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INTROVERTS IN SALES: Unleashing Introverts' Potentials at Work

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Summary

This study use the data collected from 206 salespersons in Japan who score in the lower range of extraversion scale by the NEO personality inventory (i.e., highly “introverted” Japanese salespersons) and try to examine the links between their workplace environment (including supervisor, team members, company policy) and the expression of their personality traits that might, as a result, affect their job-related outcomes as indexed by job performance, job satisfaction, work engagement. The results show that the way a company’s policy is designed, as well as the way an introverted salesperson perceives about their co-workers do affect the expression of various facets in their personality traits that lead to better job-related outcomes. Specifically, a company with a long-term evaluation system and a more personal-oriented recognition system may positively influence the expression of the traits that are advantageous for a salesperson (assertiveness, positive

emotions), leading to an increase in job performance, job satisfaction, and work engagement. The study also found out that apart from personality traits themselves, an introverted salesperson's willingness to change and adapt themselves to match the requirements of the presumably extrovert-oriented profession, can also positively affect their job satisfaction and work engagement. The findings of this study can be applied in various settings, including recruitment, coaching, staffing, performance prediction for businesses. The findings can also serve as a reference for personnel evaluation.

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CHAPTER 1. INTRODUCTION

In the modern, free world, human has gradually learnt to express themselves in a much better way than our ancestors used to do. Together with the broadening of human's knowledge, many different types of people have also been defined and accepted. The LGBT community, whose influence have grown more and more significant recently, is an example. Just like the acceptance of the LGBT, the way we define and categorize things in the post-modern world may very likely lead to a change in not only traditional beliefs but also people's ways of thinking and their behaviors. In the LGTB case, various rules and regulations are being adjusted, or newly drafted to fit with the needs of the newly-recognized community.

The same diversification also happens in the psychology area. Despite not getting as much attention as the gender side and generally being overlooked, people with different types of personality are starting to raise their voice. "Introverted" is the one most notable type of personality traits that has always presented among us, but only got defined in the 1920s by psychologist Carl Jung in his famous book "Psychological Types", and only got out of the psychology field and went into the various aspects of life in recent years.

Surprisingly, the term "introverted" has received little attention, due partially to the popularity of its counter-part concept, which is well-known as "extroverted". The terms themselves suggest that introverted and extroverted are two ends of a spectrum, implying that statistically there should be just as many introverts as extroverts among the population. In America, studies indicated that 33-50% of the American population are introverts (Cain, 2012). Considering the fact that America has that image of a more "extroverted" country, the real number of introverts in the world population might even be larger.

Despite all these facts, why is the term "extroverted" still more popular to the public, while its counterpart usually goes unnoticed and under-evaluated? It is because for a long time, many of the standards in life have been built in favor of the extroverts. Susan Cain in her best-selling books *Quiet: The Power of Introverts in a World That Can't Stop Talking* has referred to this tendency as "Extrovert Ideal", a belief that "the ideal self is gregarious, alpha, and comfortable in the spotlight" (Cain, 2012, p.4). Introverts may find themselves unfit and inferior in many aspects of life (though

their very own personality is also to blame for causing these feelings). It is also not rare for introverts to try to hide the fact that they are one and “fake” themselves as extroverts.

Things are different now. The presence of introverts has started to be noticed, and the world has learnt that introverts can do just as good as, or better than extroverts in various fields. However, it is a matter of fact that there are still more extrovert-oriented professions than introvert-oriented ones, due to the long-term effect of the extrovert ideal. It means that not all introverts have chances or specific knowledge to work on the professions that they are likely to do better. In the current economy, sales profession takes a large portion in the workforce. Sales jobs do not require a specific degree or qualification, and are also believed to earn money easier than technical or administrative jobs. It is expected that anyone can do sales. However, it doesn't mean that anyone can do well at it.

Studies have shown empirical evidence that there are several types of personalities that do better at sales job than the others. The two most-mentioned personalities in the Five-factor Model (which is referred to as “Big Five”) that have a positive relation with sales performance are extraversion and conscientiousness, suggesting that extroverts are proven to perform better in sales than introverts. However, it is still an undeniable truth that with at least one-third of the population being introverts, there are undoubtedly a large portion of these people working in sale positions. The question is not about how to find the best extroverts for the job, but what can companies do to build a workplace that helps their introverted salesperson unleash their full potentials.

In an attempt to answer the above question, the current study uses “trait activation theory” (Tett & Guterman, 2000) as a lens to conceptually analyze the situational effects on the trait-performance relationship among introverts. Trait activation theory has pointed out that different traits will be activated differently under different situational cues, meaning that a trait can be boosted or suppressed under a certain condition. Is there a way to create an environment where introverts can suppress their “toxic” facets in their personality that badly affect their job outcomes and polish the “good” facets that can help them thrive in sales jobs?

The study goes deeper than the main Five-factor Model, into different subcategories (called facets) of Big Five personality trait. I hypothesized that inside extraversion scale, there are

different facets with different effects on sales performance. In other words, a certain facet can either help or prevent a salesperson from performing well. Under the right conditions, these facets will either be activated or suppressed, leading to a change in the sales performances.

This study also tries to prove that a properly adjusted work place environment will boost an introvert's willingness to act "out of character", and adjust their personality to match with the requirements of the sales job.

Most of the measurement scales used in this study are based on the Big Five personality inventory, which is the most widely known categorization of personalities. However, the way "introverts" and "extroverts" are also vastly different between studies, as there has been no full agreements so far on how to interpret those terms. Taking that fact into account, the study will explain most of its finding and hypothesis based on the Five-factor model, but also refer to other methods to support the points when needed.

CHAPTER II. LITERATURE REVIEW

I. Introversion

The term “introversion” and “extroversion” (or extraversion) were introduced and explained since the beginning of the last century. One of the first people who popularized these terms was the Swiss psychiatrist and psychoanalyst Carl Jung. According to Jung (1921/1971), extraverted people are ones who seem to be energized by either the external world and introverted people are ones who are energized by the internal world (introversion).

Jung theorized that the two main attitude types, extraversion and introversion are decided by a person’s source of energy. An extrovert, or one scoring high on the extraversion scale, energizes themselves from the external environment, people and activities, while introvert is more drawn to their internal world of thoughts, reflection and vision. Jung also describes an introvert as someone who feel “lonely and lost” in a big gathering, one who “does thing in his way, barricading himself from the influences from outside” and sometimes “pessimistic and worried” because he has no love for “enthusiastic get-togethers”. Jung also argues that introverts’ hideaway from the crowded place is not a sign of renunciation, but a search for quietude where alone it is possible for him to make contribution to the community (Jung, 1921/1971, p.550).

Many of the contemporary researches and personality evaluation tests are designed based on Jung’s theories. The Myers-Briggs Type Indicator (MBTI) is one popular model that follows Jung’s point of view closely. The test defines introversion as the tendency to derive energy from time spent alone and in which time spent around other people may be experienced as emotionally or psychologically draining. (Myers, 1998).

However, Jung’s take on introversion is quite different from the popular understanding and usage of the term nowadays. One of the best known categorization for personalities is The Big Five personality traits, also called the Five-factor model of personality (FFM). This model does not directly define introversion but instead focus on its counterpart, extraversion. Extraversion of the Big Five personality traits is characterized by warmth, aggressiveness, gregariousness, positive emotions, excitability, and activity (Costa & McCrae, 1992). Introversion, therefore, is the personality trait carried by people who score lower in these facets. It can be assumed that the Five-factor model

describes introversion not as a sign of a richer internal life but more a lack of certain qualities (Cain, 2012).

As a result, there has not yet been an official definition for introversion, due to the vague and flexible nature of human personalities themselves. The introverts examined in this study were identified using the NEO Five-Factor Inventory (NEO-FFI) that is based on the Five-factor model because of its high level of standardization and popularity. However, Jung's point of view is also taken into consideration when discussing the study outcomes.

II. Relationship between Introversion and Job-related Outcomes

Many studies have pointed out the relationship between personalities and job-related outcomes including job performance, job satisfaction and job engagement.

Barrick & Mount (1991) investigated the relationship between the Big Five personalities with three job performance areas (job proficiency, training proficiency, and personnel data) in different professions and found out that apart from conscientiousness which showed consistent relations for all occupational groups, extraversion is the second trait that affects job performance. Specifically, extraversion is the valid predictor for a high job performance in two occupations which are sales and management. It implies that the counterpart, introverted employees tend to perform worse in these professions.

Hurtz & Donovan (2000) also found empirical evidence that in sales position, extraversion is the second best predictor of future performance, after conscientiousness. Vinchur, Schippmann, Switzer III and Roth (1998) examined the links between personality and sales' performance and came to a conclusion that extraversion and conscientiousness are positively related to supervisor's rating and objective sales criterion. Wanberg, Kanfer, and Banas (2000) found that people who are highly-extraverted had better networking behavior. Another study by Mahlamäki, Uusitalo and Mikkola (2014) found that extraversion trait has the strongest relationship with key account manager job performance, which consists of sales performance and relationship management.

Looking at the evidence, it is easy to understand why extroverts are always expected to do better in sales. With the criteria for salesperson built upon an "extrovert ideal" for decades, a

salesperson is expected to have good social skills, be friendly, active, and pretty gregarious. People who involve in more extracurricular activities at school are usually more favored in screening round for not only sales but for all professions. And as a result, very few chances are left or considered for people who possess the personality that is on the other end of the scale. Sociologist William H. Whyte, in his bestselling book *The Organization Man*, quoted one dean of a university in an interview with him: “We see little use for the “brilliant” introvert.” (Whyte, 1956, p. 105)

It implies that for a long time, introverted salespersons have been evaluated based on a set of criteria that were originally unconsciously built for extroverts. There might be a lot of “brilliant” sides of the introversion personality that might prove helpful to sales but end up being overlooked by employers, recruiters, and even the introverted salespersons themselves.

