

## “A study of the personality traits and decision-making styles of business management college students”

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### Abstract:

This study investigates the personality traits and decision-making styles of business management college students, shedding light on the interplay between individual characteristics and the decision-making processes in this specific demographic. Understanding the relationships between personality traits and decision-making styles can provide valuable insights for educational institutions and future employers in preparing and assessing the capabilities of future business leaders. The study utilizes a mixed-methods approach, combining quantitative assessments of personality traits and qualitative analysis of decision-making styles. A sample of business management students from diverse academic institutions is surveyed, with a focus on key personality traits such as extraversion, conscientiousness, openness to experience, agreeableness, and emotional stability. The findings reveal a nuanced relationship between personality traits and decision-making styles among business management students. Extraversion is positively associated with a preference for collaborative decision-making, while conscientiousness is linked to a more methodical and cautious approach. Openness to experience is found to be positively correlated with innovative and risk-taking decision-making styles, whereas agreeableness influences a preference for consensus-driven decisions. Emotional stability is shown to mitigate the impact of stress on decision-making. Qualitative analysis further explores the decision-making styles of these students, offering a deeper understanding of how personality traits shape their approaches to solving real-world problems and making strategic choices. The study's results have practical implications for business education, career development, and talent management, helping educators tailor teaching methods and curricula to students' individual needs and guiding employers in matching the right candidates to specific decision-making roles within organizations.

Keyword: - Personality traits, Business management, collaborative decision-making.

### Introduction:

The field of business management is dynamic and ever-evolving, requiring individuals to make a multitude of decisions that have significant implications for their organizations and careers. Understanding the personality traits and decision-making styles of business management college students can provide valuable insights into how these future leaders approach decision-making

and adapt to the challenges of the business world. This study aims to explore the relationship between personality traits and decision-making styles among business management college students.

In a technology-driven knowledge economy, it's important for workers and grads to be able to find jobs (Coetzee, 2012; Griesel & Parker, 2009; Noe, Tews & Dachner, 2010). When graduates enter the job market today, they face a number of problems, such as fewer job opportunities and less job security, technology that changes quickly, and a greater responsibility to keep learning new things and keeping up with changes in their fields (Marock, 2008; Pool & Sewell, 2007).

No longer are academic credentials and professional skills the only things that people need to get a job (Fallows & Stevens, 2000). In the 21st century, young people who want to work need to be ready to work, able to find work, and able to keep that job (Marock, 2008; Pool & Sewell, 2007). They have a sense of self-direction or personal agency when it comes to keeping or getting a job or other form of work. Employers and researchers often recommend a set of personal career-related traits as an alternative to job security in an uncertain job market (Bezuidenhout, 2011; Coetzee, 2012; Fugate, Kinicki & Ashforth, 2004; Rothwell, Jewell & Hardie, 2009; Schreuder & Coetzee, 2011).

### **Rationale:**

In the fast-paced and competitive world of business, effective decision-making is a critical skill for success. Business management college students are in the process of developing the skills and knowledge necessary to navigate complex organizational environments, and it is essential to understand how their unique personalities influence their decision-making approaches. Personality traits can significantly impact how individuals perceive and respond to various situations, including making choices in the business context. By identifying the personality traits and decision-making styles of these students, educators, and future employers can tailor their training and development programs to better prepare them for leadership roles.

Being employable is good for you on the job now and for your career and business in the future (Van der Heijde & Van der Heijden, 2006). Employability depends on proactive career habits and skills that help people find work, get hired, or make their own jobs by making the best use of both job-related and career-related meta-skills (Coetzee & Schreuder, 2011; Schreuder & Coetzee, 2011).

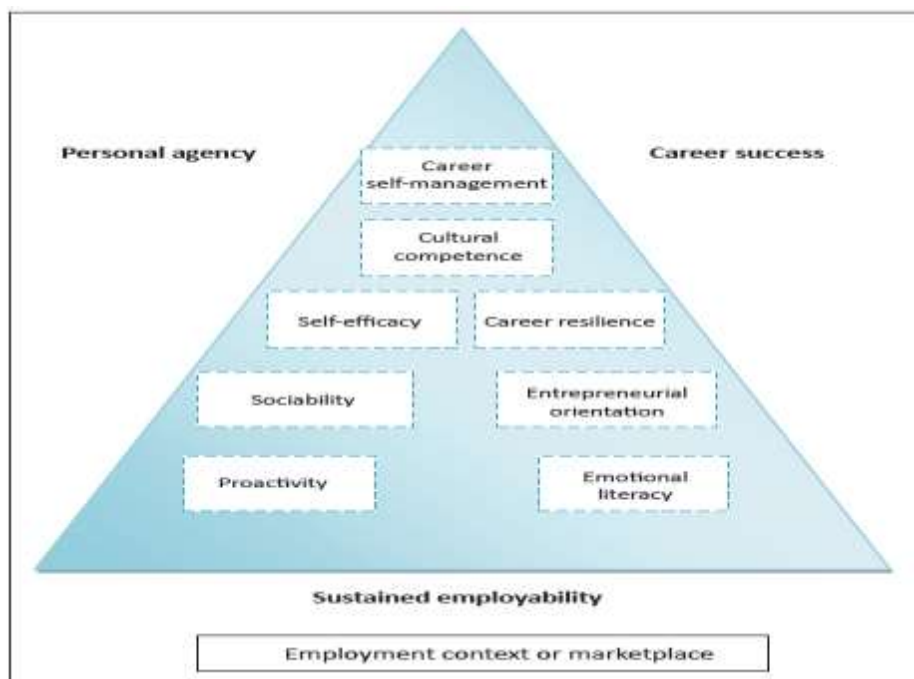
In this way, employability is a psychological and social concept that refers to the career-related traits that help people think, act, and feel in ways that are more adaptive and make them more likely to find and keep a good job (Bezuidenhout, 2011; Fugate et al., 2004; Yorke & Knight, 2007).

