ASSESSMENT OF LINKS BETWEEN PERSONALITY TRAITS AND SOFT SKILLS IN THE WORK ENVIRONMENT

Lajčin D., Miško D., Vojtilová V.[*]

Abstract: Employers try to understand the suitability of a candidate for a position using various techniques. Many of them focus on personality traits that determine what motivates employees and how they react in workplace situations. Personality traits and soft skills are among the aspects that largely determine the performance and behavior of employees. Despite extensive research on personality traits, personality is so complex that it is still the center of attention. This paper provides an overview of the literature highlighting the topicality and importance of the topic in the working environment. It brings new findings by examining personality traits and soft skills in a sample of Slovak respondents and verifying the relationships between the observed variables using a structural model. The results are based on data obtained from two methodologies: The Big Five questionnaire and Questionnaire for evaluating the importance of soft skills. Path Analyses were used to analyse the links between personality traits and soft skills of employees. The research sample consisted of 393 respondents, of which 221 were women, and 172 were men. The average age was 38.9 years. The results point to several existing relationships between personality traits and soft skills, where it was found that each examined personality trait relates to at least one factor of the soft skills methodology. Examining individual personality traits of employees or job applicants is necessary for jobs where a high level of soft skills is required.

Key words: manager, employee, personality traits, soft skills, work environment

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Introduction

Due to the high need for high-quality and flexible workers in various industries, the demands on job applicants or current employees are increasing through their development and improvement of skills and competencies. The current era introduces various technological changes, which are also reflected in the changes in the labor market (Iershova et al., 2022; Asaleye et al., 2022). Training and

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[*] **Daniel Lajčin**, Professor, Department of Management and Economics, DTI University, Dubnica nad Váhom, Slovakia;
✉ email: lajcin@dti.sk,
ORCID: 0000-0003-4827-3748
Dávid Miško, Assistant Professor, Department of Managerial Psychology, Faculty of Management and Business, University of Prešov, Slovakia;
✉ corresponding author: david.misko@unipo.sk,
ORCID: 0000-0002-1961-3005
Veronika Vojtilová, PhD student, Department of Managerial Psychology, Faculty of Management and Business, University of Prešov, Slovakia;
✉ email: veronika.vojtilova@smail.unipo.sk

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maintaining employees is expensive, but it is the best solution for long-term sustainability and success of businesses in the context of their goals (Abraham et al., 2021). The existence of different leadership styles and different personality traits complicate the decision-making phase about hiring, maintaining, and training employees. However, professions involving intense social interaction, which include positions, e.g. in administration, journalism, PR, sales, education, law, and various areas of management, form a significant part of the labor market. Nevertheless, inappropriate skills and competencies of leaders, managers, and employees, such as inefficient communication, insufficient ability to create relationships, insufficient stress management, lack of empathy, etc., can still be widely observed. For this reason, the presented study aims to examine how soft skills can be assessed and enhanced in relation to workers' personality traits.

Literature Review

In general, competencies are a set of knowledge, abilities, attitudes, and behavior necessary to perform a certain job (Boyatzis, 1982; Szczepańska-Woszczyna and Gatnar, 2022). Similarly, Dvir et al. (2006) define competence as a set of related knowledge, skills and personal traits that impact individual and group work in an organization, are related to work performance, and can be improved through training and professional development.

The development of competency models for specific job positions should include carefully chosen competencies organized in a coherent structure with meaningful connections. The composition of the competency model is decided by the company's management. The competency model represents the link between the company's values and job characteristics (Babelová and Vaňová, 2010).

According to Mühleisen and Oberhuber (2008), soft skills can be improved and developed throughout life. The authors define soft skills as crucial determinants of a person's success in work and personal life. They describe them as the ability to successfully communicate and cooperate with different types of people, to convince, empathize and manage conflicts, and to lead and motivate others. In addition to this interpersonal component, soft skills also include the ability to manage and organize oneself, self-confidence, resistance to stress, result orientation, self-motivation, responsibility, or readiness to manage risks. Task management, persuasive presentation and negotiation, creative problem solving, conducting meetings, effective time management, information processing or decision making are all perceived as soft skills (Mühleisen and Oberhuber, 2008).

