

Małgorzata Anna Basinska¹

Department of Psychology, Kazimierz Wielki University in Bydgoszcz
Anna Dreas

Personality traits and types of behaviour and feelings at work of military officers in Poland

Introduction

The Five Factor Model of Personality was isolated from three diverse fields of research and provides an answer to the question of how individuals behave in particular situations. The five features include: Neuroticism, Extraversion, Openness to experience, Agreeableness and Conscientiousness. Each of the above mentioned factors describes a bigger number of detailed traits which can be grouped into five categories known as Big Five (Pervin, John, 1997; Strelau, 2000).

Neuroticism is a dimension that increases the risk of behavioural deviation. The Big Five Model presents it as a feature of normal personality. Six formally included ingredients of this trait are: anxiety, angry hostility, depression, vulnerability, impulsiveness and self-consciousness. Extraversion according to R.R. McCrae and P.T. Costa, Jr. (2005) is limited to sociability and includes six additional traits, which are: gregariousness, warmth, assertiveness, activity, excitement-seeking and positive emotions. Openness to experience out of the five dimensions is the trait that relates strongest to intellectual features. This trait is also connected to creative thinking. Six components of this dimension are: fantasy, aesthetics, feelings, actions, ideas and values. Agreeableness describes ways of adaptation by the individual. Features evaluated in this scale include:

¹ Małgorzata A. Basińska, adres do korespondencji: mbasinska@ukw.edu.pl

trust, straightforwardness, altruism, compliance, modesty and tender-mindedness. Conscientiousness reflects the degree of involvement and persistence in target realisation. This scale includes: competence, order, dutifulness, achievement = striving and self-discipline (Zawadzki *et al.*, 1998; McCreae, Costa, 2005).

According to R.R. McCreae and P.T. Costa, Jr. (2005), personality traits are a demonstration of human biology rather than a result of life experience. This paper discusses the importance of personality features to describing and predicting human behaviour and to the ability to adapt to our surroundings.

The importance of personality traits for adaptation

A person's traits of personality and strategies they use to cope with stress are related. Neuroticism is linked with higher regression, difficulties in decision making, fantasy escaping, angry hostility and self-incrimination. When this is combined with introversion, this describes a type C personality which is linked with autoimmune disorders. Extraversion is correlated with optimism and rational behaviour.

A link between extraversion and neuroticism may describe a type A personality which relates to goal aspiration under time pressure. In these cases, functioning in a stressful environment may increase the risk of cardiac diseases (Zawadzki *et al.*, 1998).

High agreeableness points at a tendency to self-sacrifice. Openness to experience is positively correlated with coping by humour but negatively with coping through faith (Zawadzki *et al.*, 1998).

Personality traits have a huge impact on job selection, job performance and the level of job satisfaction experienced by employees (Pervin, 2002). For example, neuroticism has a negative impact on job satisfaction (Zawadzki *et al.*, 1998).

Research in this field indicates, that perception of potential work development in the workplace is lower for individuals who display more neurotic traits and less conscientiousness. In contrast, lack of support from workplace organisation and deviance in social and emotional relationships between collaborators are strongly related to employees with low agreeableness (Colbert *et al.*, 2004). Personality features affect not only job satisfaction but also predict work performance. Individuals displaying high conscientiousness, but with no interpersonal skills tend to not make effective employees. But high conscientiousness in connection with high agreeableness has a significant impact on job performance, especially in work involving cooperation with people (Witt *et al.*, 2002). Similar findings (Hogan, Holland, 2003) indicate that all Big Five dimensions categorise individuals' job performance.

Studies of managerial representatives of a big company (Morrison, 1997) has shown that participants with type A of behaviour, despite extraversion and

willingness to be with people, were less agreeable, less conscientious in task performance and had a negative approach to others. Furthermore, overall well-being and internal locus of control among managers were negatively correlated with neuroticism. This relations suggests that the Big Five model of personality dictates not only general well-being but also the mechanism of functioning and creating various deviations.

Functioning at work

Work is defined as advisable and deliberate human activity connected with modification and adaptation of surrounding reality (Sztumski, 1999; Stępień, 2000). Work plays an important role in human life, affecting on social, behavioural, emotional and personality areas. Job satisfaction follows from the fact that work meets the needs connected with particular expectations and helps to hold and develop self-esteem (Baran, 1999). In contrast to job satisfaction, certain aspects or types of work may lead to of dissatisfaction. It appears that work satisfaction vs. dissatisfaction may be related to personality traits (Zimmerman *et al.*, 2004). Currently, the most common risk factors of deviant behaviour connected with functioning at work are: workaholism (work addiction), mobbing and burnout.

