

ARTICLE

## Exploring Personality Traits Influences on ESG Leadership for Sustainable, Ethical, and Socially Responsible Organizational Practices Using FIKR Personality Assessment

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### ABSTRACT

Leadership is a key driver in advancing Environmental, Social, and Governance (ESG) principles within organizations, yet the individual-level psychological foundations of ESG-oriented leadership remain underexplored. This study examines how personality traits contribute to leadership capacities associated with ethical governance, social responsibility, and sustainability-oriented decision-making. Using the FIKR (Facet, Insight, Knowledge, and Resilience) personality assessment tool, data were collected from 409 respondents across Malaysia and analyzed using correlation, regression, and factor analyses. The study explores interrelationships among 20 personality traits and identifies higher-order psychological domains relevant to ESG leadership. Reliability testing and sample adequacy measures confirmed the robustness of the dataset for multivariate analysis. Regression results indicate that cognitive traits such as Analytical, Intellectual, and Intuition significantly support strategic and governance-related leadership capacities. Emotional traits including Emotional expressiveness and Self-criticism were associated with ethical awareness and reflective leadership, while social traits such as Extroversion and Nurturance contributed to collaborative and socially responsible leadership orientations. Resilience-related traits, including Endurance, Control, and Self-concept, were linked to long-term commitment and adaptive leadership. Factor analysis further grouped these traits into four latent domains reflecting cognitive–strategic,

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emotional–ethical, social–relational, and resilience–self-regulation capacities. Rather than directly measuring organizational ESG performance, the findings highlight the individual psychological characteristics that underpin ESG-oriented leadership behaviors. The study proposes a conceptual framework linking personality traits to ESG leadership capacities and offers practical implications for leadership development, talent identification, and training strategies aimed at fostering ethical, socially responsible, and sustainability-driven organizational practices.

**Keywords:** ESG Leadership; Personality Traits; Sustainability; Emotional Intelligence; Ethical Decision-Making

## 1. Introduction

Environmental, Social, and Governance (ESG) principles have emerged as a central framework guiding contemporary organizational leadership, reflecting growing societal expectations for ethical governance, social responsibility, and long-term environmental sustainability<sup>[1]</sup>. As ESG considerations become embedded in corporate strategy, leadership is increasingly expected to integrate environmental stewardship, social accountability, and transparent governance into organizational decision-making.

While ESG research has expanded rapidly, much of the existing literature emphasizes institutional frameworks, reporting standards, and firm-level performance indicators<sup>[1]</sup>. Comparatively, less attention has been given to the individual-level psychological foundations that enable leaders to interpret, prioritize, and implement ESG principles in practice. Leadership, however, is enacted through human cognition, emotion, and behavior. Effective ESG leadership, therefore, depends not only on organizational policies but also on leaders' personality traits, emotional awareness, and ethical orientation.

Recent studies emphasize that effective ESG leadership depends not only on institutional frameworks but also on individual-level cognitive, emotional, and ethical capacities that shape decision-making and governance quality<sup>[1, 2]</sup>. By linking personality traits to these leadership capacities, the present study contributes to an emerging behavioral perspective on ESG implementation.

Personality psychology has long demonstrated that stable personality traits play a critical role in shaping leadership behaviour and decision-making quality. Foundational trait models such as the Five-Factor Model have shown that broad personality dimensions capture fundamental patterns of human behavior that are relevant across contexts<sup>[3, 4]</sup>. These models provide a theoretical basis for understanding how

individual differences influence leadership effectiveness, ethical conduct, and interpersonal functioning. In leadership contexts, traits related to openness, conscientiousness, and emotional stability are particularly relevant for managing complexity and long-term responsibility.

Beyond trait structure, emotional intelligence has been identified as a key component of effective leadership. Emotional awareness, empathy, and self-regulation influence ethical judgment, relationship management, and the ability to lead responsibly under pressure<sup>[2, 5]</sup>. These capacities are especially important in ESG contexts, where leaders must balance competing stakeholder interests, navigate moral dilemmas, and maintain long-term sustainability commitments.

Despite these advances, the integration of personality psychology into ESG leadership research remains conceptually underdeveloped. Existing ESG studies often assume leadership competencies without empirically examining the psychological traits that underpin ethical governance, social responsibility, and sustainability-oriented thinking. Addressing this gap requires an individual-level framework capable of capturing cognitive, emotional, and behavioral dimensions relevant to ESG leadership.

### 1.1. Theoretical Framework: FIKR Personality Traits and ESG Leadership

The present study adopts the FIKR (Facet, Insight, Knowledge, and Resilience) personality assessment framework to examine the psychological foundations of ESG-oriented leadership. The FIKR framework extends beyond traditional trait models by integrating cognitive, emotional, and behavioral dimensions that are central to ethical leadership and sustainability-oriented decision-making. Traits such as Analytical, Intellectual, and Intuition reflect strategic reasoning and governance-related capacities; Emotional expressiveness, Nurturance, and Support align with social

responsibility and ethical sensitivity; while Endurance, Control, and Structure capture resilience and long-term orientation. Collectively, these traits provide an individual-level behavioral foundation for ESG leadership.

Importantly, this study does not directly measure organizational ESG performance or ESG scores. Instead, ESG leadership is conceptualized at the individual level as leadership capacities associated with ethical decision-making, social responsibility, collaboration, and sustainability-oriented thinking. This psychological and behavioral perspective aligns with emerging views that effective ESG implementation depends not only on institutional structures but also on leaders' internal capacities to enact ESG values in practice<sup>[1]</sup>.

### **Operationalisation of ESG Leadership Capacities**

In the present study, ESG leadership is conceptualised as a set of individual-level behavioural and psychological capacities that enable leaders to interpret, prioritise, and implement environmental, social, and governance principles in decision-making processes. These capacities are not treated as organisational outcomes or ESG performance metrics. Rather, they represent the internal leadership capabilities that make ESG-aligned action more likely and more consistent across contexts.

Operationally, ESG leadership capacities refer to four interrelated behavioural domains derived from the clustering of FIKR personality traits: cognitive–strategic capacity, emotional–ethical capacity, social–relational capacity, and resilience–self-regulation capacity. These domains represent functional leadership capabilities that support ESG-oriented behaviour.

Cognitive–strategic capacity reflects the ability to evaluate complex trade-offs, anticipate long-term risks, and integrate sustainability considerations into planning and governance decisions. For example, a leader demonstrating this capacity may prioritise resource efficiency over short-term financial gains, assess environmental risk in supply chains, or incorporate climate-related uncertainty into strategic planning.

Emotional–ethical capacity refers to moral awareness, empathy, and reflective judgment in situations involving competing stakeholder interests. Behaviourally, this may include recognising the social consequences of organisational decisions, addressing ethical dilemmas transparently, or en-

surging fairness and accountability in governance processes.

Social–relational capacity reflects the ability to build trust, facilitate collaboration, and engage diverse stakeholders. Illustrative behaviours include promoting inclusive workplace practices, supporting employee well-being, engaging communities affected by organisational activities, and encouraging participatory decision-making.

Resilience–self-regulation capacity refers to sustained commitment, emotional stability, and adaptive persistence in long-term sustainability initiatives. Leaders demonstrating this capacity may maintain environmental or social commitments despite organisational resistance, respond constructively to setbacks, or sustain motivation during slow or uncertain ESG transitions.

These behavioural illustrations clarify that ESG leadership capacities represent functional leadership tendencies grounded in psychological traits. The study therefore examines how personality structure supports the potential for ESG-aligned leadership behaviour rather than measuring realised ESG performance at the organisational level. This distinction is central to the conceptual design of the study.

## **1.2. Research Objectives and Hypotheses**

Using data collected from 409 respondents in Malaysia, this study employs correlation, regression, and factor analyses to examine interrelationships among 20 personality traits measured using the FIKR assessment tool and to identify higher-order psychological domains relevant to ESG leadership.

The specific objectives of this study are to:

- (i) examine the interrelationships among the 20 FIKR personality traits;
- (ii) identify key personality traits that significantly predict leadership-relevant capacities aligned with ESG principles; and
- (iii) determine latent personality domains through factor analysis that underpin ESG-oriented leadership capacities.

Based on these objectives, the following hypotheses are proposed:

**H1.** *Cognitive personality traits (e.g., Analytical, Intellectual, Intuition) are significantly associated with leader-*

ship capacities relevant to governance and strategic ESG decision-making.

**H2.** *Emotional and social personality traits (e.g., Emotional expressiveness, Nurturance, Support) significantly predict leadership capacities related to ethical awareness and social responsibility.*

**H3.** *Distinct latent personality domains derived from FIKR traits collectively underpin ESG-oriented leadership capacities.*

By integrating personality psychology with ESG leadership research, this study contributes to a clearer theoretical understanding of how individual-level traits support ethical, socially responsible, and sustainability-oriented leadership practices. The findings offer practical implications for leadership development and talent identification in organizations seeking to strengthen ESG implementation.

### 1.3. Analytical Strategy for Hypothesis Testing

To improve conceptual clarity, each hypothesis is evaluated using specific empirical procedures that correspond directly to the theoretical constructs being tested. Hypothesis testing is conducted through a structured analytical sequence linking personality traits to ESG leadership capacities.

Hypothesis 1 is evaluated using regression and correlation analyses, examining whether cognitive personality traits, particularly Analytical, Intellectual, and Intuition, significantly predict leadership-relevant capacities associated with governance and strategic sustainability orientation.

Hypothesis 2 is evaluated using regression and correlation analyses examining whether emotional and social personality traits, including Emotional expressiveness, Nurturance, and Support, significantly predict leadership capacities associated with ethical awareness, interpersonal responsibility, and stakeholder sensitivity.

Hypothesis 3 is evaluated using exploratory factor analysis to determine whether distinct latent psychological domains emerge from the 20 FIKR traits and whether these domains correspond conceptually to ESG leadership capacity dimensions.