Researchers have found links between people's characters and their jobs, how well they do in certain situations, and the ways they act that make them unique (Moyo & Theron, 2011). Jung (1971) and Myers, McCaulley, Quenk, and Hammer (2003) say that people's natural personality choices lead them to form habits of behaviour and personality patterns that show how they like to make decisions and solve problems.

Self-perceived employability makes people feel like they are in charge of their careers and gives them faith that they can secure their place in the job market (De Cuyper, Bernhard-Oettel, Berntson, De Witte & Alarco, 2008). Choong and Britton (2007) also discovered that Myers-Briggs Type Indicator (MBTI) type preferences were strongly linked to character strengths and moral values, such as creativity, perspective, love of learning, love (caring), and open-mindedness (flexibility). These strengths are also known as signature or cognitive strengths. Tomlinson (2007) says that people's identities and ideals determine their employability, while their personalities and pasts affect how they act in their careers. Cole, Field, Giles, Harris (2009) and Higgs (2001) both found a good link between personality and the ability to get a job. According to Higgs (2001), individuals may be able to improve their less developed personality traits, leading to more well-rounded behaviour that may affect their employability.

### Aspects of employability

The framework that Bezuidenhout and Coetzee (2010) made for employability traits is useful for this study. According to Bezuidenhout (2011), the employability qualities framework (see Figure 1) lists eight core employability traits that are important for improving the chances of getting and keeping a job.



**FIGURE 1: A conceptual outline of the skills and traits that make people employable.**

Career self-management means being able to think about your career goals and get clear on what you want to achieve. It also means being able to see what skills you need to be successful in your career and what steps you need to take to get there. job self-management means that you are sure of yourself and determined to keep doing things that will help you advance in your job (Bezuidenhout, 2011).

Knowing other cultures' traditions, beliefs, and values, being able to confidently and easily communicate across cultures, and enjoying doing so are all parts of cultural competence (Bezuidenhout, 2011). Being able to make and keep relationships with people from different cultures is also part of cultural competence.

Self-efficacy means being able to do things without help from others, making your own choices, being sure that you can reach your goals through hard work, sticking with problems, and enjoying the process of coming up with new solutions (Bezuidenhout, 2011).

Career resilience means being able to deal with changes in your life by being open to job and organisation changes, excited about working with new people, sure of yourself, and ready to take chances (Schreuder & Coetzee, 2011). Career resilience means being able to adjust, be flexible, have a lot of self-confidence, and be good at your job, even when things go wrong (Bezuidenhout, 2011).

### Research Objective

The point of this study was to find out how people's mental traits affect their ability to get a job. These study questions were put forward by the authors:

1. Do people's personality type preferences have a good and significant effect on their ability to get a job?
2. Are people's mental traits a good indicator of how employable they are?

### The study's possible added value

Finding out if people's personality traits are related to their employability might give managers, career counselors, industrial psychologists, and human resource professionals useful information they could use to help employees improve their employability traits and skills through career development support and counseling. The study could also add new information and knowledge that could be useful for improving the way young adults are helped with job development.

### Personality Type Theory has four opposites, which can be seen in Table 1.

Dichotomy	Personality type	Definition
1. Attitudes or orientations of energy	Extraversion	Directing energy mainly toward the outer world of people and objects.
	Introversion	Directing energy mainly toward the inner world of experiences and ideas.
2. Mental functions or processes of perception	Sensing	Focusing mainly on what the five senses can perceive.
	Intuition	Focusing mainly on perceiving patterns and interrelationships.
3. Mental functions or processes of judging	Thinking	Basing conclusions on logical analysis with a focus on objectivity and detachment.
	Feeling	Basing conclusions on personal or social values with a focus on understanding and harmony.
4. Attitudes or orientations toward dealing with the outside world	Judging	Preferring the decisiveness and closure that result from dealing with the outer world using one of the judging processes (Thinking or Feeling).
	Perceiving	Preferring the flexibility and spontaneity that result from dealing with the outer world using one of the perceiving processes (Sensing or Intuition).