The problem of burnout has become a more common phenomenon which affects a large number of professionals. Currently, the most popular definition of burnout belongs to Mashlah where she describes it as a syndrome of emotional exhaustion, depersonalization and reduced sense of personal accomplishment which can affect individuals working with people (as in: Tucholska, 2001, p. 304). The conditions and mechanisms of burnout are not so simple to specify. Factors that both can lead to and prevent burnout are present in interaction. These include both the qualities specific to the individual and the positive or negative properties of the workplace. Stress itself and the characteristics of the work environment are not enough to explain burnout (Tucholska, 2003; Sęk, 2004). It seems that significant factors that affect burnout lie in the specific of individual traits and properties of a person.

Behaviours and feelings connected with work

It is known that burnout does not affect all individuals. It depends on the individual's approach to their work requirements and the steps which are taken as a result of an existing evaluation of the situation and feelings connected with work. In relation to that, researchers considered if it is possible to describe advantageous and disadvantageous types of behaviour in the workplace

in the face of growing work requirements. In response to that, U. Schaaerschmidt and A. Fisher (1996) established a model of types of behaviour and feelings in a workplace and an assessment tool. The authors, focusing on the individual, described the resources of an individual in the context of coping with work requirements. Particularly, they have focused on a person's behaviour and the actions which are taken by an individual as a consequence of evaluation of the existing work situation (as in: Rongińska, Gaida, 2001). U. Schaaerschmidt and A. Fisher (1996) characterized feelings and behaviours at work in three functioning areas:

1. Professional engagement, which includes: subjective meaning of work in person's life, professional ambitions, willingness to engage in task performance, aspiring to perfection, ability to hold one's distance and ability to relax after work hours.
1. Psychical resistance and problematic situations fighting strategies which includes following scales: tendency to give up in the face of failure, offensive strategy of problem solving, internal stillness and internal balance.
2. Emotional attitude towards work: sense of work success, general life satisfaction, sense of support from others (as in: Rongińska, Gaida, 2001).

Intensity analysis of the above mentioned dimensions and their correlation demonstrated four types of behaviour and feelings related with work:

Type G – healthy type. The main measure of this type is configuration of work engagement dimensions: high work ambitions in connection with moderate energetic effort. Psychical resistance signifies in a tendency to be reserved, low inclination to give up in face of the failure, as well as a tendency to use offensive strategies of problem solving and internal psychical comfort. High value of work success, life satisfaction and social support complete the picture of a healthy type G (as in: Rongińska, Gaida, 2001).

Type S – economical type. Work attitude is reflected in name of this type. Individuals are characterised by a subjective low meaning of work, small work ambitions, relatively low willingness to make effort and a lack for tendency for perfection in task performance. The overriding trait that distinguishes type S from other types is a tendency to maintain distance from work problems. Relatively small abandonment in relation with small engagement suggests that economical behaviour is not an effect of neglecting duties. People with type S behaviour show a positive attitude towards professional roles, which reflects their sense of life satisfaction and high internal balance. Type S people have a moderate sense of work performance and their optimistic life attitude may indicate that the origins of their life satisfaction are situations not related with work (after: Rongińska, Gaida, 2001). Those individuals also appear to be highly useful in extreme situations e.g. lifeguard professions etc., because they are

able to maintain necessary cautiousness and use energy resources appropriate to the tasks. Both type G and type S indicate a healthy, positive work approach.

Type A – risk type (overloaded). The prime characteristics of this behavioural pattern are high work engagement, high meaning of work in a person's life and perfection in task performance. Particularly hazardous is the low ability to maintain distance from work responsibilities. Type A individuals can not stay loose, they have difficulty relaxing in time not related to work. Additionally, the composition of overloaded type A combines poor psychological resistance, a sense of lack of psychological comfort and an intensified tendency to quit in the face of the failure. Conscientiousness, precision and perfectionism are basic components of people with type A behaviour. Life dissatisfaction for those individuals and a lack of sense of social support result in them experiencing negative emotions. Variance between work input and expected remuneration may cause so – called gratification austerity, which leads towards higher risk of psychosomatic disorders.

Type B – burnout type. Is characterised by very low work importance, low stress resistance along with a small ability to maintain distance and give up in the face of difficult situations as well as a small sense of internal balance and harmony. There is an affinity between type B and type S in the extent of low subjective work importance, though burnout type in contrast to economical type, has a low ability to maintain distance. This incapacity is a reason for work overload and constant internal anxiety. Decrease of motivation increases psychological resistance and the predominance of negative emotions. People with type B behaviour display predictors of burnout syndrome.

There are some common attributes among type A and type B behaviour, such as: decreased ability to maintain distance from occupational problems, strong tendency to quit in a face of the failure, lack of emotional resistance or lack of a sense of social support. The most significant behavioural variation between individuals characterised by those types, and which allows us to classify them differently, is visible in excessive (type A) or decreased (type B) work engagement (as in: Rongińska, Gaida, 2001). Both of these patterns are worth noting as they should be handled as a risk types. These patterns of feeling and behaviour related to work represent a severe risk for the mental health of the individual.