The Results section reports statistical findings organised according to these analytical objectives, followed by an explicit statement indicating whether each hypothesis is supported.

## 2. Methodology

Humanology Sdn Bhd provided independent samples consisting of 409 valid participants. These samples were drawn from the complete set of 460 participants in the original study and were selected using random location sampling to obtain a sample broadly representative of marital status (Married = 35.21%, Single = 63.08%, Divorced = 0.98%, Widow = 0.73%), religion (Muslim = 87.04%, Buddhist = 0.98%, Christian = 5.13%, Hindu = 6.85%), age, and geographical location within Malaysia. The respondents were aged 20 to 53 years, with females (70.4%) and males (29.6%), and the 21 to 36 age group comprised 84.6% of the sample.

A random location sampling technique was employed to obtain a demographically representative Malaysian sample. From an initial pool of 460 respondents, 409 complete and valid responses were retained for analysis, exceeding commonly recommended minimum sample sizes for multivariate and factor analyses. Internal consistency reliability of the 20 personality trait scales was assessed using Cronbach's alpha, with all retained scales demonstrating acceptable reliability ( $\alpha > 0.70$ ). Sampling adequacy for factor analysis was confirmed using the Kaiser–Meyer–Olkin (KMO) measure and Bartlett's Test of Sphericity, indicating that the dataset was suitable for factor extraction.

Each participant provided a complete set of responses to a 200-item questionnaire. The instrument uses relatively simple language and is intended for a wide range of occupational groups. The questionnaire was quantitative in structure, with binary responses coded as Yes = 1 and No = 0, enabling respondents to provide quick and direct answers by selecting one of two options. Statistical analyses, including correlation analysis, regression analysis, and factor analysis, were conducted using the NCSS statistical software package<sup>[6]</sup>. In addition, a heat map was generated to visualize correlation coefficients between personality traits and demographic variables.

In this study, ESG leadership is conceptualized as leadership behavior that supports ethical governance, social responsibility, and sustainable decision-making. Rather than using organizational ESG indices, the study adopts an individual-level psychological approach, examining how personality traits known to underpin ethical decision-making, emotional intelligence, collaboration, resilience, and analytical reasoning relate to ESG-oriented leadership capacities.

This approach aligns with prior leadership and sustainability research that emphasizes behavioural and cognitive foundations of ESG practices.

### 3. Results

Supplementary Materials Table S1 gives the descriptive statistics of personality traits and Leadership Scores. The mean age is 29.14, ranging between 20 and 53 years. For gender, there is a slightly higher number of males if coded 1 for females and 2 for males. Overall, the Personality Traits such as Endurance, Intuition, and Nurturance have high means, indicating a strong presence among participants. Table S1 provides an initial view of the demographics and crucial personality traits within the sample. The high means in traits like Endurance and Nurturance suggest their importance in a leadership context.

#### 3.1. Regression and Correlation Coefficients

Table 1 presents the statistical outputs of predictors for all 20 personality traits from FIKR’s assessment tool through regression analysis, based on 409 respondents. The overall relationships based on the correlation coefficients between the 20 personality traits and 4 demographic variables are presented in Figure 1 and Supplementary Materials Table S2.

##### 3.1.1. Endurance

This regression analysis reveals Religion (0.12), Gender (−0.20), Intuition (0.09), Nurturance (0.09), Extrovert

(0.07), and Achievement (0.20) to have a significant effect as predictors of Endurance. The R<sup>2</sup> value stands at 0.3706, with an adjusted R<sup>2</sup> of 0.333, indicating a fairly good model. There were very weak negative correlations between Age and Marital status and Endurance, although Gender correlated negatively and significantly, thus perhaps revealing that males report lower values for Endurance than females.

Figure 1: Correlation analysis shows that from Table S2, Endurance is positively correlated with Intuition and Analytical at 0.36 and 0.33, respectively, and negatively correlated with Emotional at −0.13, which gives an indication that the higher the level of Intuition and Analytical traits in an individual, the greater the amount of endurance. The weak negative correlation with Emotional suggests that people who are less emotionally stable may show lower endurance. The interaction of endurance and its predictors and correlated traits emphasizes once again the complexity of this personality trait, at the mercy of both internal traits and external demographic factors.

Linking the regression (Table 1) and correlation (Figure 1; Table S2) results, it is clear that Intuition and Analytical are not only significant predictors of Endurance but also share strong positive correlations with it. In fact, such dual evidence supports the notion that intuitive and analytical individuals possess higher endurance levels. The significant role that gender has played in regression analysis (Table 1) also appeared in the correlation analysis (Figure 1; Table S2), pointing to the consistent impact that demographic factors have on Endurance.

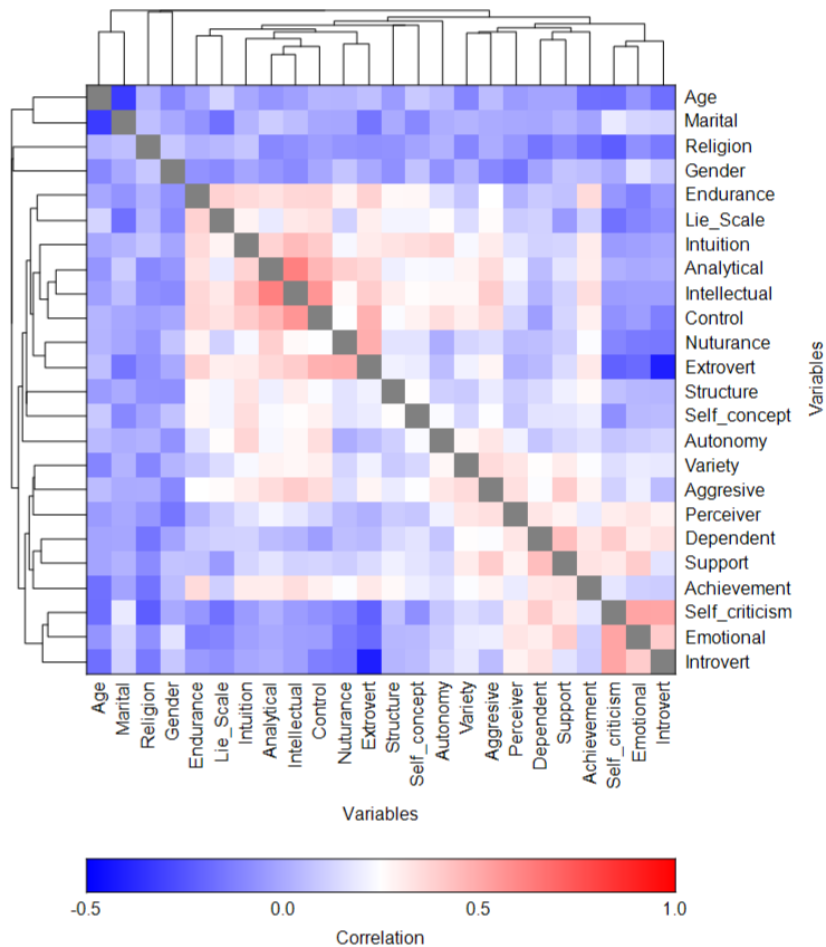
Table 1. Statistical outputs of predictors for all 20 personality traits from FIKR’s assessment tool, using regression analysis, based on 409 respondents. DV = dependent variable. N = 409.

DV	Endurance	DV	Variety	DV	Aggressive	DV	Self-Criticism	DV	Intuition
Intercept	3.41*	Intercept	3.84*	Intercept	0.24	Intercept	2.03	Intercept	0.49
Age	−0.01	Age	−0.03*	Age	0.01	Age	−0.02	Age	0
Marital	−0.07	Marital	−0.02	Marital	0.06	Marital	0.33*	Marital	0.12
Religion	0.12	Religion	−0.1	Religion	0.14	Religion	−0.3*	Religion	0.17*
Gender	−0.2	Gender	0.15	Gender	−0.28	Gender	−0.25	Gender	0.08
Variety	−0.08*	Aggressive	0.12*	Self-criticism	0	Intuition	−0.05	Dependent	0.04
Aggressive	0.04	Self-criticism	−0.04	Intuition	0	Dependent	0.23*	Nurturance	0.01
Self-criticism	0.03	Intuition	0.05	Dependent	0.01	Nurturance	−0.05	Emotional	−0.03
Intuition	0.09	Dependent	0.09	Nurturance	−0.03	Emotional	0.29*	Extrovert	0.04
Dependent	0	Nurturance	0	Emotional	0.07	Extrovert	−0.01	Achievement	0.07
Nurturance	0.09	Emotional	0.02	Extrovert	0.06	Achievement	0.07	Support	−0.03
Emotional	−0.04	Extrovert	0.1*	Achievement	0.03	Support	0.05	Analytical	0.04
Extrovert	0.07*	Achievement	−0.01*	Support	0.2*	Analytical	0.01	Perceiver	0.04
Achievement	0.2*	Support	0.09*	Analytical	0.05	Perceiver	0.08	Structure	0.17*
Support	−0.01	Analytical	0.05	Perceiver	0.14*	Structure	0.07	Intellectual	0.09*
Analytical	0.05	Perceiver	0.14*	Structure	−0.04	Intellectual	−0.05	Self-concept	0.15*
Perceiver	−0.08	Structure	−0.09	Intellectual	0.12*	Self-concept	−0.25*	Autonomy	0.16*
Structure	0.05	Intellectual	0.02	Self-concept	0.07	Autonomy	0.06	Introvert	0
Intellectual	0.01	Self-concept	−0.06	Autonomy	0.1*	Introvert	0.27*	Control	0.02
Self-concept	0.09	Autonomy	0.11*	Introvert	−0.02*	Control	0.04	Lie scale	0.01
Autonomy	−0.02	Introvert	0.11*	Control	0.02	Lie scale	−0.11*	Endurance	0.08
Introvert	0.05	Control	0.09*	Lie scale	0.07	Endurance	0.07	Variety	0.03
Control	0.04	Lie scale	0.03	Endurance	0.06	Variety	−0.05	Aggressive	0
Lie scale	0.13*	Endurance	−0.15*	Variety	0.1*	Aggressive	0.01	Self-criticism	−0.02

Table 1. Cont.