On another aspect, as mentioned in the previous chapter, sales profession is the one that takes up the majority of the workforce in the world. The statistics from the Bureau of Labor Statistics of the United States for 2018 shows 14.5 million people working in sales in the US, equaling to about 4.5% of the whole United States population. It is also the profession with most people employed. Even though this number has been stagnant for the past few years due to the rise of the services and e-commerce sectors, sales still play an important part in the economy. With at least 25-30% of the population being introverts, the number of introverted people working in sales might be larger than what we imagined.

III. Introversion – Nature or Nurture

The Nature or Nurture debate started since 17th century. It involves whether one’s personality and his behaviors are determined by the environment around him or is it something deep inside his genes which he is born with. If a human’s personality is mostly natured, it means it will be hard to change later. On the other hand, if it is more nurtured, it means it can be changed or altered by adjusting the environment around them.

Various researches and experiments have been carried out and many have come to a conclusion that both “nature” and “nurture” contributed to the way people behave (Lewin, 1951; Magnusson & Endler, 1976; Terborg, 1981). Polderman et al. (2015), in their fifty-year long study

about heritability of personality traits has pointed out that overall, the average heritability rate is about 49% while 51% is accounted for the environment. For extroversion or introversion traits, it is estimated that this percentage is about 40-55% (Jang, Livesley, & Vernon 1996; Loehlin, 1992; Viken, Rose, Caprio, & Koskenvuo, 1994).

The findings from those studies implied that human personality trait can change under the influence of the environmental factors. In other words, it means introverts can also act differently, sometimes more extroverted, under certain circumstances. Even though it has also been suggested that there is a limitation to how the personality can stretch (Cain, 2012), there is ample evidence to prove that it is worth looking into the environmental factors around an introvert and how it affects their behavior.

IV. Person-Environment Fit and Trait Activation Theory

The findings on the effects of environmental factors on personality traits and human behavior has become the foundations for other psychological theories, including person-environment fit and Trait Activation Theory.

Person-environment fit refers to how an individual and the environment around that individual match (Dawis, 1992; French, Caplan, & Harrison, 1982; Kristof-Brown, Zimmerman, & Johnson, 2005; Muchinsky & Monahan, 1987). When applied in workplace, it is believed to lead to better job-related outcomes. Person-environment fit consists of a number of subsets, including person-organization (P-O) fit, person-job (P-J) fit, person-group (P-G) fit, person-person (P-P) fit. P-O fit, usually referring to a fit in terms of culture, vision, or value between the person and the organization, is proved to help increase the level of trust in corporate community (Boon & Hartog, 2011), reduce turnover and increase citizenship behaviors (Andrews, Baker, & Hunt, 2011). P-J fit refers to the match between the specific job with the individual's characteristics and qualities. The review of P-J fit by Edwards (1991) have identified job satisfaction, low job stress, motivation, performance, attendance, retentions are the outcome of that are positively affected by P-J. P-G fit involves the level of fit between an individual with his or her team members or ones he or she works closely with. P-G fit is correlated to co-worker satisfaction and other group oriented outcomes (Boon

& Hartog, 2011). In a more narrow range, P-P fit is defined as the fit between one's preferences with others'. Boon & Hartog (2011) also found that when person-supervisor fit is high, it can lead to higher supervisor satisfaction.

Trait Activation Theory (Tett & Guterman, 2000; Tett & Burnett, 2003) is a broader take on the P-J fit. It theorized that a personality trait can be expressed or suppressed when presented with a certain set of "environmental cues". These trait-relevant cues may stem from either organization, social or tasks. As a result, the activated or inactivated trait can affect the individual's job performance and other job-related outcomes. It also implies that there is no "best" personality trait, because the expression of one trait might link to better job outcomes in one profession, but not in the others. It also states that an employee will also look for a work environment that allows him to express his personality traits.

This study will therefore attempt to identify a set of environmental cues that can help introverted salespersons feel more comfortable being themselves, thus activate or enhance the traits they possess that can in turn positively affect job outcomes.

V. Free-Trait Theory

We cannot deny that almost all the studies until recently have shown consistent results that extroverts still outperform introverts in sales positions. One might argue that other personality traits can be a possible make-up for the lack in introversion. Witt (2002) pointed out the complementary effect of extraversion to high conscientiousness as a predictor for better performance. However, it does not prove that high conscientiousness can negate the effect of low extraversion. Another study by Miyashita (2016) found that in sales position, the complimentary of other traits such as conscientiousness and openness to experience do not seem to increase job performance of introverted salespersons.

If we assume from these previous studies that introversion, even with the support of other "beneficial" trait (e.g. conscientiousness), does not positively correlated with job-related outcomes, it would mean that an introverted salesperson might have to change themselves to fit with the sales profession that is believed to be more extrovert-oriented.

The concept of “free-will” refers to the human’s ability of choosing between different courses of actions. Personality is not an exception. Little (2000) theorized that there is a free-trait agreement, where a person can choose to act “out of characters” for what they love and deem important. Now we know that at least 40% of a human personality trait is not decided at birth but by the other environmental factors, it is understandable that personality can change. In an experiment to investigate the expressive control and leakage of dispositional introversion-extraversion by Lippa (1976), when individuals are asked to act “like an extrovert”, they are able to do so, although with a few leakages of their original traits.

This study, therefore, will also attempt to find out whether a specific work environment can motivate introverted salespersons to enact that “free-trait agreement”, allowing them to act more extroverted for the sake of the job that they love.

VI. Relationship between Personality Traits and Sales Outcomes

As mentioned in Section II, extraversion is the second best indicator of a salesperson’s job outcomes. This study, however, attempts to go deeper into the extraversion domain by looking at the sub-traits (facets) that contributed to extraversion, including warmth (friendly, sociable, cheerful), gregariousness (talkative, outgoing), assertiveness (aggressive, self-confident, enthusiastic), activity (energetic, determined, active), excitement-seeking (daring, adventurous, charming) and positive emotions (optimistic, jolly, spontaneous).

Which of the above listed traits contribute the most to a salesperson’s success? Martin (2011) listed out seven personality traits that are found common in 1,000 top salespersons, including modesty, conscientiousness, achievement orientation, curiosity, lack of gregariousness and lack of discouragement. Tsuzuki, Matsui and Kakuyama (2012) in a research done on over 360 Japanese salesmen, have found out that sales agents whose attributional style was optimistic performed better than those with a negative attributional style. Assertiveness can also positively affects sales performance (Agodi, Ahaiwe, & Aniekan, 2017).

It is common belief that a person who is social, friendly even when dealing with stranger, is out going and gregarious at a moderate level, is initiative when closing deals and is optimistic in

failures, is expected to achieve better sales outcomes. Accordingly, this study will focus on the extraversion facets associated with these behaviors, including assertiveness, gregariousness, positivity, and warmth.

On the other hands, even though not categorized inside the extraversion domain, I also want to look into two other facets that also seem to affect the salesperson's behavior and job outcomes: modesty and self-consciousness. According to Martin (2011), 91% of the 1000 top salespersons who took the personality test in his study scored a higher average score for modesty. This is the facet that introverts general score higher than extroverts, for there is a negative correlation between modesty and extraversion with the coefficient being $-.12$ (Costa & McCrae, 1992). In the same review, Martin also found that more than 95% of the top salespersons scored on the lower band of self-consciousness. With the negative correlation being $-.18$ against extraversion (Costa & McCrae, 1992), it can be assumed that introverts general have higher level of self-consciousness compared to extroverts.

If we consider Jung's view of introversion, modesty and self-consciousness also very much refers to the inner world of one person, meaning there are high chances that the people who score high on introversion facets will also score higher on these.

VII. Relationships between Work Environments, Personality Traits and Job-related Outcomes

– Setting Up Hypotheses

1. Environmental Cues

According to Trait Activation Theory, there are three types of environmental cues: namely, organizational-, social-, and task-level cues. Task level is related to the day-to-day tasks, responsibilities and required procedures to perform the job. Social level refers to the relationship between the individuals and their co-workers, supervisors or subordinates. Finally organizational cue is related to the company structure, culture, and policies. (Ted & Burnett, 2003)

2. Homogeneity (or Similarities)

I hypothesize that a salesperson' perception of their similarities (fit) with their direct supervisor might serve as a good environmental cue to affect the expression their personality traits.

Attraction-Selection-Attrition (ASA) theory (Schneider, 1987) holds that individuals are attracted to organizations whose members are similar to themselves in terms of personality. High person-supervisor fit might also lead to higher supervisor-oriented outcomes such as supervisor satisfaction or well-being (Kristof-Brown, Zimmerman, & Johnson, 2005; Boon & Hartog, 2011). When it comes to extraversion, Hayashi (2019), however, found that the heterogeneity between a supervisor and his subordinate in various aspects including extraversion have positive effect to the supervisor's charm, thus increasing the subordinate job satisfaction.

There are still very few studies on person-person similarities in extraversion to tell whether heterogeneity or homogeneity between an individual and his supervisor might bring about expected outcomes. In this study, considering the fact that the target population are introverted people who are categorized by lack of social skills, according to the Five-factor model, there are high chances that these people do not deal well with people of the opposite traits and might be intimidated by them.

Therefore, the first hypothesis is set up assuming that an introverted salesperson's perceived similarity in personality with his supervisor has an effect on the expression of his personality facets.