When explaining the concept of "ability", one can start from the concept of "performance", which is an important aspect of an individual's life in various areas. The perception of performance is determined by two types of factors. The first is internal dispositions, and the second is external dispositions (circumstances). Internal dispositions represent what the individual can do or is capable of doing to achieve quality performance (Babelová and Vaňová, 2010) or a wide range of various personal prerequisites for performing certain activities that correspond to this

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activity and guarantee its successful implementation (Ištvániková and Zibrínová, 2012; Bedrnová et al., 2002).

According to Whetten and Cameron (2014), soft skills are behavioral (skills that can be observed by others), controllable (skills can be consciously demonstrated, practiced, improved or limited by individuals themselves), developable (improvement of competence in performing skills through practice and feedback), mutually interconnected (overlapping and supporting skills, allowing flexibility in problem solving), and paradoxical (a combination of skills of opposing orientations, for example, participative and extremely ambitious, caring and competitive). Wheeler (2016) argues that in addition to the relevant hard skills, the soft skills ultimately enable an individual to advance and have a successful career.

Soft skills include the ability to resolve conflicts, dexterity in interpersonal relations, the overall presentation of an individual, the ability to negotiate and build a team and other qualities in terms of expected results, not specific techniques or methods (Wheeler, 2016).

In 2013, the Conference Board of Canada identified soft skills as basic or core skills. It stated that soft skills are one of the building blocks in nine vital skills such as reading, writing, using documents, communication, working with other people, thinking and continuous learning, saying that all these soft skills are essential and very important for professional and career development.

Nowadays, soft skills are included among the so-called broader competence prerequisites, usually referred to as competencies, which play an important role in the selection of a worker and their competent fulfillment of work tasks and roles. When talking about soft skills, it means talking about people and their mutual relationships. Soft skills are about HOW to work together, not WHAT to do. What to do relates to the professional level or the so-called hard competencies. These are interpersonal competencies for effective communication, persuasiveness, empathy, the ability to work in a team and to negotiate, etc. (Abraham et al., 2021).

In accordance with the above definitions, soft skills are general and independent of the job or industry and are, therefore, difficult to define precisely. They provide the emotional intelligence that quality workers need. They include self-awareness, self-management, self-motivation, empathy, and social skills (Whetten and Cameron, 2014; Wheeler, 2016; Müller and Turner, 2007). Below is a survey of opinions from various authors and researchers on the soft skills of managers. According to them, the soft skills of managers include:

- leadership skills, critical thinking and problem-solving skills, communication skills, lifelong learning and information literacy, teamwork skills, professional ethics and morals, and entrepreneurial skills (James and James, 2004);
- communication, courtesy, flexibility, integrity, interpersonal skills, positive attitude, professionalism, responsibility, teamwork and work ethic (Robles, 2012);
- leadership skills, critical thinking and problem-solving skills, information management skills and entrepreneurial skills (Kee et al., 2012);

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- writing skills, oral communication skills, presentation skills, interpersonal skills, prioritization and goal setting and lifelong learning skills (Jariyathitinant, 2021);
- positive attitude, strong work ethic, self-confidence, teamwork, efficient use of time, problem-solving, flexibility, friendliness, feedback and motivation (Dalaya et al., 2015);
- communication, planning, initiative and negotiation (Bak et al., 2019);
- leadership skills, critical thinking and problem-solving skills, communication skills, lifelong learning and information literacy, teamwork skills, professional ethics and morals, and entrepreneurial skills (Jamaludin et al., 2019);
- commitment, development of others, teamwork, perseverance, work under pressure, and others (Magano et al., 2020).