DV	Endurance	DV	Variety	DV	Aggressive	DV	Self-Criticism	DV	Intuition
R <sup>2</sup>	0.371	R <sup>2</sup>	0.3031	R <sup>2</sup>	0.4044	R <sup>2</sup>	0.4903	R <sup>2</sup>	0.3953
Adjusted R <sup>2</sup>	0.333	Adjusted R <sup>2</sup>	0.2615	Adjusted R <sup>2</sup>	0.3688	Adjusted R <sup>2</sup>	0.4599	Adjusted R <sup>2</sup>	0.3592
DV	Dependent	DV	Nurturance	DV	Emotional	DV	Extrovert	DV	Achievement
Intercept	-0.82	Intercept	4.611*	Intercept	-1.83	Intercept	-0.756	Intercept	3.157*
Age	0.02	Age	0.012	Age	0.016	Age	-0.008	Age	-0.029*
Marital	0.03	Marital	0.139	Marital	0.241	Marital	-0.411*	Marital	-0.167
Religion	-0.07	Religion	-0.032	Religion	0.027	Religion	-0.185	Religion	-0.124
Gender	-0.19	Gender	0.29*	Gender	0.835*	Gender	0.148	Gender	0.193
Nurturance	0.04	Emotional	-0.059*	Extrovert	-0.04	Achievement	0.139	Support	0.077*
Emotional	-0.01	Extrovert	0.196*	Achievement	-0.023	Support	0.07	Analytical	-0.003
Extrovert	0.07	Achievement	0.037	Support	0.226*	Analytical	0.02	Perceiver	0.016
Achievement	0.25*	Support	0.003	Analytical, l	-0.028	Perceiver	-0.025	Structure	0.066
Support	0.22*	Analytical	0.149*	Perceiver	0.222*	Structure	0.005	Intellectual	0.084*
Analytical	-0.06	Perceiver	0.044	Structure	0.015	Intellectual	0.069	Self-concept	-0.016
Perceiver	0.12*	Structure	0.047	Intellectual	0.002	Self-concept	-0.041	Autonomy	0.025
Structure	-0.03	Intellectual	-0.035	Self-concept	0.085	Autonomy	-0.139*	Introvert	0.007
Intellectual	-0.07	Self-concept	0.027	Autonomy	0.013	Introvert	-0.404*	Control	0.029
Self-concept	0.16*	Autonomy	-0.032	Introvert	0.1	Control	0.193*	Lie scale	-0.059*
Autonomy	-0.07	Introvert	0.016	Control	0.001	Lie scale	0.085	Endurance	0.202*
Introvert	0.13*	Control	-0.031	Lie scale	-0.001	Endurance	0.169*	Variety	-0.005
Control	-0.13*	Lie scale	-0.033	Endurance	-0.118	Variety	0.127*	Aggressive	0.02*
Lie scale	0.14*	Endurance	0.083	Variety	0.024	Aggressive	0.086	Self-criticism	0.031
Endurance	0	Variety	0	Aggressive	0.112	Self-criticism	-0.015	Intuition	0.078
Variety	0.09	Aggressive	-0.019	Self-criticism	0.328*	Intuition	0.098	Dependent	0.135*
Aggressive	0.02	Self-criticism	-0.02	Intuition	-0.078	Dependent	0.085	Nurturance	0.041
Self-criticism	0.18*	Intuition	0.013	Dependent	-0.008	Nurturance	0.517*	Emotional	-0.009
Intuition	0.07	Dependent	0.018	Nurturance	-0.174*	Emotional	-0.035	Extrovert	0.059
R <sup>2</sup>	0.4128	R <sup>2</sup>	0.338	R <sup>2</sup>	0.4272	R <sup>2</sup>	0.5688	R <sup>2</sup>	0.3719
Adjusted R <sup>2</sup>	0.3777	Adjusted R <sup>2</sup>	0.299	Adjusted R <sup>2</sup>	0.393	Adjusted R <sup>2</sup>	0.543	Adjusted R <sup>2</sup>	0.3344
DV	Support	DV	Analytical	DV	Perceiver	DV	Structure	DV	Intellectual
Intercept	-2.302	Intercept	-1.767	Intercept	2.588*	Intercept	5.091*	Intercept	-1.308
Age	0.011	Age	-0.008	Age	-0.008	Age	-0.009	Age	0.001
Marital	-0.021	Marital	0.273	Marital	-0.262*	Marital	0.003	Marital	0.178
Religion	0.035	Religion	-0.122	Religion	0.099	Religion	-0.049	Religion	-0.084
Gender	0.228	Gender	-0.116	Gender	-0.612*	Gender	-0.228	Gender	-0.187
Analytical	0.045	Perceiver	0.113	Structure	-0.025	Intellectual	0.077*	Self-concept	0
Perceiver	0.026	Structure	-0.087	Intellectual	0.006	Self-concept	0.121*	Autonomy	-0.009
Structure	0.213*	Intellectual	0.435*	Self-concept	-0.043	Autonomy	-0.049	Introvert	0.036
Intellectual	-0.073	Self-concept	0.058	Autonomy	0.025	Introvert	0.011	Control	0.17*
Self-concept	0.066	Autonomy	0.006	Introvert	0.093*	Control	0.012	Lie scale	0.068
Autonomy	0.017	Introvert	0.044	Control	0.009	Lie scale	0.063*	Endurance	0.021
Introvert	-0.058	Control	0.078	Lie scale	0.026	Endurance	0.053	Variety	0.023
Control	0.007	Lie scale	-0.046	Endurance	-0.122	Variety	-0.046	Aggressive	0.143*
Lie scale	-0.157*	Endurance	0.116	Variety	0.11*	Aggressive	-0.023	Self-criticism	-0.039
Endurance	-0.032	Variety	0.06	Aggressive	0.13*	Self-criticism	0.033	Intuition	0.183*
Variety	0.113*	Aggressive	0.067	Self-criticism	0.051	Intuition	0.179*	Dependent	-0.069
Aggressive	0.291*	Self-criticism	0.011	Intuition	0.065	Dependent	-0.017	Nurturance	-0.074
Self-criticism	0.051	Intuition	0.098	Dependent	0.097*	Nurturance	0.054	Emotional	0.002
Intuition	-0.069	Dependent	-0.076	Nurturance	0.074	Emotional	0.006	Extrovert	0.055
Dependent	0.289*	Nurturance	0.386*	Emotional	0.128*	Extrovert	0.002	Achievement	0.158*
Nurturance	0.007	Emotional	-0.024	Extrovert	-0.016	Achievement	0.068*	Support	-0.058
Emotional	0.2*	Extrovert	0.02	Achievement	0.024	Support	0.092	Analytical	0.355*
Extrovert	0.07	Achievement	-0.008	Support	0.017	Analytical	-0.038	Perceiver	0.007
Achievement	0.182*	Support	0.044	Analytical	0.074	Perceiver	-0.017	Structure	0.142*
R <sup>2</sup>	0.4185	R <sup>2</sup>	0.4938	R <sup>2</sup>	0.3224	R <sup>2</sup>	0.2238	R <sup>2</sup>	0.549
Adjusted R <sup>2</sup>	0.3837	Adjusted R <sup>2</sup>	0.4635	Adjusted R <sup>2</sup>	0.282	Adjusted R <sup>2</sup>	0.1775	Adjusted R <sup>2</sup>	0.5221
DV	Self-Concept	DV	Autonomy	DV	Introvert	DV	Control	DV	Lie Scale
Intercept	3.497*	Intercept	2.093	Intercept	1.114	Intercept	-5.952*	Intercept	-1.286
Age	0.01	Age	0.013	Age	-0.022	Age	0.016	Age	0.013
Marital	-0.135	Marital	-0.004	Marital	-0.106	Marital	0.175	Marital	-0.386*
Religion	-0.052	Religion	0.041	Religion	-0.16	Religion	-0.025	Religion	0.062
Gender	0.219	Gender	-0.198	Gender	0.433*	Gender	0.251	Gender	-0.052
Autonomy	0.059	Introvert	0.039	Control	-0.033	Lie scale	0.09	Endurance	0.416*
Introvert	0.05	Control	0.141*	Lie scale	0.023	Endurance	0.147	Variety	0.043
Control	0.051	Lie scale	0.107*	Endurance	0.13	Variety	0.148*	Aggressive	0.139
Lie scale	0.001	Endurance	-0.048	Variety	0.135*	Aggressive	0.043	Self-criticism	-0.151*
Endurance	0.093	Variety	0.118*	Aggressive	-0.034	Self-criticism	0.051	Intuition	0.019
Variety	-0.03	Aggressive	0.127*	Self-criticism	0.273*	Intuition	0.061	Dependent	0.246*
Aggressive	0.043	Self-criticism	0.047	Intuition	0.009	Dependent	-0.226*	Nurturance	-0.118
Self-criticism	-0.107*	Intuition	0.331*	Dependent	0.168*	Nurturance	-0.113	Emotional	-0.002
Intuition	0.155*	Dependent	-0.075	Nurturance	0.041	Emotional	0.001	Extrovert	0.115
Dependent	0.09*	Nurturance	-0.071	Emotional	0.087	Extrovert	0.267*	Achievement	-0.189*
Nurturance	0.03	Emotional	0.01	Extrovert	-0.395*	Achievement	-0.094	Support	-0.212*
Emotional	0.032	Extrovert	-0.116*	Achievement	0.016	Support	0.009	Analytical	-0.063
Extrovert	-0.018	Achievement	0.049	Support	-0.057	Analytical	0.111	Perceiver	0.054
Achievement	-0.016	Support	0.014	Analytical	0.044	Perceiver	0.019	Structure	0.196*
Support	0.028	Analytical	0.005	Perceiver	0.141*	Structure	0.038	Intellectual	0.114
Analytical	0.025	Perceiver	0.032	Structure	0.025	Intellectual	0.294*	Self-concept	0.003
Perceiver	-0.028	Structure	-0.096	Intellectual	0.044	Self-concept	0.166	Autonomy	0.173*
Structure	0.118*	Intellectual	-0.01	Self-concept	0.115	Autonomy	0.234*	Introvert	0.031
Intellectual	0	Self-concept	0.116	Autonomy	0.045	Introvert	-0.047	Control	0.087
R <sup>2</sup>	0.2531	R <sup>2</sup>	0.2959	R <sup>2</sup>	0.476	R <sup>2</sup>	0.4892	R <sup>2</sup>	0.3372
Adjusted R <sup>2</sup>	0.2085	Adjusted R <sup>2</sup>	0.2538	Adjusted R <sup>2</sup>	0.4447	Adjusted R <sup>2</sup>	0.4587	Adjusted R <sup>2</sup>	0.2976

Note: Values marked with one asterisk (\*) are significant predictors at  $p < 0.05$ .