Hypothesis 1. Supervisor similarity is related to an introverted salesperson's expression of personality facets.

H1a. Supervisor Similarity is positively related to an introverted salesperson's expression of assertiveness.

H1b. Supervisor Similarity is positively related to an introverted salesperson's expression of gregariousness.

H1c. Supervisor Similarity is negatively related to an introverted salesperson's expression of self-consciousness.

H1d. Supervisor Similarity is negatively related to an introverted salesperson's expression of warmth.

H1e. Supervisor Similarity is positively related to an introverted salesperson's expression of positive emotions (positivity).

H1f. Supervisor Similarity is positively related to an introverted salesperson's expression of modesty.

In the past, salesperson tends to work individually. However, with the appearance of new markets and the expansion of customers' base, businesses have started to recognize the benefits of teamwork. Nowadays, it is not difficult to find a salesperson working together with a team, while pursuing his personal sales tactics. There are empirical reports that homogeneity in team extraversion can act as a good predictor for performance. Tekleab & Quigley (2014) found that similarities in team weakens the negative influence of relationship conflict on team member affective reactions. Carson, Tesluk, & Marrone (2007) proved that low diversity in team Extraversion may encourage shared or collective leadership in the team, which is associated with positive outcomes. This aligns with the Attraction – Selection – Attrition (ASA) theory (Schneider, 1985) that was mentioned above.

It led to the hypothesis that an introverted salesperson's perception of team similarity in terms of personality can affect the individual's expression of certain personality facets and thereby improve job-related outcomes.

Hypothesis 2. Team similarity is related to an introverted salesperson's expression of personality facets.

H2a. Team Similarity is positively related to an introverted salesperson's expression of assertiveness.

H2b. Team Similarity is positively related to an introverted salesperson's expression of gregariousness.

H2c. Team Similarity is negatively related to an introverted salesperson's expression of self-consciousness.

H2d. Team Similarity is positively related to an introverted salesperson's expression of warmth.

H2e. Team Similarity is positively related to an introverted salesperson's expression of positive emotions (positivity).

H2f. Team Similarity is positively related to an introverted salesperson's expression of modesty.

3. Workplace policies

In regards to the company's policies, this study would like to focus on a company's appraisal and reward system. This is a matter that HR practitioners and managers usually miss out but can actually affect the different types of employees. Prior studies have shown that extraversion was associated with preference for a rewards-oriented organizational culture (Judge & Cable, 1997). Also, even though remuneration and benefits are not unimportant to introverts, they are proved to be of lesser importance for them than for extroverts (Ninenaber, Bussin, & Henn, 2011). It implies that introverts are not motivated by rewards as much as extroverts. Introverts like to take time to think things through, instead of taking the risks. It can be predicted that they tend to pursuit a longer term, more stable rewards rather than short-term ones.

At the same time, the type of rewards and recognitions are also important. Introverts are ones who dislike standing out and being the center of attention, which might imply that a more personal-oriented recognition system (including personal thanks, personal recognition, support at work etc.) might have better effect on them than the normal regular type of public recognition. Since introverts recharge themselves better when they are alone (Jung, 1921/1971), it can be exhausting to them being recognized in a large crowd of people (Myers, 1998). It also applies when it comes to evaluation, as someone who is not likely to stand out, a team-based evaluation system might make introverts feel more comfortable to be themselves and activate the good facets of their traits.

As a result, the following hypotheses were set up to test the effect of different type of appraisal and reward systems on an introverted salesperson's expression of certain personality traits.

Hypothesis 3. Long-term evaluation system is related to an introverted salesperson's expression of personality facets.

H3a. Long-term evaluation system is positively related to an introverted salesperson's expression of assertiveness.

H3b. Long-term evaluation system is positively related to an introverted salesperson's expression of gregariousness.

H3c. Long-term evaluation system is negatively related to an introverted salesperson's expression of

self-consciousness.

H3d. Long-term evaluation system is positively related to an introverted salesperson's expression of warmth.

H3e. Long-term evaluation system is positively related to an introverted salesperson's expression of positive emotions (positivity).

H3f. Long-term evaluation system is positively related to an introverted salesperson's expression of modesty.

Hypothesis 4. Personal-oriented recognition system is related to an introverted salesperson's expression of personality traits.

H4a. Personal-oriented recognition system is positively related to an introverted salesperson's expression of assertiveness.

H4b. Personal-oriented recognition system is positively related to an introverted salesperson's expression of gregariousness.

H4c. Personal-oriented recognition system is negatively related to an introverted salesperson's expression of self-consciousness.

H4d. Personal-oriented recognition system is positively related to an introverted salesperson's expression of warmth.

H4e. Personal-oriented recognition system is positively related to an introverted salesperson's expression of positive emotions (positivity).

H4f. Personal-oriented recognition system is negatively related to an introverted salesperson's expression of modesty.

Hypothesis 5. Team-based Evaluation System is related to the salesperson's expression of trait.

H5a. Team-based Evaluation System is positively related to an introverted salesperson's expression of assertiveness.

H5b. Team-based Evaluation System is positively related to an introverted salesperson's expression of gregariousness.

H5c. Team-based Evaluation System is negatively related to an introverted salesperson's expression level of self-consciousness.

H5d. Team-based Evaluation System is positively related to an introverted salesperson's expression of warmth

H5e. Team-based Evaluation System is positively related to an introverted salesperson's expression of positive emotions (positivity).

H5f. Team-based Evaluation System is positively related to an introverted salesperson's expression of modesty.

The next hypothesis is set up based on the assumption that a better setup work environment can enhance the perceived importance of the job towards the employees, thus increase his willingness to change himself and act out of trait for the sake of the job. This is aligned with Little (2000)'s theory about a "free-trait agreement".

Hypothesis 6. Work Environment is related to an introverted salesperson's willingness to act out of trait.

H6a. Supervisor Similarity is positively related to an introverted salesperson's willingness to act out-of-trait.

H6b. Team Similarity is positively related to an introverted salesperson's willingness to act out-of-trait.

H6c. Long-term evaluation system is positively related to an introverted salesperson's willingness to act out-of-trait.

H6d. Personal-oriented recognition system is positively related to an introverted salesperson's willingness to act out-of-trait

H6e. Team-based Evaluation System is positively related to an introverted salesperson's willingness to act out-of-trait.

4. Effects on job-related outcomes

As the previous studies have suggested, the personality facets reviewed in this study have more or less of an effect on the salesperson's job outcomes including job satisfaction, job engagement and job performance. The following sets of hypotheses are set up to examine the relationship between these facets with an introverted sales personnel's job related outcomes.

Hypothesis 7. Certain personality facets are related to an introverted salesperson's job performance.

H7a. Aggressiveness is positively related to an introverted salesperson's job performance.

H7b. Gregariousness is positively related to an introverted salesperson's job performance.

H7c. Self-consciousness is negatively related to an introverted salesperson's job performance.

H7d. Warmth is positively related to an introverted salesperson's job performance.

H7e. Positive emotions or positivity is positively related to an introverted salesperson's job performance.

H7f. Modesty is positively related to an introverted salesperson's job performance.

Hypothesis 8. Certain personality facets are related to an introverted salesperson's job engagement.

H8a. Aggressiveness is positively related to an introverted salesperson's job engagement.

H8b. Gregariousness is positively related to an introverted salesperson's job engagement.

H8c. Self-consciousness is negatively related to an introverted salesperson's job engagement.

H8d. Warmth is positively related to an introverted salesperson's job engagement.

H8e. Positive emotions or positivity is positively related to an introverted salesperson's job engagement.

H8f. Modesty is positively related to an introverted salesperson's job engagement.

Hypothesis 9. Certain personality facets are related to an introverted salesperson's job satisfaction.

H9a. Aggressiveness is positively related to an introverted salesperson's job satisfaction.

H9b. Gregariousness is positively related to an introverted salesperson's job satisfaction.

H9c. Self-consciousness is negatively related to an introverted salesperson's job satisfaction.

H9d. Warmth is positively related to an introverted salesperson's job satisfaction.

H9e. Positive emotions or positivity is positively related to an introverted salesperson's job satisfaction.

H9f. Modesty is positively related to an introverted salesperson's job satisfaction.

Finally, the study hypothesized that once an introverted salesperson is willing to adjust his personality and behavior to fit the tasks he is assigned to, his job performance as well as his satisfaction and engagement with the job will also be positively affected. Thus, I formally state the following:

Hypothesis 10. An introverted salesperson's willingness to act "out of trait" is related to his job related outcomes.

H10a. An introverted salesperson's willingness to act "out of trait" is positively related to his or her job performance.

H10b. An introverted salesperson's willingness to act "out of trait" is positively related to his or her job satisfaction.

H10c. An introverted salesperson's willingness to act "out of trait" is positively related to his or her job engagement.

Figure 1 displays the framework of this study.