Functioning at work of military officers

Military service is based on strictly specified dependences and official relations between superiors and subordinates. This limits a wide range of individual capabilities, especially opportunities to apply coping mechanisms by officers

in a tight spot. The stereotypical image of a military officer as a mentally firm, individual who does not experience problems does not allow them to let off steam/ stress connected with work, which may lead to future deviance (Florkowski, 2000).

The work of soldiers combines many specific stressors e.g. operating in changing atmosphere/conditions, necessity of rigor submissions and limitations, working in psychologically hard recurring situations, non rhythmical tasks or monotony of activities, lack of a sense of stability, poor accommodation conditions in barracks and military training ground, contact with toxic substances. Elimination of these stressors is impossible in a army, meaning that technical knowledge and military experience are not enough, but accurate description of the personality predispositions and interpersonal skills of all officers are also important (Bartkowiak, 1997; Florkowski, 2000).

In military professions adaptation skills in changing life conditions and the necessity of rules and norms submission play a huge role. This suggests that personality traits may have a significant impact on the adaptation of an individual for military work, especially these days when socio-economical changes in our country set lots of new targets for this occupational group.

Aim and hypothesis.The purpose of this study was to establish a relation between the personality traits of military officers and the types of behaviour and feelings they use at work. In accordance with the theoretical premises presented in the first part of this paper, the problem can be phrased in this question: what relation occurs between personality traits and types of behaviour and feelings at work in a group of military officers. To attempt to answer the stated question it is hypothesised that – personality traits are related to types of behaviour and feelings at work in a group of military officers.

In accordance with our scientific question and hypothesis the following variables were established. Independent variables are personality traits: neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness. Types of behaviour and feelings related with work constitute dependent variables: type G (healthy), type S (economical), type A (risk – overloaded), type B (burnout) and contained feelings (11) putted in three functioning areas.

Materials and methods

Participants formed a group of 112 military officers, employed in Bydgoszcz's and Warsaw's military unit. The sample was homogenous in gender and education – all participants were graduate males. Internal diversity of the sample

was in age, military range and length of professional experience (5 to 40 years of military services; $M=13,45$; $SD=10,4$). The age of military officers ranged from 24 to 62 years old ($M=33,7$; $SD = 10,4$).

To verify the hypothesis two assessment tools were used to measure personality traits and types of behaviour and feelings connected with work.

1. To assess personality traits the R.R. McCreae and P.T. Costa, Jr. NEO-FFI Personality Inventory was used, based on the Big Five theory. This assessment tool was developed through years of research on the universality of human personality traits and was intended to be used as a versatile and multicultural assessor of the most major dimensions of personality. R.R. McCreae and P.T. Costa, Jr. model describes the five dimensions. Neuroticism describes emotional stability versus lack of emotional stability towards surrounding reality. Extraversion reflects the quality and number of social interactions, capability to experience positive emotions, and level of life activity. Openness to experience describes the tendency to seek new life experiences and their positive gratification. Agreeableness is a scale reflecting positive versus negative attitudes towards people. Conscientiousness states the degree of engagement and persistence in task performance. The described assessment tool meets psychometric criteria (Zawadzki *et al.*, 1998).
2. As a measure of types and feelings connected with work the Model of Behaviour and Work Related Feelings AVEM (Arbeitsbezogenes Verhaltens und Erlebenmuster) of U. Schaarschmidt and A. Fischer was used (Schaarschmidt, Fischer, 1996; Rongińska, Gaida, 2001). The purpose of the AVEM questionnaire is to measure individual human resources in a context of coping with work situation requirements. In a practical sense this inventory enable us to determine models (types) of behaviour which are favourable for individuals' mental health and shows the causes of health risks.

The AVEM questionnaire consist of 66 statements expressed in sentences. Each of the sentences is evaluated by the participant in 5-degree scale in accordance with his feelings and experiences. This inventory describes the feelings and experiences of participants in three functioning areas, derived from factor analysis:

- I. Work engagement: 1. Subjective meaning of work 2. Professionals ambitions 3. Readiness to engage 4. Perfection aspiration 5. Distance holding from work.
- II. Psychological resistance and problematic situation fighting strategies: 1. Tendency to quit in the face of failure 2. Offensive strategies of problem solving 3. Internal calm and balance.

III. Emotional attitude towards work: 1. Sense of work success 2. Life satisfaction 3. Sense of social support

Data clustering conducted on a sample of 1589 people enabled the authors to derive 4 solid types of behaviour and feelings connected with work: Type G – Healthy, Type S – Economical, Type A – Risk (overloaded), Type B – Burnout (Rongińska, Gaida, 2001).