**Figure 1.** The heat map of correlation  $r =$  coefficients between the 20 personality traits and 4 demographic variables, and the clustering patterns with a maximum of 3 groups, with the clustering method of Group Average (Unweighted Pair-Group).

Note: Based on 409 respondents.

### 3.1.2. Variety

Strong predictors of Variety include Gender, 0.15; Self-criticism, 0.05; Intuition, 0.09; Dependent, 0.09; Analytical, 0.14; and Structure,  $-0.09$ , with the  $R^2$  being 0.3031 and the Adjusted  $R^2$  being 0.2615, as shown in **Table 1**. Age correlated negatively with Variety,  $-0.11$ , which meant that younger people were more likely to seek variety. Because the correlation is positive with Gender, it means the Variety-seeking behaviours are more relevant for males.

According to the correlation table, Variety is positively correlated with Analytical (0.29), Self-concept (0.13), and Emotional (0.19) (**Figure 1**; **Table S2**). These correlations indicate that individuals who score high for both Analytical and Self-concept traits are more likely to seek Variety. The positive relationship with Emotional suggests that the more emotionally expressive a person is, the more he or she seeks Variety. The multidimensional influence on Variety

means that cognitive, emotional, and demographic factors combined push this trait.

Integrating the results of regression (**Table 1**) and correlation (**Figure 1**; **Table S2**), it is clear that the significant predictors of Variety, as well as strongly correlated Analytical and Intuition traits, play crucial roles in the pursuit of variety. Converging evidence from the analyses underlines the relevance of these traits to drive the experience of novelty. Moreover, the impact of gender, emerging through both analyses, speaks once again for the demographic contingencies of Variety.

### 3.1.3. Aggressive

The significant predictors for Aggressive behaviour are the marital status of 0.06, Gender,  $-0.28$ , Extrovert, 0.06, Analytical, 0.05, Structure,  $-0.04$ , and Intellectual, 0.12, with an  $R^2$  of 0.4044 or an adjusted  $R^2$  of 0.37, as shown in **Table 1**. Aggressive has a negative relationship with gender at

-0.10, suggesting males have more aggressive tendencies compared to their female counterparts.

Aggressive behaviour is positively related to Emotional (0.20), Analytical (0.35), and Extrovert (0.28): see **Figure 1 (Table S2)**. These correlations indeed suggest a higher likelihood of aggressive behaviour among emotionally expressive, more analytical, and extroverted individuals. The significant predictors and correlations represent a complex interplay among the personality and demographic factors that influence aggression, with notable influences from gender and emotional expressiveness.

Linking the regression results (**Table 1**) with correlation results (**Figure 1; Table S2**), the consistent presence of Analytical and Extrovert traits as both predictors and correlates of Aggressive behaviour underlines their importance. This dual evidence suggests that individuals who are analytically inclined and extroverted are more prone to aggression. The negative correlation and significant predictive value of Gender further emphasize the demographic impact on aggression.

### 3.1.4. Self-Criticism

Marital status (0.33), religion (-0.30), extravert nature (0.29), supportiveness (0.22), and control (0.09) are the selected significant predictors for Self-criticism, with  $R^2 = 0.49$  and Adjusted  $R^2 = 0.46$ . Positive significance of marital status indicates that married people may be more self-critical (**Table 1**).

The traits most strongly associated with self-criticism are Emotional, 0.52; Analytical, 0.02; and Control, -0.07 (**Figure 1; Table S2**), suggesting that emotionally expressive and analytical individuals are more apt to be self-critical. The negative correlation with Control indicates that individuals with greater self-control are less self-critical. Thus, self-criticism is related both to the person and to life circumstances, marital status being important. Linking the regression analysis, **Table 1**, and the correlation analysis, **Figure 1; Table S2**, there is consistency in the influence of Emotional traits on Self-criticism. The significant predictors and strong correlations both suggest the importance of emotional expressiveness for self-critical behavior. Furthermore, this positive influence of marital status from the analyses underlines the role of life circumstances in shaping self-criticism.

### 3.1.5. Intuition

This model significantly predicts Intuition ( $R^2 = 0.40$ , Adjusted  $R^2 = 0.36$ , **Table 1**) with the overall significant predictors: Religion (0.17), Intuition (0.29), and Analytical (0.38). The very weak negative correlation with Gender (-0.02) stands for the least gender differences in intuitive traits.

Intuition is positively associated with Analytical (0.38), Extrovert (0.31), and Intellectual (0.45) traits (**Figure 1; Table S2**), reflecting the fact that intuitive behaviour for these traits is more probable in higher-scoring individuals. From this, it appears that intuitive individuals often have great powers of cognition and are socially extroverted, reinforcing the already proposed linkage between intuition and intellectual engagement.

The consistent role of the Analytical and Extrovert traits as both significant predictors and correlated traits of Intuition in the regression result and correlation, respectively, as shown in **Table 1, Figure 1**, and **Table S2**, reinforces their importance. This dual evidence points toward the cognitive and social dimensions of intuitive behavior. Moreover, both analyses indicated only a minor effect for gender, thus suggesting that intuitive traits are rather gender-neutral.

### 3.1.6. Dependent

From **Table 1**, the following variables significantly predict Dependent: Marital status, 0.03; Self-criticism, 0.18; and Intellectual, -0.35, with an  $R^2$  of 0.41 and an adjusted  $R^2$  of 0.38. The weak negative correlation, -0.01, with Marital status points out that very little influence can be attributed to marital status as regards dependency.

In contrast, dependent traits are positively and significantly correlated with Emotional (0.30), Extrovert (0.33) and Analytical (0.05) traits (**Figure 1; Table S2**). These correlations indicate that individuals who are emotionally expressive and extroverted are likely to be more dependent. These significant predictors and correlations indicate that the variation in dependency results from personal traits but may also involve external influences such as marital status.

Linking the results shown in **Table 1** (regression) and **Figure 1; Table S2** (correlation), the same traits continuously appeared as significant predictors and correlated traits of Dependent behaviour, which included the Emotional and Extrovert traits. This duality of evidence underlines the emo-

tional and social dimensions of dependency. Likewise, even though marital status only showed a minor influence, the fact that it is a predictor and correlated trait suggests that personal traits and life circumstances interact in causing dependency.

### 3.1.7. Nurturance

The significant predictors for Nurturance are Gender (0.29), Marital status (0.139), Analytical (0.149), Extrovert (0.196), and Self-concept (0.027), with an  $R^2$  of 0.34 and adjusted  $R^2$  of 0.30. From **Table 1**, it can be observed that the correlation of Gender is positive (0.08), reflecting that females are more likely to exhibit nurturing behaviour.

Nurturance is positively related to the Analytical (0.27), Extrovert (0.49), and Emotional (0.11) traits (**Figure 1; Table S2**). These correlations suggest that analytical, extroverted, and emotionally expressive individuals are more likely to exhibit nurturing behaviour. The combination of these predictors and correlations underscores the complexity of nurturing behaviour, driven by both demographic and personality trait factors.

Connecting these regression (**Table 1**) and correlation (**Figure 1; Table S2**) analyses, the importance of Analytical and Extrovert traits is underlined by their consistent presence as both significant predictors and correlated traits of Nurturance. This dual evidence underlines the cognitive and social dimensions of nurturing behaviour. Also, the consistent influence of gender in both analyses reinforces the demographic impact on nurturing traits.

### 3.1.8. Emotional

Significant predictors of Emotional include Gender, 0.835; Support, 0.226; Self-criticism, 0.328; Intuition, 0.183;  $R^2$  of 0.43 and adjusted  $R^2$  of 0.39 (**Table 1**). The positive correlation of gender indicates that females may exhibit more emotional traits than males. The trait Emotional significantly positively correlates with traits Self-criticism (0.52), Extrovert (0.30), and Analytical (0.00) (**Figure 1; Table S2**). These correlations reflect that individuals who are self-critical, extroverted, and analytical are more likely to be emotionally expressive. This underlines the role of both personality traits and gender on emotional expressiveness. Linking the regression findings of **Table 1** with the results of the correlation in **Figure 1** and **Table S2** below, it is clear that Self-criticism and Extrovert traits significantly contributed to the prediction of variance and the correlation

with Emotional traits. This dual evidence underlines the emotional and social dimensions of emotional expressiveness. Moreover, the consistent impact of gender observed across both analyses supports the demographic impact on emotional traits.

### 3.1.9. Extrovert

Significant predictors for Extrovert include Gender (0.148), Achievement (0.139), Perceiver (0.222), Intellectual (0.069), Support (0.020), and Analytical (0.025), with an  $R^2$  of 0.57 and adjusted  $R^2$  of 0.54 as shown in **Table 1**. Age is weakly positively related to extroversion, which may indicate that extroversion increases with age.