For the research presented in the paper, the following soft skills were selected to study in more detail:

1. Time management: It is a kind of behavior that results in the effective use of time in fulfilling the goal of the activity (Claessens et al., 2007). Time management or managing an individual's time depends on setting priorities and areas of activities that satisfy a person. In work activities, it is closely connected with the systematicity of work. This is an important skill for productivity, efficiency and achieving success not only in work, but also in personal life. Proper time management can help minimize stress, increase productivity, improve work-life balance, and achieve desired results.

2. Loyalty or Commitment: It is a moral right, dedication, and sacrifice to achieve a common goal. Another understanding of commitment represents an individual belief, a tendency to identify oneself, become attached to the company, or feel some kind of commitment to it (Armstrong, 2008; Guillon and Cezanne, 2014). Loyal employees are committed to working for the benefit of the organization and its goals. They are willing to make an extra effort and commit to the long term. Commitment or loyalty is manifested in their reliability and trustworthiness towards the organization. Loyal employees are faithful to the organization's values and ethical principles and act in accordance with its rules and policies. They are engaged in their work and show interest in the organisation's development. They are active and motivated and strive to contribute to the growth and success of the organization through their skills and knowledge.

3. Assertiveness: This is a basic communication skill based on mutual respect using a diplomatic communication style. Assertiveness was defined as the ability to communicate effectively in interpersonal meetings by clearly and directly sharing ideas. An assertive individual is aware of their rights and the rights of others, while they are willing to cooperate in solving problems (Sood and Clinic, 2015). Assertive communication is calm and respectful and gives the best chance for successful delivery, processing, and reception of information. On the other hand, passive or aggressive communication causes distraction from the content. It can be considered as a golden mean between aggressiveness and passivity (Buckley, 2016).

4. Stress management: A stressor may not immediately trigger a stress reaction; therefore, it is important to consider stress as a combination of a stressor and a stress reaction. A stressor, as such, only has the potential to trigger a stress response. Workplace stress can be defined as a change in physical or mental state in response to workplaces that present a valued challenge or threat to the employee. Research has shown that several factors contribute to workplace stress (Greenberg, 2013; Cullinan et al., 2019). Stress management at work is an important skill for coping with work challenges and maintaining physical and mental health in the work environment. Work-related stress can negatively affect the health, performance, and overall well-being of employees.

5. Communication: Communication is a key aspect of the work environment and has a fundamental impact on effectiveness, cooperation, relationships, and results at work. Proper communication is essential for achieving organizational goals and successfully managing a team (James and James, 2004; Robles, 2012; Kee et al., 2012; Jariyathitinant, 2021; Dalaya et al., 2015; Bak et al., 2019; Jamaludin et al., 2019; Magano et al., 2020).

6. Motivation: It is an intrapsychic process, explaining the reasons for a person's behavior in a subjective value situation when it satisfies a felt lack stemming from unsatisfied needs, habits, interests, values, and ideals. It follows that motivation is initiated by a feeling of lack, an internal contradiction that a person tries to eliminate and reach a state of balance. It is, therefore, a goal orientation (Fuchsova and Kravčáková, 2004). Motivated employees are more productive, loyal, and satisfied at work. They need to feel that their work is valued and recognized. Regular awards, encouragement and praise for a job well done can motivate employees to perform better. Employees with good relationships with their superiors and who feel supported in their development are more motivated to achieve better results.

The personality traits of a leader depend on their strengths and weaknesses, which ultimately become key and decisive factors for success. A successful leader clearly knows where the team or organization wants to go and how to get there. A leader's ability to lead team development and follow long-term goals is important. A leader should have charisma, a positive character, and the ability to communicate, motivate and inspire others.

Among the best-known methodology that describes stable individual traits is the Big Five: agreeableness, conscientiousness, extraversion, openness to experience and neuroticism. Their individual aspects are described by many authors as follows:

1. Agreeableness: Persons with a high level of agreeableness strive for cohesion and positively affect positive work commitment in the group (Warr et al., 2005). According to Patrick (2011), agreeableness is how persons interact with individuals in areas such as trust, directness, altruism, compliance, modesty, and tenderness. Friendly employees display friendly and considerate behavior in their work environment. They tend to be pleasant, accommodating and interested in good relations with colleagues and superiors. They can positively impact the work

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environment and team dynamics, which can further contribute to improved productivity and employee satisfaction.