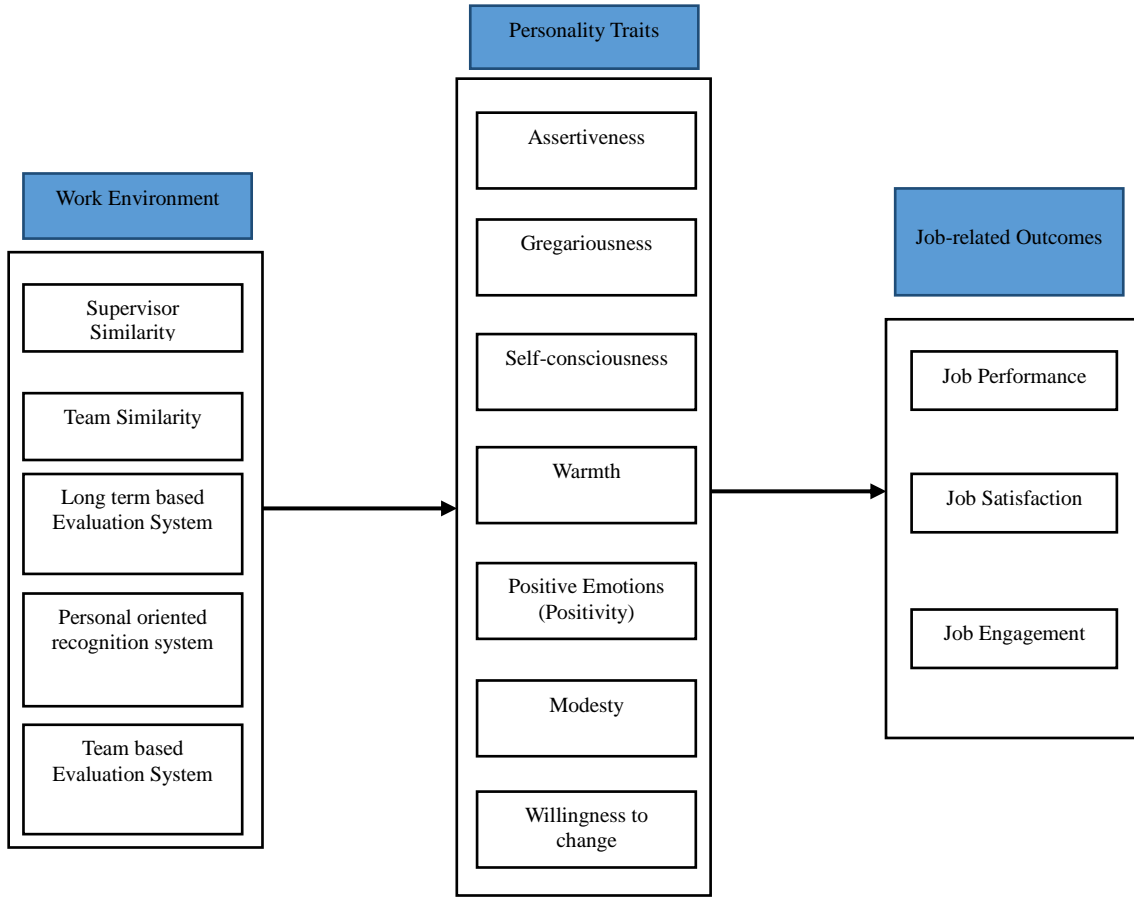


Figure 1. Analytical Framework - Factors Affecting Personality Traits and Job-related Outcomes

CHAPTER III. METHODOLOGIES

I. Sampling Methods

In order to test the hypotheses set up above, I collected data of individual salespersons in Japan who possess introversion traits (e.g. score low in the extraversion domain). The data collection was done through the form of an online questionnaire during mid April 2019.

In order to collect the data from introverted salespersons exclusively, the online questionnaire was conducted in two phases. In the first phase, the salespersons were asked to do a short personality test consisted of 12 questions to identify their extraversion-introversion score. These questions are taken from the list of questions for the extraversion domain in the NEO Five-Factor Inventory (NEO-FFI). The full version contains 60 questions divided equally between five main domains of personalities (Conscientiousness, Extraversion, Agreeableness, Openness and Neuroticism). The extraversion scores of the participants were then calculated and those with a score of 23 or less were identified as more introverted than the rest of the sample population.

The cut-off score of 23 was calculated based on the mean and standard deviation of extraversion presented in the NEO-FFI Professional Manual (Costa & McCrae, 1992). With a mean score (μ) of 25.3 and standard deviation (σ) of 5.8, from the rule of normally distributed data, it can be estimated that about 38-40% of the participant would score between 22.4 ($\mu-0.5\sigma$) and 28.2 ($\mu+0.5\sigma$), leaving about 30% scoring less than 22.4 and 30% scoring more than 28.2. Together with the fact that at least 30% of the population are introverts, the chosen cut-off score is believed to be appropriate for picking the right targets for the study.

Once identified as introverts, the target salespersons were invited to participate in Phase II of the online survey, where they were asked to answer questions about their workplace, their personality, now divided into smaller facets based on the Revised NEO Personality Inventory (NEO-PI-R), their perceived job performance, and their attitudes towards the job.

By the end of the survey, 206 introverted salespersons participated in the survey and answered the questionnaire, of which 72.3% are males (149 people) and 27.7% are female (57 people). All the participants are working salespersons between 20 and 59 years old, of which 13.6% are under 30 years old, 20.9% are from 30 to under 40 years old, 40.8% are from 40 to under 50

years old, and 24.7% are from 50 to under 60 years old.

Although gender differences are generally small in the overall extraversion domain, studies that look into the facet level showed that women tend to have higher scores than men on warmth, gregariousness, and positive emotions, while men generally score higher on assertiveness and excitement seeking (Feingold, 1994; Costa et al., 2001). It is also suggested that extraversion scores are lower on older participants than the younger ones (McCrae et al., 1999, McCrae et al., 2004). Therefore, gender and age will be used in this study as two control variables.

II. Measurement Instruments

The lack of previous studies on the similar topics and the size of the questionnaire have led to the decision to use single-item scale measures for the job environment categories. While the use of one-item scales has an advantage of simplicity plus cost and time-efficiency, there are also some limitations that will be discussed in the later part of this study.

1. Supervisor and Team Similarity

To measure the supervisor and team similarities as perceived by the introverted salesperson, I developed a single-item measure for each similarity. Specifically, in order to measure the supervisor similarity, respondents were asked to rate on one item regarding to what extent he/she agrees that his/her supervisor's personality is similar to himself or herself. Similarly, to measure the team similarity, the target salespersons were asked to self-report on the degree to which they agree with the statement that the other people inside their team share a similar personality with themselves. To gauge these similarities, the study adopted a five-point Likert-type scale that ranges from "strongly disagree" (=1) to "strongly agree" (=5).

2. Appraisal and Reward System

Long-term Evaluation System

In this measure, the participants were asked to rate on a five-point Likert-type scale that ranges from "strongly disagree" (=1) to "strongly agree" (=5), on how much they perceived that their current company's evaluation system is based on an employee's long-term contribution, rather than a

short-term, on spot achievements.

Personal-Oriented Recognition System

In this single-item measure, the participants were asked to choose from a five-point Likert scale how much they perceived their company's tendency to have more personal-oriented recognition activities, such as certificates, personal thank-you note, or one-on-one review meeting; rather than the more public method such as throwing big party or praising in front of a crowd.

Team-based Evaluation System

To measure the introverted salesperson's perception on this matter, all participants were asked to choose from a Likert scale of five points on how much they perceived that their company used more team-based method than individual-based method when it comes to evaluation.

3. Personality Measures

As discussed, six personality facets were picked out to test for the model, four of which are from the Extraversion domain (Assertiveness, Gregariousness, Warmth, Positive Emotions), and another two traits that are not categorized under the Extraversion domain but are likely possessed by introverted people, as well as serving as a good predictor on sales performance : Modesty and Self-Consciousness. In order to measure the expression of each of these six facets, six items are picked from each facets listed in the Revised NEO Personality Inventory (NEO-PI-R). They were then combined with the questions that had been used in the screening phase for reliability analysis.

The result of the reliability analysis showed the Cronbach's alphas for Assertiveness, Gregariousness, Warmth, Positive Emotions, Modesty and Self-consciousness equal to .64, .63, .62, .60 and .55 and .57 respectively. Meanwhile, the similar reliability analysis results presented in the Revised NEO Personality Inventory (NEO PI-R) Manual on a population of 659 samples in Japan showed Cronbach alphas of .71, .69, .72, .71, and .60 for the same facets, respectively.

It can be observed that the reliability of the facets in this study are slightly lower than the

ones provided by NEO PI-R and comparatively low to the normal reliability standards. It might have been caused by several reasons:

- The sample size might be too small for stable items comparison on the collected data.
- The target population are the people who scored in the lower range of the Extraversion domain, from which it can be predicted that the data collected is highly skewed to the right, causing a lower alpha than when testing in a symmetric distribution.
- The questions used for the questionnaires were not the most weighed items in each facets. However, this possibility is unlikely to affect the result as much, since the most of weighed items for each facets have already been included in the NEO-FFI test that was used in its entirety during the screening phase.

4. Willingness to act out-of-trait (Willingness to change)

This is a measure that was designed for the purpose of this study. The participants were asked two questions on a scale of seven about how willing they are to act out-of-trait to complete the job they are assigned to, and if they think the job they are doing is worth changing themselves for. The response format for this range from 1(Strongly Disagree) to 7 (Strongly Agree). The Cronbach alpha for this scale is .44 which is quite low for a new measure. However, judging from the small size of the population, as well as its narrow range, it will still be used with caution in this study.

5. Job-related Outcomes

The study used three measures for job-related outcomes including job performance, job engagement and job satisfaction.

Job Performance:

To measure the salesperson's job performance, I use the individual task proficiency consisted of three items, designed by Griffin, Neal, and Parker (2007). Participants were asked to rate how often they had carried out the behavior related to task proficiency over the past month on a scale ranging from 1 ("very little") to 5 ("a great deal"). The Cronbach's alpha measured for this scale is .83.

Job Satisfaction:

Job Satisfaction is measured by the three-item scale taken from Michigan Organizational Assessment Questionnaire (Cammann, Fichman, Jenkins, & Klesh, 1979). This scale assesses the introverted salesperson's job satisfaction by a seven-point Likert scale ranging from 1 ("strongly disagree") to 7 ("strongly agree"). The reliability measured for this scale is .83.