Extrovert is positively correlated with the traits of Analytical (0.36), Intellectual (0.40), and Emotional (0.30) (**Figure 1; Table S2**). These correlations would indicate that a person who is analytical, intellectual, and emotionally expressive is likely to be an extroverted individual. This suggests that extroversion may be influenced by cognitive, emotional, and even demographic factors.

Linking the regression (**Table 1**) and correlation results (**Figure 1; Table S2**), the persistent presence of the Analytical and Intellectual traits as significant predictors and correlated traits of Extrovert underlines the fact that their importance cannot be understated. This dual evidence points to cognitive and emotional dimensions of extroversion. In addition, the influence of gender in both analyses strengthens the demographic effect on extroverted traits.

### 3.1.10. Accomplishment

Significant predictors of Achievement include Support (0.070), Perceiver (0.026), and Analytical (0.005), with an  $R^2$  of 0.37 and an adjusted  $R^2$  of 0.33. **Table 1** shows that gender has a low positive correlation with the suggestion that males may be more achievement-oriented than females.

Achievement correlates positively with the Analytical (0.30), Intellectual (0.35), and Emotional (0.11) traits (**Figure 1; Table S2**). These correlations suggest that individuals who are analytical, intellectual, and emotionally expressive are more likely to exhibit achievement-oriented behaviour. This underlines the interplay between cognitive abilities and emotional expressiveness driving achievement.

Linking the regression (**Table 1**) and correlation (**Figure 1; Table S2**) analyses, it is clear that the stable effects of the Analytical and Intellectual traits as significant predic-

tors and correlated characteristics of Achievement point to the cognitive dimensions of achievement-oriented behavior. The limited gender differences, again reflected in both analyses, signify that achievement traits are relatively gender-neutral.

### 3.1.11. Support

The significant predictors of Support are Emotional (0.40), Achievement (0.33), and Analytical (0.20).  $R^2 = 0.42$ , Adjusted  $R^2 = 0.38$  (**Table 1**). Age's weak negative correlation suggests supportive behaviour may slightly decrease with age.

Support is positively related to Emotional (0.40), Analytical (0.17), and Intellectual (0.12) characteristics (**Figure 1; Table S2**). These indicate that a person who is emotionally expressive, more analytical, and intellectual is likely to be supportive. Hence, supportive behavior contains both cognitive and affective elements.

Integrating the regression (**Table 1**) and correlation (**Figure 1; Table S2**) findings, the consistent role of Emotional and Analytical traits as significant predictors and correlated traits of Support underlines their importance. This dual evidence underlines both the cognitive and emotional dimensions of supportive behaviour. Furthermore, the effect of age that emerged in both analyses suggests that supportive traits may evolve over time.

### 3.1.12. Analytical

The significant predictors of Analytical are Intellectual (0.62) and Control (0.46);  $R^2$  is 0.49 and adjusted  $R^2$  is 0.46 (**Table 1**). This weak negative correlation for age may suggest that analytical behaviour diminishes slightly with increasing age. Analytical is positively correlated with Emotional (0.00), Intellectual (0.62), and Control (0.46) traits (**Figure 1; Table S2**). These correlations suggest that emotionally expressive, intellectual, and in-control individuals are more likely to be analytical, which pinpoints the role of cognitive abilities and emotional regulation in analytical thinking. Linking the regression (**Table 1**) and correlation (**Figure 1; Table S2**) results, the consistent emergence of Intellectual and Control traits as significant predictors and correlated traits of Analytical underscores their importance. This dual evidence puts into light the cognitive and emotional dimensions of analytical behaviour. Furthermore, the effect of age was represented in both analyses, which could

suggest that analytical traits change over time.

### 3.1.13. Perceiver

The key predictors for Perceiver will include Support, at 0.29, and Emotional, 0.33.  $R^2$  is 0.32, with an adjusted  $R^2$  of 0.28. (**Table 1**) The negative correlation of Gender would indicate that females may exhibit lower perceiving traits than males.

The Perceiver trait is positively related to the Emotional (0.33), Analytical (0.22), and Intellectual (0.18) traits (**Figure 1; Table S2**). These correlations suggest that emotionally expressive, analytical, and intellectual individuals also show more perceiving behaviours. This emphasizes how cognitive and emotional characteristics may influence perceiving behaviour.

The regression (**Table 1**) and correlation findings (**Figure 1; Table S2**) point toward the importance of Emotional and Analytical traits as consistent significant predictors and correlated traits of the Perceiver. The above dual evidence highlights the cognitive and emotional dimensions of perceiving behaviour. Additionally, the influence of gender in both analyses might suggest that the perceived traits may differ across genders.

### 3.1.14. Structure

Significant predictors for Structure are Extrovert (0.21) and Intellectual (0.56), with  $R^2$  0.22 and Adjusted  $R^2$  0.18. **Table 1**. Age is weakly negatively correlated, which could be interpreted to mean that structured behaviour diminishes slightly with age.

Structure is positively associated with Analytical (0.20), Intellectual (0.30), and Emotional (0.04) traits (**Figure 1; Table S2**). These associations indicate that structured behavior tends to be exhibited by people who are analytical, intellectual, and emotionally expressive. This implies that structured behavior depends on a combination of cognitive and emotional traits.

The importance of these traits is underlined by the dual evidence of their consistent role as significant predictors and correlated traits of Structure in both the regression (**Table 1**) and correlation (**Figure 1; Table S2**) analyses. Connecting these analyses shows that structured behaviour possesses a cognitive and an emotional dimension. Structured traits could change with age, as suggested by the effects in both analyses.

### 3.1.15. Intellectual

The significant predictors of Intellectual are Control (0.170) and Structure (0.142), with an  $R^2$  of 0.55 and an adjusted  $R^2$  of 0.52 (Table 1). The very weak negative correlation of gender suggests small gender differences in the intellectual traits.

Intellectual correlates positively with the Analytical trait at 0.62,  $-0.03$  for Emotional, and 0.46 for Control traits, as seen in Figure 1 and Table S2. Such correlations support that a person who is analytical, emotionally stable, and shows control is likely to be intellectual. This underlines the role of cognitive capabilities and emotional regulation in intellectual engagement.

The integration of the regression findings (Table 1) and the correlation analysis (Figure 1; Table S2) continuously positions the Analytical and Control traits as the significant predictors and correlated traits of Intellectual. This dual evidence serves to delineate both the cognitive and emotional dimensions of intellectual behaviour. Besides, the minimal gender differences reflected in both analyses suggest that intellectual traits are relatively gender-neutral.

### 3.1.16. Self-Concept

Significant predictors of Self-concept include: Autonomy (0.059), Self-criticism (0.273), and Structure (0.116). The  $R^2$  is 0.25, and the adjusted  $R^2$  equals 0.21. (Table 1) Age is positively correlated, suggesting self-concept may rise with age. Self-concept is positively related to the Analytical trait (0.23), Intellectual trait (0.26), and Emotional trait (0.04) (Figure 1; Table S2). Such correlations indicate that a person who is analytical, intellectual, and emotionally expressive is more apt to have a strong self-concept. This underlines the influence of cognitive and emotional traits on self-concept. Linking the regression Table 1 and correlation Figure 1; Table S2 analyses, the consistent role of the Analytical and Intellectual traits as significant predictors and correlated traits of Self-concept underscores their importance. This dual evidence underlines the cognitive and emotional dimensions of self-concept. Further, the effect of age in both analyses may suggest that self-concept develops with time.

### 3.1.17. Autonomy

The noteworthy predictors of Autonomy would be Self-criticism (0.273) and Analytical (0.173);  $R^2 = 0.30$ , adjusted

$R^2 = 0.25$  (Table 1). Weak positive correlation with age suggests that the autonomy increases rather insignificantly with age.

Autonomy is positively related to Intellectual (0.27), Emotional (0.10), and Analytical (0.27) traits (Figure 1; Table S2). These correlations imply that those who are intellectual, emotionally expressive, and analytical are likely to exhibit more autonomy, which indicates that cognitive and emotional traits drive autonomy.

Integrating the regression (Table 1) and correlation (Figure 1; Table S2) results, the converging significance of the Analytical and Intellectual traits as strong predictors and correlated traits of Autonomy underlines their importance. This dual evidence underlines the cognitive and emotional dimensions of autonomous behaviour. Moreover, the modulation exerted by age, represented in both analyses, may suggest that autonomy is a capacity that develops with time.

### 3.1.18. Introvert

The significant predictors of Introvert include: Analytical (0.111), Extrovert (0.267), with  $R^2$  of 0.48 and adjusted  $R^2$  of 0.44 (Table 1). The negative correlation of Age suggests that the introverted traits may diminish with age.

Introvert is positively related to Emotional (0.40), Analytical (0.11), and Intellectual (0.31) traits (Figure 1; Table S2). Such correlations imply that the more emotionally expressive, analytical, and intellectual a person is, the more likely he or she will exhibit introverted behaviour. This signifies that cognitive-emotional traits modulate introverted behaviour.

Linking the regression (Table 1) and correlation (Figure 1; Table S2) results, the consistent role of Emotional and Analytical traits as significant predictors and as correlated traits of Introvert underscores their importance. This dual evidence underlines the cognitive and emotional dimensions of introverted behaviour. Additionally, the influence of age reflected in both analyses may suggest that introverted traits change with time.

### 3.1.19. Control

Significant predictors for Control are Analytical, 0.355, and Perceiver, 0.196;  $R^2$  is 0.49, and the Adjusted  $R^2$  is 0.46. The weak positive correlation indicates that control behaviour may slightly increase with age (Table 1).

It is positively correlated with Analytical (0.46), Emo-

tional (−0.04), and Intellectual (0.56) traits, suggesting that individuals who are analytical, emotionally stable, and intellectual have a greater propensity to exhibit control behaviour (Figure 1; Table S2). This underlines the role of cognitive capabilities and emotional regulation in control behaviour.