2. Conscientiousness: Individualists defined as conscientious are usually willing to comply with the group norms as well as organizational rules and policies if they are friendly (Smithikrai, 2008). Conscientious individuals showed repetitive behavior in the organization were efficient, thorough, and persistent (Hofmann and Jones, 2005). They have high standards for the quality of their work and strive to achieve and maintain a high degree of accuracy and reliability in everything they do. Conscientious employees are responsible, thorough, and consistent in their work performance.

3. Extraversion: It is understood as a type of behavior characterized by positivity, assertiveness, energy, sociability, communicativeness, and cordiality (McCrae and John, 1992). Extroverts enjoy work, socialize, and motivate people around them, thereby making the work environment pleasant (Vojtilová et al., 2022; Barrick et al., 2005). Extroverted employees have excellent communication skills and can communicate effectively and openly with colleagues, customers, or other relevant parties. They are ready to express their opinions, ideas, and questions, thus contributing to open and constructive communication in the work environment.

4. Openness to experience: Smith and Canger (2003) claim that people who are open to experience are described as creative, unconventional, and broad-minded. Open people are less likely to engage in interpersonal relationships or relationships that meet their physical or emotional needs. Employees with a high openness to experience are ready to learn new things and improve their skills and knowledge. They are motivated to acquire new information and apply it in practice.

5. Neuroticism: Neuroticism is a personality trait that deals with individual differences in adaptation and stability of emotions (Zhao and Seibert, 2006). Individuals with high levels of neuroticism typically have increased negative affect, anxiety, and shyness (Renn et al., 2011). Individuals with high levels of neuroticism are not natural leaders, usually because of their inability to adjust their emotions. Neurotic employees may have increased stress and anxiety levels due to their nature. They may often worry about the future, have a pessimistic attitude, and have problems with relaxation. This can have a negative impact on their productivity and performance at work.

Personality traits determine how people think, perceive and act in life. Inner setting of a person is reflected in the quality of their personal and work life. Knowing and accepting one's strengths and weaknesses could improve job satisfaction. Subsequently, choosing a profession that corresponds with one's personality is possible. It is crucial for organizations to be aware of the diversity of personality traits and their impact on the work environment. This can help in selecting, evaluating, and developing employees, building effective teams, and creating a positive company culture. Personality traits can be a valuable resource that can contribute to the success of the organization and its employees in the work environment.

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Research Methodology

The data was collected from November 2022-April 2023 using a convenience non-probability quota sampling method from the research sample of 393 Slovak respondents-managers, of which 221 (56.23%) were women and 172 (43.77%) were men. The maximum age of respondents is 61 years, the minimum is 20, and the average age is 38.9 years. In the work sector, 200 respondents (50.89%) are employed in the business environment, while 193 respondents (43.11%) work in the service sector. Regarding education, 267 respondents (67.94%) have completed university education, while 126 respondents (32.06%) have attained secondary education.

The main objective of the research is to identify the links between the Big Five personality traits and the assessment of the importance of soft skills in the workplace. Based on the set objective, two methodologies were used:

1. The Big Five questionnaire – abbreviated version B5 (Janovská, 2011): The methodology describes five personality traits known as the Big Five: Neuroticism (α = .892); Extraversion (α = .686); Conscientiousness (α = .839); Agreeableness (α = .795); Openness (α = .624). It contains 40 items evaluated on an 8-point scale (1 – completely inaccurate; 2 – very inaccurate; 3 – relatively inaccurate; 4 – slightly inaccurate; 5 – slightly accurate; 6 – relatively accurate; 7 – very accurate; 8 – completely accurate).