## **Research design**

### **Research approach**

In order to reach their research goal for this exploratory pilot study, the authors used a quantitative survey approach (Shaughnessy & Zechmeister, 2003).

### **Research method**

#### **Participants in the study**

The people who took part were 304 adults who were enrolled in an open online learning higher education institution to get an honours degree in business management. The subjects went to a study school for three days. Most of the people in the group were black (70%), female (64%), and between the ages of 26 and 40 (early adulthood). Most of the people who took part worked as members of the general staff (28%), in first-level control (21%), or in middle management. In the group, 71% of people worked full time, so this fits with their traits.

## **The Results**

### **Statistics for describing and trustworthiness**

The MBTI was scored by getting a frequency score for each item in each subscale. They put the personality traits for the sample group in a table and showed them as percentages. The only thing they did with the data was put the sample into groups based on personality traits. That's why they only showed rates and percentages.

The facts about the eight MBTI subscales can be found in Table 2.

The participants did best on the mental processes of Intuition (N) and Feeling (F), as well as the attitude of Extraversion (E). This means that the people who took part had the ENFP personality trait.

The facts about the eight EAS subscales can be found in Table 3. The mean scores for all of the EAS parts were between 4.75 and 4.14. On average, the participants did best on the self-efficacy ( $M = 4.75$ ;  $SD = 4.07$ ) and job self-management ( $M = 4.75$ ;  $SD = 8.14$ ) subscales. On the other hand, they did worst on the sociability subscale ( $M = 4.14$ ;  $SD = 5.90$ ). Table 3 also shows that the writers were able to get good internal consistency reliability for the EAS.

### **Looking into the theories**

The main goal of this study was to find out if there is a real-world link between people's personality traits and their ability to get a job. The writers used Spearman correlations to test Hypothesis 1. Multiple regression models were used to test Hypothesis 2.

**TABLE: 2** How often the Myers-Briggs Type Indicator was used (N = 304).

MBTI (valid)	<i>f</i>	%
Introversion	74	24.3
Extraversion	161	53.0
Sensing	143	47.0
Intuition	176	57.9
Thinking	104	34.2
Feeling	210	69.1
Judging	53	17.4
Perceiving	260	85.5
<b>Total</b>	<b>304</b>	<b>100.0</b>

**TABLE 3:** the means and standard errors of the Employability Attributes Scale for 304 people

Employability attribute variables	<b>M</b>	<b>SD</b>	<b>Cronbach's Alpha coefficients</b>
Career self-management	4.75	8.14	.88
Cultural competence	4.30	4.70	.87
Self-efficacy	4.75	4.07	.73
Career resilience	4.60	4.28	.80
Sociability	4.14	5.90	.82
Entrepreneurial orientation	4.63	5.68	.75
Proactivity	4.72	5.08	.82
Emotional literacy	4.43	5.26	.70
<b>Total scale</b>	<b>4.57</b>	<b>34.09</b>	<b>.96</b>

## Discussion

Overall, the data showed that people's personality preferences are strongly linked to their employability traits. Bullock-Yowell, Andrews, and Buzzetta (2011) and Cole, et al. (2009) also found that personality traits have a big effect on how easily people can get jobs.

Based on their general ENFP profile, the participants may be enthusiastic, idealistic, and creative in their job search. They might be sure that they can go after a job that interests them. They might be friendly and good at getting along with others. In order to live a life that is in line with their ideals, they may be interested in new ideas but bored with the little things. They might be flexible and open-minded, and they might have a lot of different hobbies and skills (Myers et al., 2003). People who took part got high scores on the job self-management, self-efficacy, career resilience, and proactivity variables, which fits with the ENFP personality type.

The writers found a strong link between Extraversion (E) and cultural competence. This suggests that extraverted people are sure of their ability to act and interact well in places with different cultures.

Their beliefs and ideals would likely be open to those of other cultures because they would know about them. People who are more extraverted seem to value the quality of their relationships with others, be comfortable speaking across cultures, and find it easy to make and keep relationships with people from different cultures (Bezuidenhout, 2011). The results of this study agree with those of Ang et al. (2006), who found a strong link between extraversion and cultural intelligence. The outcomes might be because people with the extraverted personality type like to connect with others and have a variety of interactions in the real world (Myers et al., 2003).

## Conclusion

Overall, the results showed that personality preferences should be taken into account when creating the employability skills that people need to stay employable in a job market that is changing quickly and becoming more unclear. Practically speaking, the results are useful because they taught the authors more about the connection between these variables and the things they named as helping people build their personality preferences and, as a result, making them more employable. Managers, career counsellors, industrial psychologists, and people who work in human resources should pay attention to the results of this study and how the preferred personality types connect to the employability traits of the participants based on their ENFP MBTI profiles. Because they are naturally outgoing, they may feel safe developing and showing most of the traits that make someone employable.

In the end, the study gives us new information that can help us meet the job needs of a wide range of people in the multi-cultural workplace in South Africa. People can use the study's results as a guide to help the balanced growth of different personality type preferences, which will make them more employable.

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