The AVEM Inventory is a tool of high reliability (for scales of Polish adaptation of this inventory internal consistency estimated *alfa* Cronbach were 0,70 to 0,83 and Sperman-Brown 0,70-0,83).

Results

Average results from each of the inventories are presented below. Outcomes of the NEO – FFI Inventory will be presented as normalized results according to sten score, while the findings of the AVEM inventory are recorded as raw score.

Analysis of average results in a group of military officers

The outcomes indicate that participants are less likely to experience negative emotions such as anger, dissatisfaction or guilt (Neuroticism scale). Military officers displayed slightly higher extraversion: they are more cheerful, optimistic, active, and display a more positive attitude towards people. Furthermore, they were committed and persistent in task performance (table 1).

In accordance with intensification analysis of the obtained results from the AVEM scales, participants were classified into four types of behaviour related with work (table 2).

Table 1. Average sten score obtained in NEO-FFI questionnaire in a group of military officers (n=112)

NEO-FFI dimensions	Mean for stens	SD
Neuroticism	4,23	1,79
Extraversion	6,56	1,71
Openness to experience	5,36	1,78
Agreeableness	5,73	1,87
Conscientiousness	6,71	1,77

Table 2. Types of behavior – row score means and standard deviation of military officers (n=112)

AVEM – Types of behavior	Mean	SD
Type healthy – G	0,34	0,34
Type economical – S	0,29	0,34
Type of risk – A	0,22	0,30
Type burnout – B	0,13	0,26

In the experimental group the largest groups of participants were type G – healthy and S type – economical of work behaviour. Military officers significantly rarely displayed type A – overloaded, and were least often type B – burnout. The obtained results suggest that soldiers are most often functioning at work in a health beneficial mode.

Correlation analysis between personality traits and types of behaviour and feelings connected with work in a group of military officers

This stage of the outcomes analysis was to state the relationship between respective personality features: Neuroticism, Extraversion, Openness to Experience, Agreeableness and Conscientiousness and three areas of functioning at work: *Work engagement, Psychological resistance and problematic situations fighting strategies and Emotional attitude towards work requirements* and types of behaviour at work: *Type G, Type S, Type A, Type B*. To estimate this relationship the coefficient correlation of rank order R-Spearman was used, because of a lack of normal distribution in the dependent variables as well as a lack of a linear relationship between the dependent and independent variables, making it inappropriate to use standard parametric tests.

Personality traits of military officers and work engagement

Soldiers characterized with a high level of neuroticism appear to have difficulties maintaining distance from work matters and work related problems while soldiers with high extraversion displayed higher meaningfulness of work, which results in a bigger propensity to develop their professional role and increase individual input in task performance.

Officers who were open to experience showed higher work ambitions, while more agreeable soldiers showed greater capability of maintaining distance from work related problems and matters. Military officers with higher conscientiousness displayed bigger job ambitions, willingness to become involved with work related issues and perfectionism in performed responsibilities (table 3).

Table 3. R–Spearman, correlation between personality traits and AVEM – Work engagement in a group of military officers (n=112)

AVEM	Neuroticism	Extraversion	Openness to experience	Agreeableness	Conscientiousness
Subjective meaning of work	0,14	0,06	0,09	-0,15	0,16
Professional ambitions	-0,07	0,23*	0,23*	-0,03	0,29*
Readiness to engage	0,03	0,21	0,14	-0,13	0,30*
Perfection aspirations	-0,07	0,17	0,17	-0,15	0,42**
Distance holding towards work	-0,23*	0,10	-0,06	0,25	-0,15

*p<,05; **p<,01

Personality traits of military officers and psychological resistance and problematic situations coping strategies

Soldiers who are highly neurotic displayed less initiative when confronted with work related problems, furthermore they display a tendency to give up in the face of failure and appeared to be less emotionally stable. In contrast, extraverted individuals were more internally balanced and much more likely to make an effort and use initiative when occupational problems occurred without giving up in the face of failure. Openness to experience and conscientiousness caused soldiers to respond more actively when work related difficulties appear and use initiative to solve problems, furthermore they were less likely to give up in the face of a failure. Individuals who displayed high agreeableness showed more emotional stability (table 4).

Personality traits of military officers and emotional attitude towards work

The higher the level of neuroticism the lower the satisfaction from job performance and the lower the general life satisfaction was experienced by soldiers. Furthermore, high neuroticism decreased a sense of support from other people and society. Extraverted soldiers experienced greater satisfaction of work performance and greater life satisfaction, whereas individuals with higher agreeableness felt more support from others. Conscientiousness in military officers led

Table 4. R-Spearman – correlation between personality traits and AVEM – Psychological resistance and problematic situations fighting strategies in a group of military officers (n=112)

AVEM	Neuroticism	Extraversion	Openness to experience	Agreeableness	Conscientiousness
Resign tendency in a face of failure	0,55**	-0,34*	-0,25*	-0,11	-0,30*
Offensive strategies of problem solving	-0,43**	0,50**	0,20*	0,07	0,49**
Internal calm and balance	-0,33*	0,24*	0,12	0,32*	0,13

*p<0,05; **p<0,01

to greater satisfaction from work success, while openness to experience and an emotional attitude toward work are unrelated (table 5).