Job Engagement

Job Engagement is measured using the Ultra-short Measure for Engagement (UWES-3) (Schaufeli, Shimazu, Hakanen, Salanova & De Witte, 2017). It is a shortened version of the UWES-17 and UWES-9 with fewer questions but proved to bring about as valid of an engagement score as the previous, well-established one. In this scale, participants were asked to answer three questions, with a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). The reliability measured for this scale is .75.

CHAPTER IV. RESULTS

I. Correlation Analysis

Table 1 presented the Mean, Standard Deviations and Correlations of all the key variables for this study.

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1 Gender	.72	.45																
2 Age	42.39	9.51	.43**															
3 Supervisor Similarity	2.10	.98	-.07	-.07														
4 Team Similarity	2.19	.94	-.05	-.04	.55**													
5 Long term-based Evaluation	2.66	1.08	-.07	-.07	.30**	.23**												
6 Personal-oriented Recognition	2.48	1.13	-.03	-.12	.33**	.24**	.51**											
7 Team-based Evaluation	2.73	1.04	-.14*	-.08	.39**	.28**	.37**	.42**										
8 Assertiveness	2.53	.52	-.02	-.09	.21**	.16*	.11	.22**	.08									
9 Gregariousness	2.38	.49	.08	-.05	.18*	.22**	.11	.17*	.21**	.36**								
10 Self-consciousness	3.22	.52	-.15*	-.20**	-.06	-.09	.04	.05	.01	-.24**	-.19**							
11 Warmth	2.82	.50	.02	-.06	.15*	.19**	.08	.16*	.13	.25**	.48**	-.16*						
12 Positive Emotions	2.93	.42	-.18*	-.30**	.15*	.04	.13	.23**	.11	.15*	.20**	-.09	.15*					
13 Modesty	3.32	.52	.02	.11	-.08	-.16*	.05	-.08	.06	-.46**	-.31**	.16*	-.17*	-.30**				
14 Willingness to Change	3.78	1.04	-.10	-.04	.16*	.07	.27**	.24**	.20**	.06	-.02	.09	-.02	.21**	.15*			
15 Job Performance	3.20	.75	-.07	.02	.11	.15*	.16*	.09	.16*	.18*	.07	-.08	.19**	.26**	-.13	.15*		
16 Job Satisfaction	3.76	.71	-.04	-.03	.28**	.33**	.28**	.18*	.29**	.18*	.17*	-.08	.13	.22**	-.10	.27**	.41**	
17 Job Engagement	2.63	.72	.02	.03	.29**	.17*	.23**	.20**	.32**	.26**	.24**	-.09	.20**	.24**	-.17*	.28**	.41**	.42**

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 1. Mean, Standard Deviations and Correlations of Key Variables

With regards to the two control variables that have been picked out for this study, gender and age, it can be observed that both gender and age show significant correlations to an introverted salesperson's level of self-consciousness and positive emotions (positivity). Specifically, gender is negatively related to self-consciousness with $r = -.15$ and $p < .05$, to positivity with $r = -.18$ and $p < .05$. Meanwhile, age shows an even more significant negative correlation with level of self-consciousness ($r = -.20$, $p < .01$) and positivity ($r = -.30$, $p < .01$). From these results it can be predicted that as an introverted salesperson grows older he is less likely to be affected by his self-consciousness which can serve as an indicator for better sales performance. However, on the other hand, aging also has a tendency to negatively affect the number of positive emotions. This is in line with the findings from past studies. Also, introverted male salespersons in general seem to have lower level of self-consciousness and positive emotions compared to female salespersons.

On the inter-personality aspect, many of the facets taken from the Extraversion domain are correlated. Since Extraversion is a combination of many different facets, it is understandable that a person who scores high in one facet also scores in the same direction in other facets.

Specifically, assertiveness is highly correlated with gregariousness ($r = .36, p < .01$), self-consciousness ($r = -.24, p < .01$), warmth ($r = .25, p < .01$), positivity ($r = .15, p < .05$), modesty ($r = -.46, p < .01$). Gregariousness is highly correlated to self-consciousness ($r = -.19, p < .01$), warmth ($r = .48, p < .01$), positivity ($r = .20, p < .01$), and modesty ($r = -.31, p < .01$). Self-consciousness shows a slightly weaker but still significant relation with modesty level ($r = .16, p < .05$) and warmth level ($r = -.16, p < .05$) of the introverted salespersons. Warmth is positively correlated to positivity ($r = .15, p < .05$) and negatively to modesty ($r = -.17, p < .05$). Lastly, I found that a person with higher positivity scores tend to score lower in the modesty facet ($r = -.30, p < .01$).

While the Extraversion facets are predicted to be correlated, it is interesting to find that the two other personality facets that were picked out from the other domains (Modesty from Agreeableness and Self-consciousness from Neuroticism) are somewhat related to these traits also. It strengthened the initial hypothesis that a person who scores high in Introversion tends to also possess these two traits that can serve as a potential indicator for job-related outcomes. Moreover, some of the traits that are predicted to improve job outcomes are, on the other hand, negatively correlated with each other, which makes their combined effects on the final outcome become more difficult to predict.

The Job Environment variables also shows some interesting findings. Perceived homogeneity with the supervisors is positively related to all the target facets of Extraversion, including assertiveness ($r = .21, p < .01$), gregariousness ($r = .18, p < .05$), warmth ($r = .15, p < .05$), and positive emotions ($r = .15, p < .05$), but shows no meaningful relations with Modesty and Self-consciousness. Similarly, perceived homogeneity with team members is positively related to all but positivity inside the Extraversion domain, but interestingly shows a statistically significant negative correlation with modesty ($r = -.16, p < .05$). It implies that when an introverted salesperson is working in a group with other people who possesses the introvert traits, he or she tends to score lower in modesty and become more relaxed or boastful.

Regarding the company's appraisal and reward system, the long-term valuation system does not seem to be directly correlated with any of the target facets in the study. On the other hand, the presence of a team-based evaluation system within a company is likely to boost the introverted

salesperson's gregariousness as a result ($r = .21, p < .01$). It can also be observed that the presence of a more personal-oriented recognition system seems to be positively related to all Extraversion facets: Assertiveness ($r = .22, p < .01$), gregariousness ($r = .17, p < .05$), warmth ($r = .16, p < .05$), positivity ($r = .23, p < .01$). These results suggest that if an introvert perceives that the recognition system of the company he or she works in are more personal than public-oriented, he or she might end up acting "less introverted" than the other people who do not perceive so.

The next variable I looked at is the new variable for willingness to act out-of-trait/willingness to change. Looking at the correlations between this and all the job environment variables, except for team similarity that didn't show a meaningful relation, all the other four factors including supervisor similarity, long-term evaluation system, personal-oriented recognition system, and team-based evaluation system have positive correlations with how a salesperson is willing to change and adjust his behaviors to fit with the job. The correlation coefficients found are .16, .27, .24, .20, respectively, with all p values being lower than .05 or .01. Even though this new variable has a rather low reliability due to various factors, this is a sign that it might be worth considering it as a factor that might affect an introverted salesperson's job outcomes under certain circumstances.

Lastly, in regards to job-related outcomes, job performance is found to be highly correlated to warmth ($r = .19, p < .01$) and positive emotions ($r = .26, p < .01$). Meanwhile, job satisfaction has significant relation with supervisor similarity ($r = .28, p < .01$), team similarity ($r = .33, p < .01$), long-term evaluation ($r = .28, p < .01$), team-based evaluation ($r = .29, p < .01$), and positivity ($r = .22, p < .01$). Similarly, job engagement is highly positively related to supervisor similarity ($r = .29, p < .01$), long-term evaluation ($r = .23, p < .01$), personal-oriented recognition system ($r = .20, p < .01$), team-based evaluation ($r = .32, p < .01$), all of the extraversion facets ($r > .20, p < .01$), and negatively correlated to modesty ($r = -.17, p < .05$).

A noticeable finding is that the willingness to change is highly related to all the items in the job-related outcomes category. Specifically, it is positively related to job performance ($r = .15, p < .05$), job satisfaction ($r = .27, p < .01$), and job engagement ($r = .28, p < .01$)

II. Regression Analysis - Hypotheses testing

In order to test the 10 hypotheses that have been set up for the study, regression analysis were applied to the individual variables based on the frame work illustrated in Figure 1.

In the first step, the two controlling variables (gender and age) were entered into the regression analysis, so as to control the possible effects that these controlling variables might have on the outcomes. After that, the variables related to job environment (supervisor similarity, team similarity, long-term evaluation system, personal-oriented recognition system, team-based evaluation system) were entered as a set in the 2nd step of the regression analysis.

In order to test Hypotheses 1-6, we regressed six variables related to personality (assertiveness, gregariousness, self-consciousness, warmth, positive emotions, and modesty) and the variable controlling willingness to change, on the set of five variables for job environment mentioned above, after controlling for age and gender.

For the purpose of testing Hypotheses 7-10, the variables related to personality and willingness to change were then entered into the regression analysis as a set. I then regressed the three variables for job-related outcomes (job performance, job satisfaction, work engagement) on those personality related variables after controlling for age, gender and work environment factors.

Table 2 shows the results of hierarchical regression analyses based on the above statistical procedures.

Figure 2 presents the same model raised earlier, with the inclusion of the paths showing relations between variables. All the standardized β coefficients shown in Figure 2 achieved a level of statistical significance at $p < .05$.

