of which 17 male (50%) and 17 female (50%), aged between 22 and 54 years (mean 39.59, 10.390 standard deviation). Participants come from both rural and urban areas.
3.2. MEASURES

To determine personality characteristics the short form of the HEXACO Personality Assessment Inventory (HEXACO Personality Inventory - HEXACO-PI-R) (Lee and Ashton, 2004), consisting of 60 items scored on Likert scale with five levels of response from 1 (strongly disagree) to 5 (strongly agree).

Ryff’s Psychological well-being scale contains 42 items with six response options (1 = strong disagree, 6 = strong agree) (Ryff & Keyes, 1995). The measure is composed of six dimension of psychological well-being: Autonomy, Environmental Mastery, Personal Growth, Positive Relations with Others, Purpose in Life and Self-Acceptance Item questionnaire were adapted so as psychological well-being to be assessed in an organizational context by adding the construction “at work” to each questionnaire’s item. Internal consistency ranged between .83 to .92.

3.3. PROCEDURE

Information about the study were collected from subjects on a voluntary basis. The tools were published in Google Docs platform, within 1 weeks. Before completing the questionnaires, subjects were presented instructions for use, and were asked for their consent to participate in questionnaires completion, information on data privacy, and options to refuse participation in research.

4. RESULTS

Table 1. Means, standard deviations for the variables and indicators of distribution of study variables

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Skewness</th>
<th>Kurtosis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Honesty</td>
<td>33.02</td>
<td>5.76</td>
<td>.47</td>
<td>.26</td>
</tr>
<tr>
<td>Emotionalty</td>
<td>34.79</td>
<td>6.79</td>
<td>.41</td>
<td>-.72</td>
</tr>
<tr>
<td>Extraversion</td>
<td>31.23</td>
<td>5.17</td>
<td>.53</td>
<td>.25</td>
</tr>
<tr>
<td>Agreeableness</td>
<td>29.08</td>
<td>7.58</td>
<td>-.54</td>
<td>.46</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>30.67</td>
<td>5.01</td>
<td>-.49</td>
<td>-.32</td>
</tr>
<tr>
<td>Openness</td>
<td>29.55</td>
<td>5.29</td>
<td>.16</td>
<td>-.07</td>
</tr>
<tr>
<td>Autonomy</td>
<td>26.44</td>
<td>4.57</td>
<td>.81</td>
<td>-.39</td>
</tr>
<tr>
<td>Environmental Mastery</td>
<td>27.11</td>
<td>3.94</td>
<td>.70</td>
<td>-.24</td>
</tr>
<tr>
<td>Personal Growth</td>
<td>26.85</td>
<td>4.34</td>
<td>.73</td>
<td>.26</td>
</tr>
<tr>
<td>Positive Relations</td>
<td>27.05</td>
<td>4.14</td>
<td>.77</td>
<td>1.09</td>
</tr>
<tr>
<td>Purpose in Life</td>
<td>27.52</td>
<td>5.77</td>
<td>-.33</td>
<td>-.26</td>
</tr>
<tr>
<td>Self-Acceptance</td>
<td>26.08</td>
<td>5.04</td>
<td>.54</td>
<td>-.04</td>
</tr>
</tbody>
</table>

Table 1 presents means, standard deviation and distribution indicators. Thus, it appears that the values of skewness and kurtosis are within normal range.
In Figure 1 it can be seen the graphical representation regarding Honesty-Humility distribution.

Figure 2. Graphical representation regarding Emotionality distribution
In Figure 2 it can be seen the graphical representation regarding Emotionality distribution.

Figure 3. Graphical representation regarding Extraversion distribution.

In Figure 3 it can be seen the graphical representation regarding Extraversion distribution.

Figure 4. Graphical representation regarding Agreeableness distribution.
In Figure 4 it can be seen the graphical representation regarding Agreeableness distribution.

Figure 5. Graphical representation regarding Conscientiousness distribution.

In Figure 5 it can be seen the graphical representation regarding Conscientiousness distribution.

Figure 5. Graphical representation regarding Openness distribution.

In Figure 6 it can be seen the graphical representation regarding Openness distribution.
Table 2 provides the correlations between HEXACO personality factors and psychological well-being dimensions. It can be seen that the Honesty-Humility factor did not relate to none of psychological well-being dimension. There was a negative association between Emotionality and self-acceptance. Extraversion was positively related to control, personal growth and Relations with other. Moreover, it can be seen that there was a positive relationship between Agreeableness and Control and between Agreeableness and Relations with other as well as between Conscientiousness and Relations with others. There was a positive relationship between Openness and Control and between Openness and Relations with others.

5. DISCUSSION

The aim of this study was to investigate the relationship between the HEXACO model of personality and psychological well-being in an organizational context. The results of this research have shown that Extraversion, Agreeableness and Openness are the strongest correlates to psychological well-being in an organizational context. These findings are consistent with the results of other research (Aghababaei & Arji, 2014) that were realized in a non-organizational context. Therefore, the importance of personality contributes in a very similar manner to the psychological well-beings of the employees as in the case of general psychological well-being. An interesting finding is that there was no relationship between the Honesty-Humility factor and employee psychological well-being. Other research finding have shown that the Honesty-Humility factor is a strong predictor of psychological well-being in a social and general life context (Aghababaei & Blachnio, 2015). An explanation for this finding may be that behaviors specific to the Honesty factor such as being modest, fair and non-greedy do not contribute to employee happiness at work. Therefore, even if has been shown that Honesty-Humility is positively related to job performance (Zettler, Friedrich & Hilbig, 2011) this does not mean that Honesty behaviors contribute to employee well-being.
This study has a number of limitations. In the first place, the research sample consisted only of 34 participants. This aspect leaves room for biased results due to variable variance. In the second place, we tested the link between HEXACO personality factors and employee psychological well-being only in terms of bivariate correlations, which means that we are not able to make causal inferences relying on these correlations. Therefore, conducting new studies with more consistent research samples and using more sophisticated statistical approaches should bring new and unbiased knowledge in the area of employee psychological well-being.

In conclusion, this study showed that extraversion, agreeableness and openness are strong correlates of employee psychological well-being and that Honesty-Humility did not relate to none of the psychological well-being dimensions. Moreover, Emotionality was negatively related to Self-Acceptance. These findings may represent a starting point for more robust studies in the area of employee well-being.

REFERENCES


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REZUMAT
Această cercetare și-a propus să testeze relația dintre factorii de personalitate din modelul HEXACO și well-being-ul angajaților. Inventarul de evaluare a personalității HEXACO PI și Ryff’s Psychological well-being scale au fost aplicate unui lot de 34 de angajați. Rezultatele studiului au arătat că factorul Onestitate nu se află în relație cu niciuna dintre dimensiunile well-being-ului la angajați. Factorii Extraversie, Agreeabilitate și Deschidere se află într-o relație pozitivă cu well-beingul. În concluzie, rezultatele acestui studiu reprezintă un punct de plecare în studierea relației dintre personalitate și well-being în context organizațional.