2. Questionnaire for evaluating the importance of soft skills (compiled for this study based on Liptak, 2007). The methodology contains 60 items, where 10 statements are attributed to each factor. The questionnaire assesses the importance of 6 selected factors (soft skills) in the work of a manager: Motivation (α = .843), Communication (α = .768), Stress management (α = .801), Assertiveness (α = .701), Loyalty (α = .699), and Time management (α = .798). Respondents assess them on a Likert scale of agreement from 1 – definitely not to 6 – definitely yes. The methodology was verified by Exploratory (EFA) and Confirmatory Factor Analysis (CFA).

Results Presentation

Based on the use of statistical methods PLS-SEM (Partial Least Square) and the Path Analyses method, the appropriate structure of the relationships of the investigated variables was analyzed. The conceptual model assumed the relationships of all Big Five personality traits variables and the soft skills evaluation factors (see Figure 1). Other tables and figures present statistically significant relationships. The model does not confirm the relationships of all variables but nevertheless points to the links of personality traits when assessing soft skills.
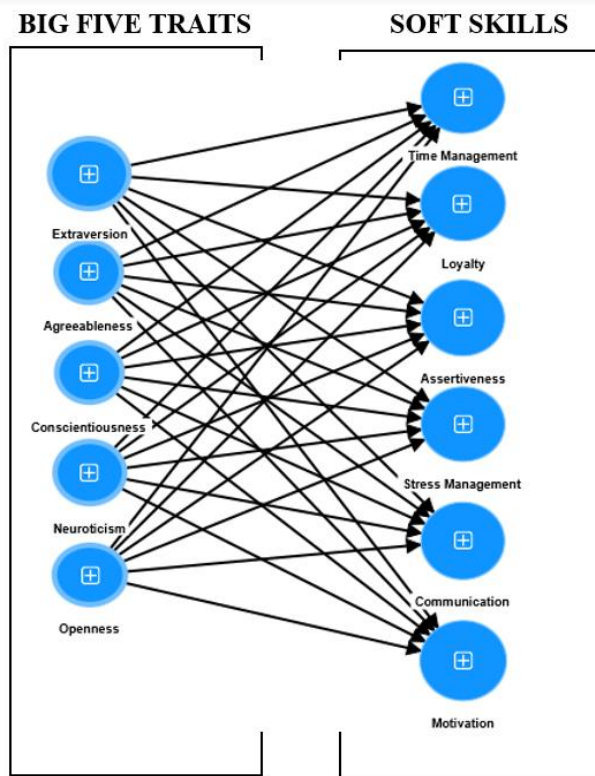
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Figure 1: Conceptual model of relationships
Source: Own elaboration

The first tested conceptual model hypothesized links between all personality traits and the soft skills factor ratings. The SEM conceptual model serves as a starting framework for statistical data analysis and hypothesis testing of relationships between variables. A statistical estimation analysis is then carried out based on the data, examining how well the model fits the data and whether it supports or does not support the theoretical assumptions. The following structural model (Figure 2) presents only statistically significant relationships concerning the path coefficient, factor loading and its significance.
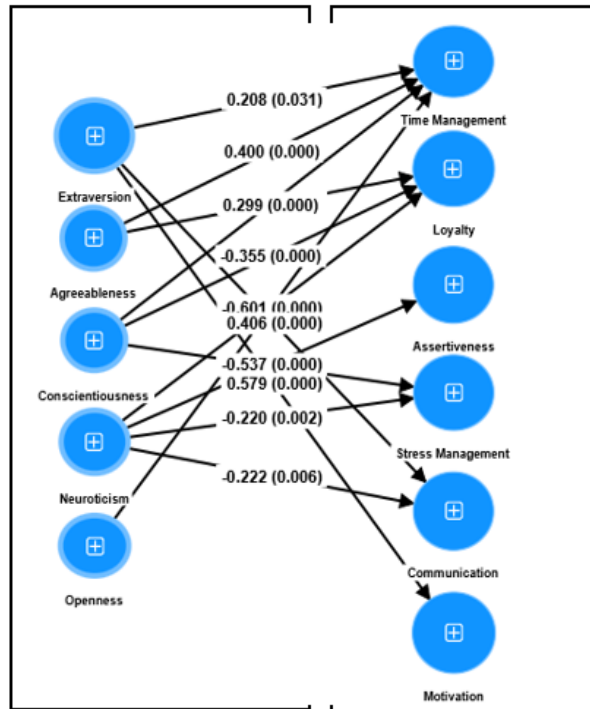
BIG FIVE TRAITS   **SOFT SKILLS**