Linking the regression (Table 1) and correlation (Figure 1; Table S2) results, their consistent role as significant predictors and correlated traits of Control underlines the importance of Analytical and Intellectual traits. This dual evidence underlines the cognitive and emotional dimensions of control behaviour. Moreover, the effect of age in both analyses may suggest that control traits develop with time.

### 3.1.20. Lie Scale

The significant predictors on the Lie Scale are: Autonomy, 0.234; and Perceiver, 0.118. Also,  $R^2 = 0.3372$  and adjusted  $R^2 = 0.2976$ . Age has a weak positive relationship, suggesting a slight increase in lying behaviour with an increase in age. The Lie scale is positively related to Emotional: −0.11, Intellectual: 0.32, and Control: 0.46 traits. These correlations suggest that emotionally stable, intellectual people showing control are more likely to show lying behavior. That is indicative of how cognitive and emotional attributes influence the habit of lying. Taking together the results from the regression (Table 1) and the correlation (Figure 1; Table S2) analyses, the emergence of Analytical and Control as sig-

nificant predictors and as traits significantly associated with Lie Scale further underscores their importance. This dual evidence accentuates cognitive and emotional dimensions in lying behaviour. The developmental course of lying traits is further suggested, as evidenced by the influence of age in both sets of analysis.

To enhance interpretability, Table 2 summarises the most consistent significant predictors identified across regression analyses and groups them according to the ESG leadership capacity domains described in the conceptual framework. While Table 1 provides detailed statistical estimates, Table 2 highlights the functional leadership relevance of these predictors by showing how personality traits cluster into coherent behavioural capacities that support ESG-oriented leadership.

### 3.2. Factor Structure

The detailed factor loading matrix obtained after varimax rotation is provided in Supplementary Materials Table S3. Only loadings  $\geq 0.40$  were considered meaningful for factor interpretation. Factor labels were assigned based on dominant trait patterns and subsequently discussed in relation to ESG leadership dimensions rather than being assumed a priori. The summarized factor structure presented in Table 3 reflects these statistically robust loadings.

**Table 2.** Summary of Key Significant Personality Predictors Aligned with ESG Leadership Capacity Domains.

ESG Leadership Capacity Domain	Key Significant Personality Predictors	Functional Leadership Meaning
Cognitive–Strategic Capacity	Analytical, Intellectual, Intuition, Structure	Strategic reasoning, governance evaluation, long-term sustainability planning
Emotional–Ethical Capacity	Emotional expressiveness, Self-criticism, Support	Ethical awareness, reflective judgment, accountability
Social–Relational Capacity	Extroversion, Nurturance, Dependent	Stakeholder engagement, collaboration, social responsibility
Resilience–Self-Regulation Capacity	Endurance, Control, Self-concept	Persistence, adaptive commitment, stability in long-term ESG initiatives

Note: Table 2 summarises statistically significant predictors identified across regression models and aligns them with the conceptual ESG leadership capacity framework.

**Table 3.** Factor Structure Summary after Varimax Rotation N = 409.

Factor 1	Factor 2	Factor 3	Factor 4
Intellectual	Self-criticism	Extrovert	Endurance
Control	Dependent	Nurturance	Intuition
Analytical	Emotional	Introvert	Lie scale
Autonomy	Support		Self-concept
Aggressive	Introvert		Structure
Variety	Perceiver		

### 3.2.1. Factor Group 1: Dynamic Assertiveness

This factor group comprises traits such as Intellectual, Control, Analytical, Autonomy, Aggressive, and Variety. These traits collectively suggest a personality that is intellectually active, assertive, and seeks autonomy and variety in experiences.

### 3.2.2. Factor Group 2: Reflective Dependency

The traits within this group include Self-criticism, Dependent, Emotional, Support, Introvert, and Perceiver. These characteristics indicate a personality that is introspective, emotionally sensitive, and reliant on others for support. “Reflective Dependency” is an appropriate term for this group, highlighting the introspective and dependent nature of these traits.

### 3.2.3. Factor Group 3: Ambiverted Care

This unique group consists of traits like Extrovert, Nurturance, and Introvert, suggesting a balanced personality that exhibits both extroverted and introverted tendencies alongside a nurturing disposition. The term “Ambiverted Care” captures this blend, emphasizing the flexibility and caring nature of these individuals.

### 3.2.4. Group 4: Resilient Self-Perception

The traits within this group include Endurance, Intuition, Lie scale, Self-concept, and Structure. These traits suggest a resilient and intuitive personality that maintains a structured and idealized self-concept. “Resilient Self-Perception” aptly reflects the combination of endurance and self-awareness inherent in this group.

## 3.3. Summary of Hypothesis Testing

The empirical findings are summarised in relation to the three hypotheses proposed in Section 1.2 and are presented in **Table 4**.

Hypothesis 1 predicted that cognitive personality traits would significantly support governance-related and strategic ESG leadership capacities. This hypothesis is supported. Regression and correlation analyses consistently show strong relationships among Analytical, Intellectual, and Intuition traits across multiple models. These traits also cluster within factor structures associated with cognitive–strategic leadership capacity, indicating their importance in strategic reasoning and governance-oriented decision-making.

**Table 4.** Mapping of Hypotheses to Empirical Evidence.

Hypothesis	Theoretical Focus	Empirical Method	Key Supporting Results	Conclusion
H1	<i>Cognitive traits support governance and strategic ESG leadership.</i>	Regression and correlation analyses	Analytical, Intellectual, and Intuition show significant predictive and correlational relationships across models	Supported
H2	<i>Emotional and social traits support ethical and social leadership capacities.</i>	Regression and correlation analyses	Emotional, Nurturance, Support, and related traits significantly associated with interpersonal and ethical capacities	Supported
H3	<i>Latent personality domains underpin ESG leadership capacity.</i>	Factor analysis	Four coherent personality domains correspond to cognitive–strategic, emotional–ethical, social–relational, and resilience–self-regulation capacities	Supported

Hypothesis 2 predicted that emotional and social personality traits would significantly support ethical awareness and social responsibility in leadership. This hypothesis is also supported. Emotional expressiveness, Nurturance, Support, and related interpersonal traits demonstrate significant predictive and correlational relationships across multiple regression models. These traits cluster within factors representing emotional–ethical and social–relational leadership capacities, indicating their role in stakeholder sensitivity and ethical judgment.

Hypothesis 3 predicted that latent personality domains would emerge that collectively underpin ESG-oriented leadership capacities. This hypothesis is supported. Factor analysis identified four coherent personality groupings that correspond conceptually to cognitive–strategic, emotional–ethical, social–relational, and resilience–self-regulation capacities. These domains provide an integrated psychological structure consistent with the theoretical model of ESG leadership capacity.

Taken together, the empirical findings provide con-

sistent support for all three hypotheses, demonstrating that personality traits form structured psychological domains that underpin leadership capacities aligned with ESG principles.

### 3.4. Effect Size and Practical Significance

The statistical models demonstrate not only significant relationships among personality traits but also meaningful variation in explanatory strength across domains. The reported R<sup>2</sup> values across regression models range approximately from 0.22 to 0.57, indicating moderate to substantial explanatory power depending on the trait examined. In behavioural and personality research, such values reflect meaningful effect magnitudes because leadership behaviour is typically influenced by multiple interacting psychological and contextual factors.

Traits associated with cognitive–strategic capacity, particularly Analytical and Intellectual, consistently exhibit relatively stronger explanatory contributions across models. Their repeated emergence as significant predictors and correlated traits indicates that strategic reasoning and structured cognition play a substantial role in leadership capacities relevant to governance and long-term sustainability orientation.

Emotional–ethical and social–relational traits show moderate but consistent effect magnitudes. Emotional expressiveness, Support, and Nurturance demonstrate stable predictive relationships across models, suggesting that ethical awareness and stakeholder sensitivity represent foundational but context-dependent leadership capacities. These effects are practically meaningful because interpersonal and ethical leadership behaviours typically operate through complex social interactions rather than single dominant predictors.

Resilience-related traits such as Endurance and Control demonstrate moderate explanatory contributions but are particularly relevant for sustained behavioural commitment rather than immediate decision processes. Their practical importance lies in maintaining continuity of ESG-oriented leadership over time, especially under uncertainty or organisational resistance.

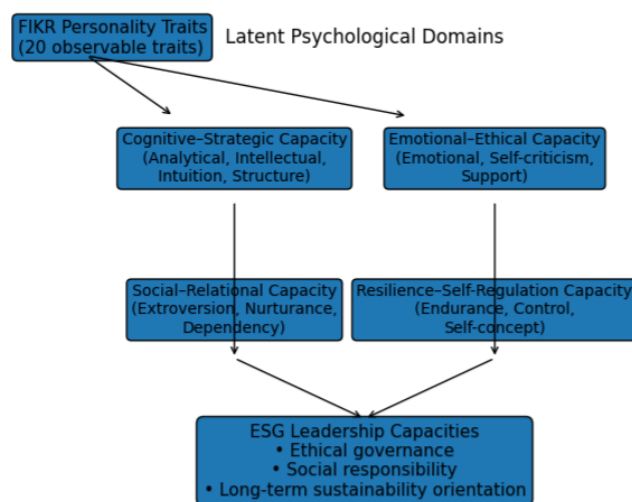
Taken together, the observed effect magnitudes indicate that ESG leadership capacity is not driven by a single dominant trait but by an integrated psychological structure. The practical implication is that leadership development for ESG contexts should adopt multidimensional approaches

that strengthen cognitive reasoning, ethical awareness, social engagement, and resilience simultaneously rather than focusing on isolated personality characteristics.