	Salesperson's Trait					Job-related Outcomes														
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9	Model 10										
	Assertiveness	Gregariousness	Self-consciousness	Warmth	Positive Emotions	Modesty	Willingness to change	Job Performance	Job Satisfaction	Job Engagement										
β	(SE)	t	β	(SE)	t	β	(SE)	t	β	(SE)	t									
Step 1: Control Variable																				
- Gender	.02	.09	.12	.08	-.09	.09	.07	.09	-.06	.07	-.02	.09	-.07	.13	-.01	.12	.02	.11		
- Age	-.07	.00	-.08	.00	-.15	.00 *	-.07	.00	-.25	.00 ***	.12	.00	.16	.01	.05	.01	.12	.01		
R^2	.01	.01	.04	***	.09	***	.01	.02	.09	***	.01	.00	.01	.00	.00	.00	.00	.00		
Step 2: Work Environment																				
- Supervisor Similarity	.15	.05	.02	.04	-.04	.05	.03	.05	.11	.04	-.02	.05	.08	.09	-.08	.07	.02	.06	.14	.06
- Team Similarity	.05	.05	.16	.04	-.10	.05	.14	.04	-.08	.04	-.17	.05 *	-.05	.09	.12	.07	.23	.06 **	-.04	.06
- Long term based evaluation system	-.02	.04	-.02	.04	.03	.04	-.04	.04	.01	.03	.12	.04	.19	.08 *	.11	.06	.15	.05	.08	.05
- Personal oriented recognition system	.18	.04 *	.07	.04	.06	.04	.11	.04	.19	.03 *	-.14	.04	.09	.08	-.13	.06	-.12	.05	-.10	.05
- Team based evaluation system	-.07	.04	.15	.04	-.01	.04	.06	.04	-.02	.03	.13	.04	.09	.08	.13	.06	.16	.05 *	.22	.05 **
R^2	.08	*	.09	**	.06	.06	.14	.07	.14	***	.07	.12	.12	***	.06	.18	.18	***	.15	***
ΔR^2 ($p < .1$)	.07	*	.08	**	.02	.02	.05	.05	.05	***	.05	.10	.10	***	.05	.18	.18	***	.15	***
Step 3: Salesperson's Traits																				
- Assertiveness	.14	.12	.14	.12	.07	.11	.13	.10	.07	.11	.13	.10	.14	.12	.07	.11	.13	.10		
- Gregariousness	-.15	.13	-.15	.13	.02	.11	.05	.11	.02	.11	.05	.11	-.15	.13	.02	.11	.05	.11		
- Self-consciousness	.01	.10	.01	.10	-.02	.09	.01	.09	-.02	.09	.01	.09	.01	.10	-.02	.09	.01	.09		
- Warmth	.18	.11 *	.18	.11 *	.02	.10	.14	.13	.02	.10	.09	.10	.18	.11 *	.02	.10	.09	.10		
- Positive Emotions	.25	.14 **	.25	.14 **	.14	.13	.14	.13	.14	.13	.13	.12	.25	.14 **	.14	.13	.13	.12		
- Modesty	-.05	.12	-.05	.12	-.04	.11	-.11	.11	-.04	.11	-.11	.11	-.05	.12	-.04	.11	-.11	.11		
- Willingness to change	.08	.05	.08	.05	.19	.05 **	.20	.05 **	.19	.05 **	.20	.05 **	.08	.05	.19	.05 **	.20	.05 **		
R^2	.18	***	.25	*	.25	*	.28	***	.18	***	.25	*	.18	***	.25	*	.28	***		
ΔR^2 ($p < .1$)	.12	***	.07	***	.07	***	.13	***	.12	***	.07	***	.12	***	.07	***	.13	***		

Table 2. Results of Hierarchical Regression Analysis

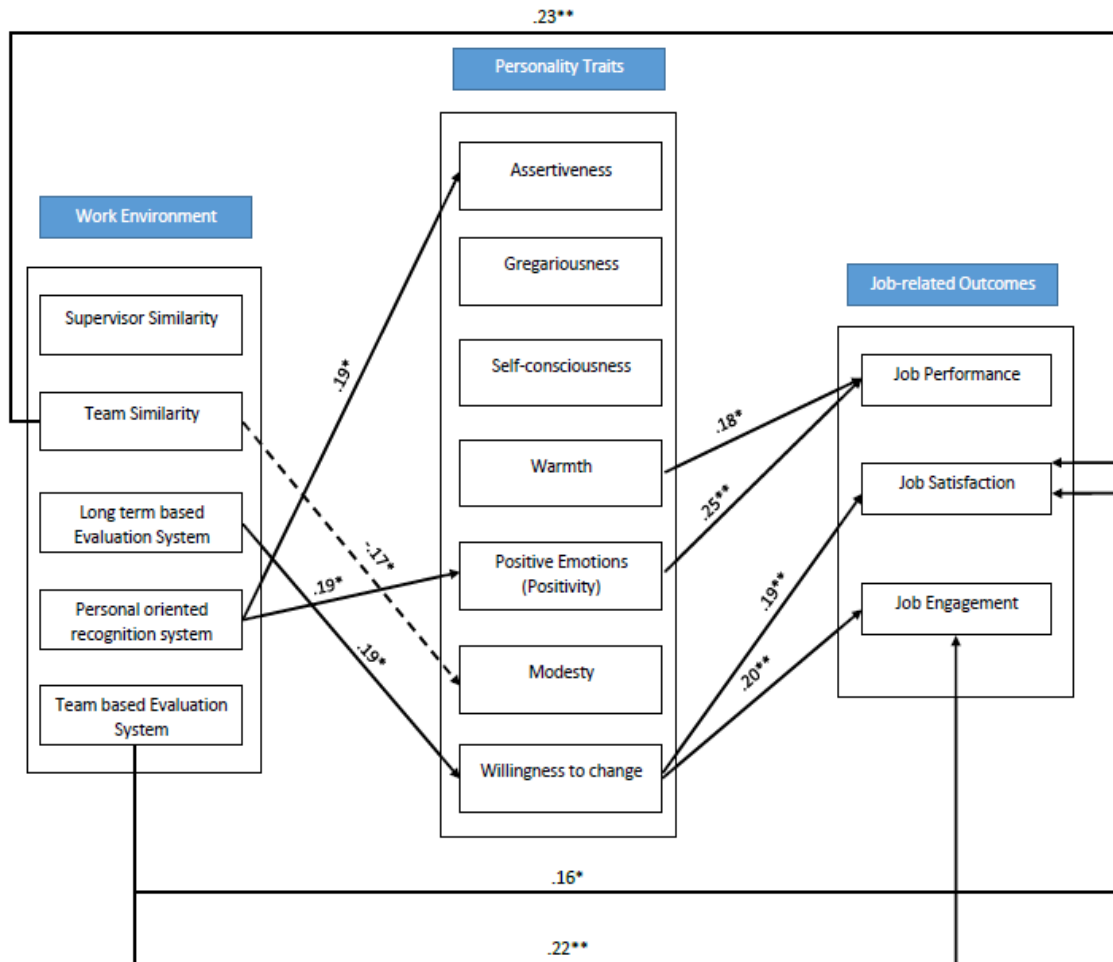


Figure 2. Path Diagram

1. Links between Work Environment and Personality Traits

Looking at the path diagram in Figure 2, it can be observed that out of the 5 variables set up for work environment, supervisor similarity has no statistically significant effect on an introverted salesperson's expression of personality and behaviors, despite some meaningful correlations found in the correlation analysis. Therefore, Hypothesis 1 was not supported, implying that introverted salesperson's expression of personality traits is less likely to be affected by the personality of the supervisor they work with. There is also no significant link between team-based evaluation system with any of the particular facets in the set, meaning Hypothesis 5 is also unsupported. However, I found an unexpected direct effect of team-based evaluation system on job-related outcomes, which I will discuss in more details in the later part of the study.

It is also found that two extraversion facets, assertiveness and positive emotions are positively affected by one work environment factor being personal-oriented recognition system ($\beta = .19$ and $p < .05$, $\beta = .19$ and $p < .05$, respectively). This indicates that the expression of assertiveness and positivity in each introverted salesperson can be partially explained by the way they perceive the recognition system of the company. If they perceive that a company has more of a personal-oriented evaluation system than a public-oriented one, they are likely to act more initiative, aggressive and experience more positive feelings at work. These findings supported Hypothesis 4a and 4e, but did not support the rest. Therefore, we can conclude that Hypothesis 4 is partially supported.

In testing Hypothesis 2, I found that team similarity has a statistically significant negative effect on modesty ($\beta = -.17$, $p < .05$), suggesting that an introverted salesperson's lack of modesty can be explained by high team similarity in terms of personality. Meanwhile, the other variables do not seem to serve as meaningful indicators for modesty. Thus, we can conclude the Hypothesis 2 was partially supported.

2. Links between Work Environment and Willingness to Change

In regards to the hypothesis that a certain style of work environment can have direct effects on an introverted salesperson's willingness to change themselves, I found a link between a long-term evaluation system and the willingness to act out-of-trait ($\beta = .19$, $p < .05$), supporting Hypothesis 6e. It suggested that an evaluation system that is based more on long-term than short-term contribution can positively affect an introverted person's willingness to change themselves for the sake of the job. The other environment cues, however, did not provide any meaningful effects to this willingness to change variable. Therefore, Hypothesis 6 overall is also partially supported.

3. Links between Personality Traits and Job Related Outcomes

Hypotheses 7 to 9 predicted that there is a direct link between one or more of the personality traits with job-related outcomes, in a sense that these personality traits will directly affect job-related outcomes in either a good or bad way.