Figure 2: Path diagram with parameters
Source: Own elaboration

Figure 2 describes the relationships between the Big Five personality traits and soft skills. Based on the p-value, 13 of the total 30 estimated paths were significant. Table 2 describes the specific relationships.

Assessment of the selected model suitability parameters through reliability (Cronbach's α and AVE), SRMR (model fit rate), and NFI (Normed Fit Index) is presented in Table 1. Fit indices in structural modeling SEM (Structural Equation Model) are statistical indicators that are used to evaluate the quality of the fit of the model to the data. They serve to assess how well the model matches the observed data.

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Table 1. Model Parameters

Factor	α	AVE	SRMR	NFI
Agreeableness	0.821	0.871		
Assertiveness	0.870	0.801		
Communication	0.854	0.825		
Conscientiousness	0.776	0.806		
Extraversion	0.849	0.867	0.0419	0.972
Loyalty	0.870	0.770		
Motivation	0.798	0.722		
Neuroticism	0.706	0.796		
Openness	0.752	0.792		
Stress Management	0.689	0.601		

Based on the above results, the model can be considered as suitable. Acceptable model parameters: $\alpha \geq 0.6$, $AVE \geq 0.5$, $SRMR \leq 0.08$ and $NFI \geq 0.9$.
Table 2 describes specific paths with path coefficients and significance.

Table 2. Standardized Path Coefficients

Variable	Coeff.	SD	t	p-values
Agreeableness -> Loyalty	0.377	0.060	6.230	0.000
Agreeableness -> Time Management	0.409	0.101	4.044	0.000
Conscientiousness -> Loyalty	-0.335	0.071	4.716	0.000
Conscientiousness -> Stress Management	0.406	0.058	6.975	0.000
Conscientiousness -> Time Management	-0.379	0.057	6.597	0.000
Extraversion -> Communication	0.409	0.071	5.765	0.000
Extraversion -> Motivation	0.393	0.071	5.505	0.000
Extraversion -> Time Management	0.246	0.099	2.480	0.013
Neuroticism -> Assertiveness	**-0.537**	**0.042**	**12.699**	**0.000**
Neuroticism -> Communication	-0.220	0.079	2.775	0.006
Neuroticism -> Loyalty	**-0.655**	**0.069**	**9.490**	**0.000**
Neuroticism -> Stress Management	-0.232	0.074	3.127	0.002
Openness -> Time Management	0.248	0.074	3.358	0.001

Drawing from the graphic model and Table 2, noteworthy connections are discernible. Although certain standardized coefficients exhibit relatively low values, Huber et al. (2007) argue that coefficients exceeding 0.100 can be regarded as indicative of interpretable relationships. It is important to note that statistical significance does not always equate to factual significance.

Results Discussion

Based on the literature (Cohen et al., 1993), the relationships with a standardized path coefficient of less than 0.200, which, according to Cohen et al. (1993), make no

sense to interpret, were eliminated. In this case, these paths are Conscientiousness -> Motivation, Openness -> Loyalty, and Openness -> Motivation.

Individual relationships detected in the current research are described below according to the definitions of the individual items from the utilized methodologies:

•   Agreeableness has a positive relationship with Loyalty and Time management. Effective leaders understand that loyal employees are the key to success. Leaders typically build social relationships with them to gain their loyalty through a wide range of behaviors, such as keeping agreements or using open and transparent communication. However, the effect of these behaviors on the loyalty of their followers may vary depending on their individual differences, especially in relational traits such as Agreeableness and Extraversion (Monzani et al., 2014). Similar results were obtained by Smith (2012), who points out that Agreeableness is positively related to Loyalty. Presented results show that more welcoming employees also have better time management.