Personality traits of military officers and types of behaviour at work

A high level of neuroticism was correlated with risk type A – overloaded and B type – burnout of work behaviour among professional soldiers. Furthermore neuroticism was negatively related with functioning at work accordingly with healthy G type of behaviour. Soldiers with high extraversion functioned at work correspondingly with healthy type – G and were less likely to be type

Table 5. R-Spearman – correlation between personality traits and AVEM – Emotional attitude towards work in a group of military officers (n=112)

AVEM	Neuroticism	Extraversion	Openness to experience	Agreeableness	Conscientiousness
Sense of work success	-0,23*	0,40**	0,14	0,08	0,23*
General life satisfaction	-0,45**	0,39**	0,11	0,12	0,13
Sense of support from the others	-0,37*	0,15	0,02	0,28	0,14

*p<0,05; **p<0,01

S – economical, A – overloaded and B – burnout. The more open to experience officers were the more often they functioned according to type G – healthy of behaviour and less often with type B – burnout of work behaviour. Soldiers who scored high on agreeableness most often functioned at work accordingly to type S – economical of behaviour and less often to type B – burnout and type A – overloaded. Military officers with a high level of conscientiousness behaved at work appropriately with the healthy G – type and rarely with burnout type – B and economical type – S of behaviour (table 6).

Table 6. R-Spearman – correlation between personality traits and AVEM – types of behavior at work in a group of military officers (n=112)

AVEM	Neuroticism	Extraversion	Openness to experience	Agreeableness	Conscientiousness
Type healthy – G	-0,41**	0,40**	0,28*	0,14	0,27*
Type economical – S	-0,13	-0,19*	-0,16	0,22*	-0,29*
Type of risk – A	0,41**	-0,21*	-0,05	-0,20*	0,07
Type burnout – B	0,40**	-0,42**	-0,23*	-0,20*	-0,27*

*p<0,05; **p<0,01

These findings corroborate the earlier stated hypothesis: personality traits and types of behaviour and work related feelings are connected.

Discussion

Personality traits affect functioning at work of military officers. The obtained results enable us to state that the background of the workplace environment and job specification are not the only variables which influence functioning at work. This study highlights the importance of personality traits as a resource for assigning job – related activities.

Neuroticism affects on job satisfaction (Davis, 2003. The perception of performed work among individuals with high neuroticism is negative, which results in low job satisfaction and low life satisfaction in a more global context (Judge *et al.*, 2002; Colbert *et al.*, 2004; Neubert, 2004). Furthermore, neuroticism has an impact on job performance and work – related problem

solving strategies. The findings in this study indicate that officers who scored high on neuroticism had poorer job performance and in stressful and problematic situations more often back off from activities avoiding confrontation. Similar implications can be found in a number of other studies (Starowicz, 2003; Neubert, 2004). On account of the tendency to give up of neurotic individuals and their passive attitude towards encountering difficulties, they are less likely to be effective in managerial positions. Studies of Asiatic troops revealed that neuroticism is negatively correlated with leadership abilities (Neubert, 2004). It is worth noting that neuroticism is linked with a poor ability to maintain distance from work – related problems which implies a lack of internal stability and anxiety. Incapability of coping with job – related stress predisposes those individuals to burnout. Studies conducted in a group of nurses, doctors and teachers corroborates that high neuroticism has a disadvantageous impact on behaviour and feelings related with work (Muszalska, 2005; Sobczak, 2005; Basińska, Andruszkiewicz, 2010).

Extraversion plays an important role in occupational functioning. Mostly it allow individuals to be effective at coping with stress and work – related difficulties (Starowicz, 2003; Kasprzak, Bańka, 2004). Extroverted individuals display high efficacy and enterprise in dealing with job – related problems. It is because when faced with problematic situation they use active operations focused on particular targets instead of avoiding obstacles (Kasprzak, Bańka, 2003; Starowicz, 2003). This study has also shown that extraversion as a factor of personality increase work engagement and minimises the tendency to give up in the face of failure. Despite failures in problem solving they consistently and persistently seek solutions. Courage and vigour in activities result in positive work effects which lead to satisfaction. A sense of work success and assertiveness of military officers who scored high on extraversion imply internal balance and emotional stability as well as general life satisfaction. Prior studies (Barrick *et al.*, 1991; Neubert, 2004) confirm extroverted individuals are very effective in leadership roles. Finally, this study shows that extraversion has a beneficial impact on functioning at work, increasing the tendency to act accordingly with healthy type – G of work behaviour and decreasing the likelihood of type overloaded – A and burnout type – B. This paper's results support prior studies on functioning at work (Muszalska, 2003; Sobczak, 2005; Basińska, Andruszkiewicz, 2010).