Upon testing these hypotheses, I found that job performance is significantly influenced by the expression of the warmth facet ($\beta = .18, p < .05$). It supported Hypothesis 7d that an introverted salesperson who is more friendly, cheerful and affectionate tend to perform better at work. An even more statistically significant link was also spotted between positive emotions and job performance ($\beta = .25, p < .01$), which suggested that introverted salesperson who are more optimistic, enthusiastic, or humorous also perform better at works than the other introverts who score lowers in this band. It gives support to Hypothesis 7e. Therefore, we can say that Hypothesis 7 is partially supported.

For job satisfaction and job engagement, no proof has been found that personality traits directly affect job satisfaction on a statistically significant level. It, therefore, can be assumed that personality traits might not be a good predictor to predict salesperson's job satisfaction and job engagement (if the salesperson is more on the introversion side). In conclusion, Hypothesis 8 and 9 were not supported.

4. Links between Willingness to Change and Job-related Outcomes

The hypothesis that job-related outcomes might be affected by an introverted salesperson's willingness to act out-of-trait was also tested. The result shows that willingness to act out of trait directly affects both job satisfaction and job engagement ($\beta = .19, p < .01$, and $\beta = .20, p < .01$, respectively). Hypotheses 10, and 10c are therefore supported. It suggests that if an introverted salesperson's more willing to change his behavior or adjust his personality traits to be more fit with the job, it will likely increase both his satisfaction towards the job and his engagement in the work he is doing.

Meanwhile, Hypothesis 10a is not supported for the absence of the significant effect by willingness to change on job performance, suggesting that while it positively affects the salesperson's feeling towards the job, it does not necessarily improve their performance.

5. Other findings

While doing the regression analysis, I also found two unpredicted paths that directly linked between job-related outcomes including job satisfaction and job engagement to a single variable in the work

environment block, which is team-based evaluation system. Specifically, team-based evaluation system is found to significantly and positively affect job engagement ($\beta = .22, p < .001$). Job satisfaction is also influenced by the same factor with $\beta = .16, p < .05$. Meanwhile, a highly positive effect by team homogeneity was also found on job satisfaction ($\beta = .23, p < .001$). The presence of these unexpected links may account for the portion of job-related outcomes that were not explained by the other models.

To summarize, the findings from the hypotheses testing indicate that there were several significant and positive relations between work environment, introverted salesperson's expression of personality traits, and their job-related outcomes as a result. This supports the initial thinking that introverted personality traits can be altered or enhanced under certain conditions to achieve the desired job-related outputs.

CHAPTER V. DISCUSSIONS

There are several reasons why I choose the theme of introversion for this study. Through decades, extroversion has reigned in many fields. Many rules and standards were undeniably set to favor the extroverts. Scientific research is not an exception. Numerous studies have been done, trying to explain how extroversion can positively help the person who possesses it achieve various things in life. On the other hand, studies done on introvert values and potentials, especially in workplace environment and introvert-oriented professions only account for a small portion in the research pool. Therefore, this study can be considered an attempt to look at introverted salesperson from a different angle, to find empirical evidence and replicate previous research results about the relationship between work place environment, personality traits, and job-related outcomes.

The second objective is to look not only at the big personality domain but also at each of the various facets and their individual effect on job-related outcomes. It is drawn from the belief that no traits are completely good or bad for any kind of professions. Even though one does not possess the overall personality trait that is believed to link to a better job performance, there are still chances for him to improve the “good parts” of his personality while suppressing the “bad parts” to achieve the same job quality. Lastly, this study tried to look at the matter from the different point of view, the “free-trait-agreement”. If introverts are undoubtedly not as excellent at sales job as extroverts, would there be anything that can make them willing to act more like extroverts to meet the needs of their job? In that sense, it can also be said that that the overall question this whole study is trying to answer is whether there are any chances for introverted salesperson to shine within an extrovert-oriented profession.

In this part of the study, I am going to discuss in more details, the results from the hypotheses testing I have found and evaluate them in light of these objectives.

For the first hypothesis, supervisor similarity is predicted to affect the salesperson’s expression of several facets. This hypothesis was not supported by the result, meaning that it may not be a good predictor for the expression of traits. It implied that there is little to no direct link between perceived similarity and the expression of personality traits.

Several studies have pointed out that perceived similarity can increase someone’s charm

leading to biased decisions and evaluations (Byrne, 1961; Byrne, Young & Griffitt, 1966), or lead to a higher performance ratings (Pulakos & Wexley, 1983). However, this study failed to replicate the results from these prior studies as I found no statistically significant connections between perceived similarity and any of the job-related outcomes. The limited number of samples, as well as the narrow range of targets for this study might be part of the reason why research findings cannot be replicated. Moreover, the way people perceive things also vary vastly between individuals and culture. The study is conducted in Japan where keeping a fine manner and politeness is a very important thing. Japanese believe in being nice, they hardly show their real emotions, and avoid being too open about themselves, especially in workplace environment. That might have led to some misleading results. Meanwhile, trait activation theory also pointed out that the activated traits can only lead to better job performance and other desirable outcomes when they are activated in the situation where those traits are valued to the job. For example, if a salesperson think his supervisor is similar to him, he may either feel comfortable and confident when dealing with customers, leading to better sales performance, or he can become more talkative and over-relaxed at work, distracting him from the jobs.

The second hypothesis was created in an effort to replicate the results of initial studies that team homogeneity can negate the effect of personality on work results, and also increase other job-related outcomes (Tekleab & Quigley, 2014; Carson, Tesluk, & Marrone, 2007). In terms of team homogeneity effect to the expression of personality traits, even though there does not seem to be any significant link between the team homogeneity and extraversion-related facets (which are believed to positively affect sales performance), I got an interesting finding that the expression of modesty trait is negatively influenced by team homogeneity. Modesty in NEO-PI-R is defined as a dislike of showing-off as well as humbleness about oneself and one's achievement. Studies have found out that modesty can be linked to supervisors' favorable evaluation and enhance the job performance. (Diekmann, Blickle, Hafner, & Peters, 2015). Here, the moderate effect that I found by team homogeneity on modesty suggests that once introverts are put inside a team of people with similarity in personality (here meaning a team with more introverts than extroverts), they tend to be less humble about themselves and their achievements. The results does not point out any significant link

from modesty to any of the job-related outcomes so it is difficult to conclude if it will in anyway affect those outcomes in a good or bad way. It is important to keep in mind that the population sample for this study involved individuals that score relatively high on modesty (mean = 3.32) so while a drop in modesty might have negatively affect the job performance of individuals from other group of traits, it might not have the same effect on this group.

While considering the work environment factors that can affect an introverted salesperson's personality and job-related outcomes, long-term evaluation method is picked out as one. Introverts, with their un-favorability to standing out and their less active nature, are not usually known as one who can be assessed during a short period of time. Their quiet nature also leaves them unnoticed in the crowd, but their level of dedication and deliberation might be proven of more value in the longer term. That is why it is predicted that a company that use long-term evaluation method might help with the expression of advantageous traits (Hypothesis 3) and at the same time, help the introverts be more relaxed and motivate them to try harder to adjust themselves to the needs of the job (Hypothesis 6). In the regression analysis, no signification links were found to support Hypothesis 3. However, a link between long-term evaluation method and willingness to change has been established, supporting Hypothesis 6. It can be explained that introverted people feel safer and more assured in an environment where their contributions can be properly evaluated and recognized, which renders that environment a "project of importance" to them, leading them to be more willing to make a "free-trait-agreement" with themselves. This explanation goes well with Brian Little's explanation of the free-trait theory (Little, 2000).

In line with the understanding that introverted people are ones who dislike standing out, the recognition method was considered into the model. While introverts' source of energy lies in the act of being alone, rather than by interacting with the outer world like extroverts, the common public type of recognition involving public praising, or celebration party might instead, drain out their energy to work. Many companies have tried to apply a different recognition method for their employees, by involving more personal-oriented actions including personal thanks, private dinner, review meetings, or certificates. The method is believed to help introverts feel more comfortable at work and less reluctant on taking risks and achieving big success. I created Hypothesis 4 in order to

test this possibility and as hypothesized, I found two significant links between personal-oriented recognition system with two of the specific traits that are related to extraversion – assertiveness and positivity. It is interesting to find that such a system can affect the assertiveness (e.g. aggressive, self-confident, initiative) of an introverted salesperson. As mentioned above, there is an interpretation for this result. An introverted person who dislikes being the center of attention may also try to avoid being rewarded in the first place. After all, rewards don't attract introverts that much compared to extroverts (Bussin et al., 2011). That might lead to the reluctance to take the risk, or the lack of aggressiveness needed for sales activities. Once they are removed from the stress of being noticed, introverts might be able to unleash their full potentials at work.

Also, when it comes to evaluation system, another hypothesis that I wanted to test is whether introverts enjoy team-based evaluation method or individual-based evaluation method (Hypothesis 5). The answer is difficult to guess. Since introverts are known to prefer working individually, one can argue that they tend to want to be evaluated as an individual. Judge and Cable (1997) found extraversion highly correlated to team-oriented culture, that extroverted job seekers are drawn towards a company that values team collaboration, implying the reversed situation for introverts. On the other hand, however, with their dislike to standing out, their indifference towards rewards, and their relatively high score in agreeableness compared to the other side of the spectrum-extroverts, it might also be predicted that introverts would feel more secure being evaluated as a team. Upon testing Hypothesis 5, I found no significant effects of team-based evaluation system on the expression of traits nor the willingness to change of the person. It might not be a good predictor or situational cue to activate the traits.