•   Conscientiousness has a positive relationship with Stress management and a negative relationship with Team management and Loyalty. Conscientious employees are desirable in the work environment. They manage stress better, but too much conscientiousness can cause the opposite of the assumption that more conscientious employees have better time management. They are often perfectionists interested in detail, which worsens their time management – they sacrifice a lot of time for details. In the case of loyalty, more conscientious employees are more prone to leave work and career growth, so they tend to fluctuate and ultimately are less loyal to the employer (Ou, 2021).

•   Extraversion has a positive relationship with Communication, Motivation and Time management. Extraversion is a broad personality trait that includes several specific traits, such as sociability, assertiveness, communication, high activity levels, positive emotions and impulsivity (Lucas and Diener, 2001). These are active employees who want to advance. High extraversion deserves attention because some job positions are based on high extraversion. On the contrary, however, high extraversion can often be exaggerated – employees always want their attention (Li and Xu, 2020).

•   Neuroticism has the highest weight of all personality traits in relation to Assertiveness and Loyalty. Employees who are more prone to Neuroticism have problems with communication, emotions and changes in mood or behavior. They have a lower tendency to be assertive and loyal to others. In general, a high level of Neuroticism is undesirable for the work environment and the long-term success of the employee (Li and Xu, 2020). As mentioned above, it is still a question of profession and employee requirements.

•   Openness has a negative relationship with Time management. Open communication is typical for open employees. They have no problem showing they are vulnerable, just like everyone else (Shaffer and Neal, 2021). Establishing positive workplace relationships, being accessible to colleagues, and engaging in open discussions can be time-intensive endeavors. As a result, individuals with a high

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degree of Openness might experience challenges in Time management, potentially impacting their ability to accomplish tasks as planned due to the time allocated to social interactions.

Considering the presented results and the results of similar research studies, Neuroticism seems to be one of the dominant personality traits that hinder career success. Many professions are conditioned by the social context, where employees with a higher tendency to Neuroticism have a problem in communication and problems at the level of creating and maintaining relationships. Their unclear behavior can lead to long-term problems that the employer may not be aware of. This confirms the fact that just considering Neuroticism, it is important to examine and observe the personality of employees. Of course, all personality traits represent the typical behavior of employees, where through assessments, the level of soft skills can be predicted.

Despite several limiting factors, such as the lower representativeness of the research sample, the presented study contributes to the ongoing discussions on workplace soft skills enrichment and provides a personality-related view of the examined issue. Soft skills proficiency complements the hard skills of the working force, both in terms of the development of the staff and the management of the company. These skills are also necessary for the profiling and development of the manager's competencies, and their knowledge and management presuppose the success of an individual in a managerial position (Ratnayake Kaščáková et al., 2021).

Conclusion

The study analyses the relationships of the Big Five personality traits and assesses soft skills in the work environment. Each personality trait is related to at least one factor of the soft skills methodology. The results may be distorted using a new methodology for the assessment of soft skills, where its use had not been observed in any similar research study. It can also be expected that indirect effects would increase the number of interactions. For certain positions where success based on communication and social interaction (sales representative, seller, etc.) is assumed, the issue is essential on a practical and research level. However, the variables are difficult to measure, even using an approved Big Five model. Practical observation of the employee is necessary to truly determine the level of soft skills – ideally during the probationary period.

The results of this study confirm that some personality traits are linked to certain soft skills. Not all relationships have been confirmed concerning the used sample, but in further research, the need to investigate indirect pathways that will ultimately answer how personality traits influence soft skills may be expected. Personality has a relatively stable structure, but soft skills can be improved. These results confirm that personality is difficult to change, but some indirect traits can be learned and implemented in practice.