Of the five personality dimensions openness to experience has the lowest relation with functioning at work among officers. This finding may be owing to the multidimensional meaning of this scale. The authors of the Big Five suggested that this dimension is inchoate so it is necessary to keep cautiousness during interpretation (McCrae, Costa, 2005). Furthermore, the work

specification of military officers requires acting accordingly with definite rules and upholding principles which excludes bringing in innovative ideas (Florkowski, 2000). Similar results have been obtained in a group of teachers where high openness to experience was not always beneficial when required to follow a specified curriculum (Sobczak, 2005). However, officers who display higher openness to experience are more ambitious in their professional goals, and in the face of failure use more offensive strategies of problem solving instead of giving up. This study confirms that soldiers who are open to experience are more likely to function in accordance with healthy type – G of behaviour.

Agreeableness affects the ability to maintain distance from work – related problems. Agreeable individuals are less likely to experience stress connected with their performed profession (Dudek *et al.*, 2001). Furthermore a high level of this dimension is combined with job satisfaction (Judge *et al.*, 2002; Davis, 2003; Neubert, 2004). Because these individuals are kind-hearted and courteous they are more likely to be good team players which may lead to higher job performance. Although agreeableness is positively correlated with working with a team, it is negatively correlated with being a leader where rivalry is needed more than cooperative behaviour (Neubert, 2004). Agreeable officers are more cooperative in professional roles which can increase their sense of support from other people, signifying internal balance and general life satisfaction. Thanks to an ability to maintain distance from occupational problems agreeable officers are less affected by the mental costs related with failure, which makes them less likely to behave as burnout type – B and overloaded type – A. Similar findings were obtained in a group of nurses where high agreeableness was positively correlated with healthy type – G and negatively with burnout – B type of work behaviour (Basińska, Andruszkiewicz, Grabowska, 2011). Studies of teachers indicate that increased agreeableness reduces the likelihood of burnout type of behaviour at work – B (Sobczak, 2005).

Out of the five factors in the model, conscientiousness has the greatest impact on job performance (Barrick *et al.*, 1991; Kasprzak, 2000; Thoresen *et al.*, 2004). It appears that individuals with an adequate degree of responsibility for the performed task and a conscientious attitude towards reaching their targets more often succeed at work (Strzałeczki, Czołak, 2005). A sense of work success among highly conscientious individuals increases work satisfaction resulting in increased professional motivation (Judge *et al.*, 2002; Davis, 2003; Neubert, 2004). Studies of military officers have shown that conscientiousness is related with higher work engagement and bigger work ambitions. Furthermore, intensification of this trait is positively correlated with offensive strategies of problem solving and negatively with a tendency to give up in the face of failure. This indicates that individuals who are more conscientious

are more effective in coping with work – related problems, as they are more likely to take the initiative to solve it. Effective problem managing in a professional field decreases negative stress results, and the positive effects of consistent work result in job success, which affects the general life satisfaction of these individuals. The results obtained in this paper have shown that conscientiousness has a beneficial impact on work functioning as it is related to type healthy G of behaviour and decreases the likelihood of burnout type – B of work behaviour. This study's findings support the reports of former research on samples of nurses and teachers (Sobczak, 2005; Basińska, Andruszkiewicz, 2010).

The obtained results have indicated that all personality traits are related with particular behaviour in a workplace. Only neuroticism appears to be a disadvantageous feature for healthy work functioning in the studied group. The remaining Big Five traits are generally favourable for healthy work functioning. Therefore, the results highlight the importance of particular personality traits for selection of more or less effective stress coping strategies in a workplace. Awareness of these correlations will allow adequate programs and training to be created. The purpose of these programs would be to highlight more effective coping strategies in stressful situations for those soldiers who are less effective in these situations, and to sustain and encourage these behaviours in those soldiers who are already using them.