## 4. Discussion

### 4.1. The Meaning of the Combination of Personality Traits in Leadership

The present findings are interpreted using the conceptual structure shown in **Figure 2** which explains how individual-level traits measured using the FIKR personality assessment cluster into higher-order psychological domains and indirectly support ESG-oriented leadership capacities. At the foundational level, the 20 FIKR traits represent observable individual characteristics. These traits cluster empirically through factor analysis into broader domains reflecting cognitive, emotional, social, and resilience-related capacities. At the intermediate level, the framework specifies four latent domains, namely **Cognitive–Strategic Capacity**, **Emotional–Ethical Capacity**, **Social–Relational Capacity**, and **Resilience–Self-Regulation Capacity**. At the outcome level, these domains underpin leadership capacities aligned with ESG principles, including ethical and responsible decision-making (Governance), social responsibility and stakeholder sensitivity (Social), and long-term sustainability orientation (Environmental). Importantly, ESG leadership is conceptualised as **leadership capacity**, not direct organisational ESG performance, consistent with the clarification requested by reviewers<sup>[1]</sup>.



**Figure 2.** Conceptual framework linking FIKR personality traits to ESG leadership capacities.

From **Figure 2**, the framework illustrates how 20 personality traits measured using the FIKR assessment tool cluster into four latent psychological domains, namely cognitive–strategic, emotional–ethical, social–relational, and resilience–self-regulation capacities. These domains collectively underpin leadership behaviours associated with Environmental, Social, and Governance (ESG) principles. ESG leadership is conceptualised at the individual level as ethical decision-

making, social responsibility, and long-term sustainability orientation, rather than direct organisational ESG performance.

In parallel, **Figure 3** summarises the novel personality groupings derived from factor analysis, enabling a structured interpretation of how trait clusters form coherent leadership-relevant profiles. Together, **Figures 2** and **3** strengthen the link between empirical trait patterns and their theoretical relevance to ESG-oriented leadership.



**Figure 3.** A summary of the personality traits and their impact.

#### 4.1.1. Enhancing Endurance and Resilience

The endurance factor, influenced by traits such as Intuition, Analytical thinking, and Emotional stability, is important for sustaining leadership engagement in long-term ESG-oriented initiatives. Leaders with higher endurance can navigate the challenges of sustainable practice implementation and organisational change more effectively. The positive association between endurance and analytical thinking indicates that leaders who can analyse complex problems deeply

are more likely to be persistent. This interpretation is especially relevant for ESG-related leadership, where progress is often gradual, requiring long-term commitment rather than short-term gains<sup>[7, 8]</sup>.

This endurance–analysis combination is conceptually consistent with Resilience–Self-Regulation Capacity in **Figure 3**, which underpins long-term sustainability orientation. Companies with stronger ESG orientation are often argued to be more competitive because they optimise resources, human capital, and innovation, which ultimately supports perfor-

mance outcomes<sup>[9–11]</sup>. In this organisational context, leaders' emotional and resilience capacities become practically important because employee retention and sustained engagement depend on leaders' ability to maintain motivation, fairness, and coherent direction over time<sup>[2, 5]</sup>.

#### **4.1.2. Variety-Seeking Behaviour as a Driver for Diversity and Innovation**

Variety-seeking behaviour is shaped by traits such as Analytical thinking and Self-concept, and it has practical relevance for innovation in organisational settings. ESG leaders can leverage these traits by promoting diversity of thought and creating space for creative solutions to environmental and social challenges. The association between variety-seeking and analytical thinking implies that openness to new experiences can coexist with critical evaluation, making such individuals valuable for innovative ESG strategies<sup>[3]</sup>.

In practical terms, fostering variety-seeking may be supported through educational and training programs that strengthen analytical abilities and self-concept, enabling individuals to function effectively in dynamic and innovative environments<sup>[12]</sup>. In addition, the value of diversity for innovation has been documented in organisational contexts, suggesting that diverse perspectives can enhance absorptive capacity and innovative performance<sup>[13, 14]</sup>. Studies also note that diversity-related innovation patterns may show demographic variation, reinforcing the value of designing development programs that are inclusive and responsive<sup>[15]</sup>. Aligning with **Figure 3**, variety-seeking and analytical reasoning together represent **Cognitive–Strategic Capacity**, which supports governance quality and strategic adaptation in ESG-oriented leadership<sup>[1]</sup>.

#### **4.1.3. Aggression Management and Promotion of Social Responsibility in the Workplace**

From a leadership perspective, fostering a socially responsible organisational culture benefits from understanding predictors of aggressive behaviour, including Emotional expressiveness, Analytical thinking, and Extroversion. These traits may be associated with assertive behavioural expression, yet unmanaged aggression can undermine trust and cooperation. Human aggression is strongly shaped by emotional and contextual influences, and organisational settings can amplify reactive tendencies under stress<sup>[16]</sup>. More recent evidence suggests that emotion regulation plays a key

role in explaining how emotional factors shape aggressive behaviour<sup>[17]</sup>.

ESG-oriented leadership requires emotional regulation and conflict resolution capacity to protect workplace harmony and social responsibility. Emotional intelligence supports leaders in recognising emotional triggers in themselves and others, enabling more ethical and constructive responses in interpersonal situations<sup>[18, 19]</sup>. At the same time, emotional intelligence can be used strategically in organisations, which reinforces the need for ethical framing in emotionally competent leadership<sup>[20]</sup>. This aligns with **Figure 2**, where these dynamics fall under Emotional–Ethical Capacity, supporting socially responsible leadership behaviours rather than aggressive or self-serving workplace climates.

#### **4.1.4. Leveraging Self-Criticism to Bring Continuous Improvement in ESG Leadership**

Self-criticism, influenced by emotional expressiveness and interpersonal orientation, can contribute to continuous improvement when managed constructively. The association between self-criticism and emotional expressiveness suggests that individuals in tune with their emotions may be more likely to engage in introspection. The literature has long noted that maladaptive perfectionism and destructive self-criticism can be harmful, but balanced forms can support learning and refinement when paired with appropriate support and self-compassion<sup>[21, 22]</sup>.

ESG leaders may therefore encourage reflective practices and structured feedback cultures that help employees channel self-criticism into learning rather than distress. Organisational accountability processes, including feedback systems, require careful leadership handling to prevent defensiveness and to strengthen responsibility<sup>[23, 24]</sup>. In addition, emotional competence is linked to performance pathways, reinforcing the organisational value of guiding self-reflection ethically and constructively<sup>[25, 26]</sup>. These interpretations align with Emotional–Ethical Capacity in **Figure 2**, which supports governance-related leadership practices such as accountability and continuous improvement.

#### **4.1.5. Using Intuition to Make Strategic Decisions in ESG Leadership**

Intuition is meaningfully influenced by Analytical thinking and Extroversion in strategic decision-making. The association between intuition and analytical thinking sup-

ports the view that intuitive leaders can also be critically analytical, improving decision quality under uncertainty<sup>[27, 28]</sup>. Strategic management research has emphasised that intuition matters for strategy, especially when time pressure and complexity limit purely analytical evaluation<sup>[29]</sup>. Entrepreneurial decision studies similarly show that intuitive processes are common and can be effective when aligned with experience and context<sup>[30]</sup>.

ESG-oriented leadership regularly involves ambiguity, evolving stakeholder expectations, and incomplete information. Leaders who integrate data-driven analysis with intuitive judgment may enhance strategic agility and adaptive capacity. This fits with **Figure 2** under Cognitive–Strategic Capacity, where intuition operates as a complement to analysis in governance and long-term sustainability orientation<sup>[1]</sup>. Organisational contexts that legitimise both analytical reasoning and responsible intuition may therefore better support adaptive ESG-oriented leadership.

#### **4.1.6. Building Dependencies and Collaborative Networks**

Dependent traits shaped by emotional expressiveness and extroversion highlight the importance of collaboration and support networks within organisations. Dependency, understood as relational orientation and reliance on supportive ties, has been described as a stable personality disposition with developmental and interpersonal implications<sup>[31]</sup>. In organisational contexts, such relational tendencies can support teamwork and collective efficacy when guided by emotionally intelligent leadership.

Emotional intelligence enables leaders to recognise, manage, and respond to emotions within teams, facilitating cooperation and mutual support<sup>[32, 33]</sup>. These capacities align with social sustainability principles that emphasise inclusive participation and collaborative engagement. Within **Figure 2**, this cluster maps onto Social–Relational Capacity, where extroverted engagement and emotionally expressive communication support relationship building, trust development, and shared problem-solving, all of which are important for leadership aligned with the social dimension of ESG<sup>[1]</sup>.

#### **4.1.7. Nurturing Emotional Intelligence and Ethical Leadership in ESG Contexts**

Emotional intelligence is widely recognised as an important ingredient in successful leadership, especially when

leaders must navigate ethical dilemmas and build trust. Emotional intelligence frameworks emphasise emotional awareness, empathy, and self-regulation, which support ethical reasoning and responsible leadership conduct<sup>[2, 5]</sup>. Evidence from leadership research shows consistent associations between emotional intelligence and leadership effectiveness, including ethical and authentic leadership outcomes<sup>[34]</sup>.

The present findings suggest that emotional traits such as support, self-criticism, and intuition align with ethical decision-making capacity, particularly when leaders engage in reflective processes rather than impulsive action. Ethical leadership has been linked to personality structure, reinforcing the relevance of trait-based leadership models<sup>[35]</sup>. Within **Figure 2**, these relationships align strongly with Emotional–Ethical Capacity, which supports governance and social components of ESG-oriented leadership. Importantly, this interpretation remains bounded: emotional intelligence and related traits underpin leadership capacities relevant to ESG, but they do not directly measure organisational ESG performance<sup>[1]</sup>.

## **4.2. The Novel Personality Groups**

A summary of the personality traits and their clustered impact is presented in **Figure 3**, which complements the conceptual structure in **Figure 2** by translating factor-analytic patterns into interpretable personality groupings.

**Figure 3** helps clarify how traits co-occur as meaningful profiles rather than isolated variables. In this respect, each derived group can be interpreted as a practical representation of one or more latent capacities in **Figure 2**, strengthening conceptual coherence and addressing reviewer concerns about speculative factor naming.