This research is in alignment with the studies by several other authors (Khatibi and Khormaee, 2016; Birknerová et al., 2021), who claim that the level of competence

and skills of a manager usually does not correspond to the dynamic challenges they face, and their educational background may not be sufficient. An important finding is the flexibility of choosing how to use soft skills, not the assumption that soft skills depend on the role or function. People will use soft skills differently in different situations; for example, cooperation is based on trust and involves a common purpose.

Soft skills are abilities or characteristics that are given but can be developed throughout life. They are associated with a person's personality, empathy, emotional intelligence, and social intelligence (Magano et al., 2020; Zbihlejová and Birknerová, 2022). These days, they are much more in demand than ever before. Employers look for personnel with a good level of soft skills because it is thanks to them that the company succeeds in long-term progress and results. Soft skills have many benefits. The main thing is that employers value them much more than the professional and learned ones. With the increasing need for soft skills, various courses are available in the labor market to improve practical skills. Getting books and manuals on developing soft skills and improving working with them is also possible.

Personality traits are important in a person's daily interaction with the environment. Particular attention is paid to personality in the work environment, which can significantly predict an individual's success in a specific position. Personality traits are closely related to an individual's skills at the soft and hard skills level. The research study describes the relationships between the observed variables through Path Analysis on a sample of Slovak respondents. The results contribute to the issue at hand, and its applicability is based on the awareness of the need to examine the personality traits of employees and their skills. In practice, the mentioned variables are difficult to monitor through self-assessment questionnaires. However, these tools can help to reveal certain personality-related tendencies of the employees and thus make it easier for the manager to delegate tasks, place the employee in a suitable work position, choose the right development programs, or, in the case of employee recruitment, decide on their acceptance or rejection. In future studies on this matter, attention should also be paid to the research of other methodological tools, which could help reveal the examined links, as well as other socio-demographic and cultural (e.g. Mousa et al., 2022; Rajiani et al., 2023) contexts (particularly important in international management).

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OCENA POWIĄZAŃ MIĘDZY CECHAMI OSOBOWOŚCI A UMIEJĘTNOŚCIAMI MIĘKKIMI W ŚRODOWISKU PRACY

Streszczenie: Pracodawcy próbują zrozumieć przydatność kandydata na dane stanowisko pracy przy użyciu różnych technik. Wiele z nich koncentruje się na cechach osobowości, które określają, co motywuje pracowników i jak reagują oni w określonych sytuacjach w miejscu pracy. Cechy osobowości i umiejętności miękkie należą do aspektów, które w dużej mierze determinują wydajność i zachowanie pracowników. Pomimo szeroko zakrojonych badań nad cechami osobowości, osobowość jest tak złożona, że nadal znajduje się w centrum uwagi. Niniejszy artykuł zawiera przegląd literatury podkreślającej aktualność i znaczenie tego tematu w środowisku pracy. Przynosi nowe odkrycia, badając cechy osobowości i umiejętności miękkie na próbie słowackich respondentów i weryfikując relacje między obserwowanymi zmiennymi za pomocą modelu strukturalnego. Wyniki opierają się na danych uzyskanych z dwóch metodologii: Kwestionariusza Wielkiej Piątki

i Kwestionariusza do oceny znaczenia umiejętności miękkich. Do analizy powiązań między cechami osobowości a umiejętnościami miękkimi pracowników wykorzystano analizę ścieżek. Próba badawcza składała się z 393 respondentów, w tym 221 kobiet i 172 mężczyzn. Średnia wieku wynosiła 38,9 lat. Wyniki wskazują na kilka istniejących związków między cechami osobowości a umiejętnościami miękkimi, gdzie stwierdzono, że każda badana cecha osobowości wiąże się z co najmniej jednym czynnikiem umiejętności miękkich. Badanie indywidualnych cech osobowości pracowników lub kandydatów do pracy jest niezbędne w przypadku stanowisk, na których wymagany jest wysoki poziom umiejętności miękkich.

Słowa kluczowe: menedżer, pracownik, cechy osobowości, umiejętności miękkie, środowisko pracy