Conclusions

Analysis of the obtained results allow us to state the following conclusions:

1. Personality traits and types of behaviour and feelings at work are related to:
 - a. Neurotic individuals: characterised by a lower capability of maintaining distance from work related issues (job – related activities), appear to have a greater tendency to give up in face of the failure, less often use offensive strategies of problem solving, display lower emotional stability, have a lower sense of work success, are rather unsatisfied in life and feel lower support from other people which is why those individuals are less likely to behave at work accordingly with type G – healthy and more likely with the type A – overloaded and type B – burnout.
 - b. Extraverted individuals: are more ambitious and engaged in job – related activities, apply more offensive strategies of problem solving without tendency to quit in the face of failure, display greater life satisfaction and internal balance. Furthermore, they exhibit a greater sense of work

- success which implies acting accordingly with type G – healthy of behaviour and show less tendency to function in accordance with the other of three types: economical – S, overloaded – A and burnout – B.
- c. Open to experience individuals: characterized by bigger work aspirations lack of a tendency to give up in the face of failure which minimizes the likelihood of type B – burnout and is more in line with type G – healthy of behaviour at work.
 - d. Agreeable individuals: show more capability to maintain distance from work related issues, higher internal balance and a larger sense of support from other people which is related to type S – economical of behaviour at work. Therefore, type A – overloaded and type B – burnout of work behaviour are less related to individuals who are more agreeable.
 - e. Conscientious individuals: are more ambitious, perfectionist and engaged in job – related matters, more often apply offensive strategies of problems solving without a tendency to give up in the face of failure. They appear to be satisfied in life which suggests behaviour in accordance with type G – healthy and less with type S – economical and type B – burnout at work.
2. The correlation between personality traits and subjective meaning of work is statistically invalid.

References

- Baran, J. (1999). *In Searching of Sources a Good Job*. Kielce: Department of Management and Administration. [in Polish]
- Bartkowiak, G. (1997). *Psychology of Management*. Poznań: Wydawnictwo Akademii Ekonomicznej. [in Polish]
- Basińska, M.A., Andruszkiewicz, A. (2010). Strategies of Coping with Professional Stress by Nurses and their Individual Types of Behaviour and Feelings at Work. *Polskie Forum Psychologiczne*, 15(2), 169-192. [in Polish]
- Basińska, M.A., Andruszkiewicz, A., Grabowska, M. (2011). Nurses' Sense of Coherence and their Work Related Patterns of Behaviour. *International Journal of Occupational Medicine and Environmental Health*, 24(3), 1-11.
- Barrick, M.R., Murray, R.B., Mount, M.K. (1991). *The Big Five Personality Dimensions: A Meta-analysis Personnel Psychology*. Durham: Spring.
- Colbert, A.E., Mount, M.K., Harter, J.K., Witt, L.A., Barrick, M.R. (2004). Interactive effects of personality and perception of the work situation on workplace deviance. *Journal Applied Psychology*, 89(4), 599-609.

- Davis, R.A. (2003). *Big Five Personality Traits in Personnel Selection*. Director of Organizational Development. Career Partners Interpersonal, Hazell and Associates.
- Dudek, B, Koniarek, J., Szymczak, M. (2001). Personality and perception of job stress in police. *Czasopismo Psychologiczne*, 2(7), 175-183. [in Polish]
- Florkowski, A. (2000). Promotion of mental health in army. In: Cz. Czabała (ed.), *A Mental Health, Threaten and Promotion* (p. 28-41). Warszawa: IPin [in Polish]
- Hogan, R.T., Holland, B. (2003). Using theory to evaluate personality and job-performance relations: A socioanalytic perspective. *Journal of Applied Psychology*, 88, 100-112.
- Joudge, T.A., Heller, D., Mount. M.K. (2002). Five Factor Model of personality and job satisfaction. A meta-analysis. *Journal of Applied Psychology*, 87(3), 530-541.
- Kasprzak, E., Bańka, A. (2003). Psychological predictors of occupational success among young unemployed. In: S.A. Witkowski (ed.), *Psychological Predictors of Success in Management*, (vol. 6., p. 199-209). Wrocław: Wydawnictwo UW. [in Polish]
- Kasprzak, E. (2000). Personality of young unemployed-success and defeat at job-market. *Czasopismo Psychologiczne*, 1-2(6), 55-61. [in Polish]
- McCrae, R.R., Costa, P.T. (2005). *Personality in Adulthood. A Five-Factor Theory Perspective*. Kraków: Wydawnictwo WAM. [in Polish]
- Morrison, K.A. (1997). Personality correlates of the five-factor model for a sample of business owners/managers: associations with scores on self-monitoring, type A behavior, locus of control and subjective well-being. *Psychological Report*, 80(1), 255-272.
- Muszalska, M. (2003). *Personality Traits Among Physicians and Individual Types of Behaviour and Feelings at Work of Surgeons and Family Physicians*. No publish graduate's dissertation, Bydgoszcz: Wydział Pedagogiki i Psychologii Akademii Bydgoskiej. [in Polish]
- Neubert, P.N. (2004). *The Five Factor Model of Personality in the Workplace*. Rochester: Rochester Institute of Technology.
- Pervin, L., John, O. (1997). *Personality, Theory and Research*. New York: John Wiley & Sons.
- Pervin, L. (2002). *Personality Psychology*. Gdańsk: GWP. [in Polish]
- Rongińska, T., Gaida W. (2001). *Strategy of Coping with a Mental Burden in Workplace*. Zielona Góra: WSP. [in Polish]
- Schaarschmidt, U., Fischer, A.W. (1996). *AVEM – Arbeitsbezogenes Verhaltens- und Erlebensmuster, Manual*. Frankfurt: Swets Test Services. [in German]
- Sęk, H. (2004). Conditions and motions of occupational burnout in a perspective of cognitive – social psychology. In: H. Sęk (ed.), *Occupational Burnout*, (p. 83-112). Warszawa: Wydawnictwo Naukowe PWN. [in Polish]
- Sobczak, J. (2005). *Personality and Individual Types of Behaviour and Feelings at Work Among Teachers*. No publish graduate's dissertation, Bydgoszcz: Wydział Pedagogiki i Psychologii Akademii Bydgoskiej. [in Polish]