However, despite hypothesis 5 not being supported, I found an unexpected link between team-based evaluation directly to job satisfaction and job engagement. It can be explained partially by looking at the findings of prior studies. Performance evaluation in general have positive effects on the employees' work outcomes including motivation and job satisfaction (Flink & Longenecker, 1998; MacKenzie, 1995; KavussiShal, 1999). And even though some worried that team appraisals may raise questions of equity and fairness (Greenberg, 1986; Folger et al., 1992), in fear that it might cause dissatisfaction for team members who believe that they did a better job than the rest, that

scenario might not happen inside an introverted team. Once introverted salespersons know they are being evaluated as a team, they are able to get rid of their hesitance in standing out. The way the team is organized is on the other hand very important. It is suggested from prior studies that a team high in homogeneity is preferred when it comes to extraversion (Carson, Tesluk, & Marrone, 2007). That is why it might not be a good idea to put an introvert inside a team of extroverts. However, the study was not able to prove this point so it can serve as a point for improvement in the future.

Would the personality facets controlled by the certain work environment, thereby affect the job-related outcomes of an introverted salesperson?

One of the most important factors in the job-related outcomes for salespersons is job performance. The job performance in this study is self-assessed based on the scale of individual task proficiency designed by Griffin, Neal, and Parker (2007). I found two statistically significant links here between the expressions of personality traits with job performance. First one is warmth. Under the NEO-PI-R, warmth is defined as being cheerful, friendly or sociable. It is highly correlated with the scale Extraversion in general ($r = .66$). This finding replicated the results of various prior studies showing the positive affect of extraversion in general on sales performance (even though the warmth facet itself was not the focus). Warmth does not seem to be predictable by the work environment factors that were listed out. It implies that the environment factors listed out are not the ones that actually moderate the expression or warmth. One looking at it from another point of view might even argue that warmth must be one of those facets that are more nature than nurtured.

Another personality facet that was found to affect job performance is positive emotions, the trait identified by positivity, optimism, etc. This is also in line with prior studies' findings about positivity effect on work performance. Linz (2012) points out that positive attitude towards work, increases job satisfaction and enhances performance of the individual. Quoidbach, Mikolajczak and Gross (2015) found positive emotions to positively affect job satisfaction, well-being, personal and organizational resilience. Interestingly, positive emotions have also been found to be influenced by a presence of personal-oriented recognition system. It suggests that if a company is having more

personal-oriented appraisal/recognition activities, it can boost the positivity of an introverted salesperson.

A weakness of introverted salespersons compared to extroverted ones is that they are more aware of the outside environment and be more sensitive to them. An on-going long-term research on introversion and extraversion done by psychologist Jerome Kagan by observing children from when they are toddlers to adulthood, has proven that a child who is high-reactive as a baby tends to become an introvert when growing up (Kagan & Snidman, 2004). It implies that introverts are generally more sensitive to the surrounding environment than extroverts, to the point that they end up getting easily distressed over failures and rejections (which is a daily practice in sales) and might even develop a fear of failures. A boost in positive emotions may help negate the effect of that. As a result, it makes sense how a more positive person can perform better at sales.

Apart from job performance, job satisfaction and work engagement are frequently used scale to measure job-related outcomes. When it comes to job satisfaction, while testing the model set up in this study, I found no meaningful connections between job satisfaction and the personality traits moderated by the work environment, but found a link from team-based evaluation system to job satisfaction which has been discussed above.

An interesting finding is that job engagement is found to be statistically significantly influenced by the willingness to change. This finding suggests that if a person is willing to adjust his personality for the sake of his job, it is likely that they will be more engaged in the job they are doing. It is understandable, in a way that once a person has been willing to change himself for a job, they would be more open to the scopes of the job that originally might be intimidating to them. The determination in changing themselves for the job will also likely to help them focus and involve more in different parts of the job.

Lastly, despite the fact that only a few statistically significant links have been found between the set up variables towards job-related outcomes, and the results did not provide sufficient evidence to conclude if a trait that positively influences job performance can in turn positively affect

job satisfaction and job engagement, but looking at the correlation table, it can be observed that job performance, job engagement and job satisfaction are positively and significantly correlated to each other with all coefficients higher than 0.4 and p-value under 0.01. In order to improve overall job-related outcomes, it is necessary that we look at and consider all these factors.

CHAPTER VI. IMPLICATIONS

In summary, this study takes a rather different approach into the effect of personality traits on job-related outcomes. It can help to deepen the understanding and knowledge of HR practitioners and managers on the way introverts think and behave compared to extroverts. As this matter has been overlooked before, most of the introverts working in “extroverted” profession have a tendency to “fake” themselves as extroverts in order not to stand out. It is even more applicable in Japanese society where it is believed that standing out is not necessarily a good thing. In that way, the company is missing out on immense potentials of introverted employees.

From the viewpoint of the supervisors, the findings in this study might also help with their subordinate supports or coaching. For example, as we found here that personal-oriented recognition system can boost an employee’s assertiveness and positivity, a manager can take advantage of it and apply more personal appraisal approaches to employees who are lacking of self-confident and the necessary aggressiveness at work.

The findings also suggested a method to design a company’s evaluation and recognition system. In order to boost up the hidden good facets inside introverted salespersons, the company may consider building a team-based, long-term evaluation system, assisted by more personal-oriented recognition methods.

On team allocation, as this study found out, team homogeneity has negative effect on one’s modesty. While modesty is generally considered a good trait for salesperson, it also has a down side that involves lack of confidences and self-worth. A salesperson who lacks these qualities can be placed to work with a team of similar introverts to become more comfortable with himself.

However, it is important to remember that despite having many introverts working at sales positions, there are still likely more extroverts than introverts in this profession, due to the matching image of the job with the people possessing this specific trait. This study only focused on the introversion side. That is why all the findings in this study only applies to the introverts’ behavior and serve introverts’ needs. Despite the importance of building a system that fits more to the introverts’ needs, that system might not necessarily have positive effects on employees who score high on the extraversion scale. That means, it might be necessary to combine both systems, and

apply them selectively in order to bring about the best results from both sides.

In order to do that, it is important that companies understand about their employees' personalities. It is time companies started to consider the inclusion of personality evaluation in the recruiting process. It can either be assessed during interview or by questionnaires like traditional methods. Upon understanding the personality of each individual employee, the HR practitioners and managers will have a huge amount of data and clues on how to place them in proper teams, who they should work with, and what kind of working environment can be created for them.

The study also made a point that is worth considering: An employee's willingness to change might have a good effect on their job-related outcomes. The study also suggested a method to achieve it. That is by building a team-based evaluation system, the introverted salesperson will be more willing to act out of trait, to change themselves for the sake of the job. However, there might be a lot of other methods that can boost this, which has not been covered by this study.

The links found between personality traits and job-related outcomes can be applied to predict salespersons' performance. Employees who score higher in warmth and positive emotions are likely to perform better in sales job. This can be assessed during interview process, and help the recruiters sort out the suitable candidates.

For introverted salespersons themselves, this study can help them in self-reflection or self-evaluation, for it helps them identify which part of their traits they should focus on, in this case warmth and positivity. It suggests that in order to get better results at work, it might be more important for an introverted salesperson to be friendly and optimistic, rather than try to talk a lot and be aggressive when dealing with customers.

CHAPTER VII. LIMITATIONS AND CONCLUSIONS

There are several limitations of this study that need to be addressed to make ways for future researches.

Firstly, due to the narrow range of the samples, only 206 samples were collected. For a study that involves testing many different facets, as well as one that is related to personalities (which tends to fluctuate more compared to the other type of studies), a larger sample size might have been able to provide a better reliability scores and more solid evidence than the current sample. Future studies are encouraged to examine a larger size of data.

Moreover, as it can be observed that age and gender also partially control the expression of personality traits, it might be better to balance the sample numbers between the different age groups to achieve better results. This survey was done without doing that so the results reflected might be best to apply to only one or two certain age groups. In this case, 40.8% of the samples are from 40 to 50 years old, where it is actually the younger salespersons who will have a longer time working in the company that should be assessed and found ways for improvements in priority.

The use of some single scale items in the questionnaire is also a limitation. While some items regarding similarity might have been easy to understand and interpreted the same way by the majority of the sample population, for some other items such as long-term evaluation system, personal-oriented recognition system, and team-based evaluation system, one item might not be sufficient to cover the whole scale that the study wanted to aim for. It is encourage to use at least two items for each scale in future researches, and test them for reliability, before using them in the actual data collection process.

Another limitation that can be addressed is that almost all of the variables are based on self-assessment, which might vary between people, based on their perspectives, viewpoints and lifestyle. It also varies vastly between personality traits. An introvert might assess his or her job performance in a more humble way than an extrovert does and vice versa. It is suggested to try to apply “real” job performance measurements in future studies to avoid misleading results.

Since the survey was conducted in Japan, where there is a lack of self-expression and real-motive revelation between people, it might have also provided some inaccurate answers in terms

of personality and perception of one about others.

In conclusion, this is one of a few studies that focused on introverts' behaviors and try to link it to the job-related outcomes in a specific profession. I have come a conclusion that work environment can indeed help an introvert perform better in sales job, through the way of boosting the personality facets that is important for sales performance. Also, it is worth to note that, besides trying to polish their own skills and the unique personalities that they possess, sometimes it is necessary for introverts to step out of their comfort zones and try to change themselves to adjust with the job, if they have chosen the path to work in a position that favors extroverts. Companies' supports are therefore important. HR practitioners and managers should try to create an environment where introverts deem important to them, to increase their willingness to change for the sake of the job.

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