- Starowicz, A. (2003). Personality and coping with a stress in a workplace. In: S.A. Witkowski (ed.), *Psychological Determinants of Success in Management*, (vol. VI., p. 371-381). Wrocław: Wydawnictwo UW. [in Polish]
- Stępień, J. (2000). *An Introduction to Sociology, Psychology and a Professional Organization*. Poznań: Wydawnictwo eMP i Z. [in Polish]
- Strelau, J. (2000). Personality as a group of traits. In: J. Strelau (ed.), *The Psychology Student's Manual* (vol. II., p. 525-560). Gdańsk: GWP. [in Polish]
- Strzałecki, A., Czołak, D. (2005). Personality and temperament predictors of enterprise success. *Przegląd Psychologiczny*, 8(2), 133-152. [in Polish]
- Sztumski, J. (1999). *The Sociology of Job*. Katowice: Górnośląska Wyższa Szkoła Handlowa. [in Polish]
- Thoresen, G.J., Bradley, J.C., Bliese, P.D., Thoresen, J.D. (2004). The big five traits and individual job performance growth in maintenance and transitional job stages. *Journal Applied Psychology*, 89(50), 835-853.
- Tucholska, S. (2001). Christina Maslach's conception of professional burnout: stages of progress. *Przegląd Psychologiczny*, 3, 301-317. [in Polish]
- Tucholska, S. (2003). The Occupational Burnout among a Teachers. *A Psychological Analysis of Phenomenon and its Personality Predictors*. Lublin: Wydawnictwo KUL. [in Polish]
- Witt, L.A., Burke, L.A., Barrick, M.R., Moont, M.K. (2002) The interactive effects of consciousness and agreeableness on job performance. *Journal Applied Psychology*, 87(1), 164-169.
- Zawadzki, B., Strelau, J., Szczepaniak, P., Śliwińska, M. (1998). *The Personality Inventory NEO-FFI of Costa & McCrae*. Warszawa: PTP. [in Polish]
- Zimmerman, F.J, Christakis, D.A., Stoep, A. (2004). Tinker, tailor, soldier, patient: work attributes and depression among young adults. *Social Science Medicine*, 58(10), 1889-1901.

Streszczenie

Cechy są podstawowymi komponentami osobowości i predyktorami zachowania ludzi w różnych sytuacjach, włączając także sytuacje w pracy. Wypalenie, które jest szczególnym typem zachowania w pracy, jawi się raczej jako skutek stresu, który nie został zmodyfikowany przez strategie radzenia sobie, niż bezpośrednia konsekwencja stresu zawodowego. Jednak stres wraz z cechami środowiska nie jest wystarczający, by wyjaśnić wypalenie w pracy. To wskazuje, że zmienne osobowościowe i strategie radzenia sobie mogą być znaczącymi czynnikami, które wpływają na funkcjonowanie zawodowe. Ten artykuł prezentuje wyniki badań dotyczące związku między cechami osobowości a funkcjonowaniem w pracy na różne sposoby.

Uczestnikami badania była grupa 112 żołnierzy zawodowych. Próbka była homogeniczna w zakresie płci i wykształcenia – wszyscy uczestnicy byli mężczyznami z wyższym wykształceniem. Wiek oficerów wynosił od 24 do 62 lat.

W celu weryfikacji postawionych hipotez zastosowana dwa narzędzia: do oszacowania cech osobowości NEO-FFI Inwentarz Osobowości R.R. McCrae i P.T. Costy, a do oceny typów przeżyć i zachowań związanych z pracą Inwentarz AVEM U. Schaarschmidta i A. Fischera.

Wnioski: Analiza otrzymanych wyników pokazała, że cechy osobowości oraz typy zachowań i przeżyć w pracy są ze sobą powiązane

Słowa kluczowe: cechy osobowości, typy zachowań w pracy, oficerowie