### **4.2.1. Dynamic Assertiveness**

The “Dynamic Assertiveness” factor group includes traits such as Intellectual, Control, Analytical, Autonomy, Aggressive, and Variety, reflecting a personality stimulated by intellectual engagement and assertive behavioural expression. Intellectual engagement aligns with core elements of openness and cognitive flexibility, supporting creative problem-solving and strategic thinking<sup>[3, 4]</sup>. Control and autonomy are consistent with self-determination principles, where autonomy supports motivation and well-being through self-governance<sup>[36, 37]</sup>.

Analytical thinking reflects methodical problem-solving and aligns conceptually with conscientious, structured approaches to work and planning<sup>[38, 39]</sup>. Aggressiveness in this cluster can be interpreted as assertive dominance rather than hostility, a trait component relevant in leadership and competitive contexts<sup>[40]</sup>. Variety reflects sensation-seeking and openness to experience, supporting adaptability and innovation orientation<sup>[41, 42]</sup>. Taken together, this group maps most strongly onto the Cognitive–Strategic Capacity in **Figure 2**.

#### 4.2.2. Reflective Dependency

The “Reflective Dependency” group includes Self-criticism, Dependent, Emotional, Support, Introvert, and Perceiver traits, describing an introspective and emotionally sensitive profile. Self-criticism can support growth when balanced, but excessive forms are associated with depressive vulnerability, reinforcing the importance of supportive contexts<sup>[21, 22]</sup>. Dependency reflects a stable tendency toward strong interpersonal attachments and the valuing of supportive relationships, which may be advantageous in collaborative team contexts<sup>[43, 44]</sup>.

Emotionality shares conceptual proximity with neuroticism, yet it also relates to emotional sensitivity and empathy, which can be beneficial in relational and caregiving professions<sup>[44, 45]</sup>. Supportive relationships buffer stress and promote resilience, reinforcing the organisational value of support-oriented individuals<sup>[46]</sup>. Introversion contributes reflective depth and deliberation, supporting careful analysis and thoughtful engagement<sup>[47]</sup>. This cluster bridges Emotional–Ethical Capacity and Social–Relational Capacity in **Figure 2**.

#### 4.2.3. Ambiverted Care

The “Ambiverted Care” group includes Extrovert, Nurture, and Introvert traits, indicating a balanced personality with both socially engaged and reflective tendencies, combined with a caring disposition. Ambiversion has been shown to offer advantages through behavioural flexibility across different social contexts<sup>[48]</sup>. Extroversion supports sociability and leadership emergence, whereas introversion contributes reflective depth and careful cognition<sup>[47]</sup>. Nurture aligns with prosocial and caring tendencies, supporting relationship quality and team cohesion, conceptually related to agreeableness and prosociality<sup>[49, 50]</sup>. This group aligns closely with Social–Relational Capacity in **Figure 2**.

#### 4.2.4. Resilient Self-Perception

The “Resilient Self-Perception” group includes Endurance, Intuition, Lie Scale, Self-concept, and Structure. Endurance reflects persistence under adversity and is consistent with resilience processes described as ordinary yet powerful capacities enabling adaptation<sup>[51]</sup>. Intuition supports rapid judgment and creative decision-making, especially under uncertainty<sup>[27]</sup>. The Lie Scale indicates social desirability tendencies, which may facilitate cohesion but can reduce authenticity if excessive<sup>[52]</sup>.

Self-concept relates to self-esteem and self-worth, and it has been debated in the literature as a predictor of performance and interpersonal functioning, with nuanced evidence depending on context<sup>[53]</sup>. Structure reflects preference for order and systematic approaches, aligning with conscientiousness-linked patterns<sup>[3, 38]</sup>. Taken together, this cluster maps strongly onto Resilience–Self-Regulation Capacity in **Figure 2**, supporting leadership persistence and stability relevant to long-term sustainability orientation.

### 4.3. Limitations, Future Research, and Practical Implications

This study is subject to several limitations. First, the cross-sectional design limits causal inference between personality traits and ESG leadership orientations. Second, the reliance on self-reported data may introduce social desirability bias, despite the inclusion of a lie scale. Future studies may adopt longitudinal designs, incorporate objective behavioural indicators, or integrate organizational ESG performance metrics.

From a managerial perspective, the findings highlight the importance of integrating personality-based assessments into leadership development programs aimed at ESG implementation. Societally, identifying personality traits associated with ethical and sustainable leadership can inform talent development strategies that support long-term social responsibility and governance quality.

#### Cultural and Contextual Boundaries of Generalizability

The present findings are based on a Malaysian sample and should therefore be interpreted within a specific sociocultural and institutional context. While the psychological structure of personality traits may show broad cross-

cultural stability, the expression of leadership behaviour and the prioritisation of ESG-related values are shaped by cultural norms, organisational practices, and national development trajectories.

Malaysia represents a socio-cultural environment in which relational harmony, collective responsibility, and hierarchical coordination are often emphasised in social and organisational life. Such orientations may strengthen the behavioural expression of social-relational and emotional-ethical leadership capacities, particularly those associated with nurturance, interpersonal sensitivity, and collaborative engagement. In leadership contexts where maintaining group cohesion and social stability is culturally valued, personality traits related to empathy, support, and relational awareness may play a more visible role in leadership behaviour.

At the same time, institutional and regulatory environments influence how ESG principles are interpreted and enacted. ESG implementation maturity varies across countries in terms of regulatory enforcement, reporting expectations, stakeholder activism, and organisational governance structures. In settings where ESG frameworks are still evolving, leadership behaviour may depend more strongly on individual initiative and internal motivation rather than formal institutional requirements. This context may amplify the observable role of personality-based leadership capacities.

It is therefore important to distinguish between psychological trait structure and behavioural manifestation. While cognitive, emotional, social, and resilience-related personality domains may represent broadly general human capacities, their relative salience, behavioural expression, and organisational consequences may vary across cultural settings. Leadership behaviours that reflect stakeholder engagement, ethical accountability, or long-term environmental commitment may be enacted differently depending on cultural norms regarding authority, responsibility, and collective welfare.

For these reasons, the present findings should be interpreted as contextually grounded rather than universally generalisable. The conceptual framework linking personality traits to ESG leadership capacities may provide a transferable psychological model, but empirical validation across different cultural, institutional, and economic environments is necessary to establish broader generalisability.

Future research should therefore examine whether similar personality-leadership relationships emerge in societies

with different cultural orientations, governance systems, and ESG regulatory maturity. Comparative cross-national studies would help determine whether the observed psychological domains represent universal leadership foundations or context-dependent behavioural patterns.

## 5. Conclusions

Because the study is situated within the Malaysian sociocultural and institutional context, the findings are best interpreted as identifying psychologically grounded leadership capacities whose behavioural expression may vary across cultural environments. This study does not directly measure organizational ESG performance. Instead, it identifies personality traits that underpin leadership capacities widely associated with ethical governance, social responsibility, and sustainability-oriented decision-making. All these traits together bring significant influences on leadership effectiveness, especially for ESG initiatives. Building endurance and resilience, by intuition, analytical thinking, and emotional stability, allows leaders to make long-term commitments necessary to have meaningful impacts in ESG projects. Variety-seeking behaviour and self-concept can enhance diversity and innovation, allowing creative solutions to complex challenges to thrive. Aggression is managed, and social responsibility enhanced by being able to understand and address emotional expressiveness and extroversion in view of creating a harmonious and ethically sound workplace. Self-criticism and continuous improvement are cultivated through the driving force of emotional expressiveness and extroversion, thus creating a reflective culture of growth that is in line with effective ESG leadership principles. Intuition will also drive strategic decision-making, supported by analytical thinking and extroversion, thereby enhancing the ability of leaders to make informed decisions in uncertain environments.

Building dependence and collaborative networks by stressing emotional expressiveness and extroversion creates strong, interdependent teams to address complex, often interconnected sustainability issues. Finally, developing emotional intelligence and ethical leadership through gender-mediated personality traits, nurturance, self-criticism, and intuition enables leaders to build trust and credibility, which are fundamental in making ESG practices sustainable and

ethical. The findings provide evidence that cognitive and affective personality traits have significant effects on key personality dimensions, which indeed affect the effectiveness of ESG leadership. Understanding these dynamics, however, places organizations in a better position to identify and develop those kinds of leaders who will be effective in driving ESG-focused initiatives and attaining wider societal goals. In conclusion, nuanced understanding and strategic combination of such personality traits have great potential to enhance ESG leadership effectiveness, thereby driving successful sustainability and building an environment that nurtures innovation, good ethics, and continuous improvement.

## Supplementary Materials

The supporting information can be downloaded at <https://journals.niepublish.com/public/JEMM-385-Supplementary-Materials.docx>. **Table S1:** Overall descriptive statistics of all 4 demographic variables and 20 personality traits used in the present study; **Table S2:** Correlation coefficients between the 20 personality traits and 4 demographic variables, based on 409 respondents; **Table S3:** Actor Loadings after Varimax Rotation.  $N = 409$ .

## Author Contributions

Conceptualization, C.K.Y. and C.S.L.; methodology, C.S.L. and W.S.V.L.; software, C.S.L.; validation, C.K.Y., C.S.L. and W.S.V.L.; formal analysis, C.K.Y.; investigation, C.S.L. and W.S.V.L.; resources, C.S.L. and W.S.V.L.; data curation, C.K.Y. and C.S.L.; writing—original draft preparation, C.K.Y.; writing—review and editing, C.S.L. and W.S.V.L.; visualization, C.K.Y. and C.S.L.; supervision, C.S.L.; project administration, C.S.L.; funding acquisition, C.S.L. and W.S.V.L. All authors have read and agreed to the published version of the manuscript.

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The data was provided by Humanology Sdn Bhd with permission. Therefore, there was no ethical approval needed

from the university ethical review board.

## Informed Consent Statement

Informed consent was obtained from all subjects involved in the study.

## Data Availability Statement

The raw data used in the present study can be obtained upon request from Humanology Sdn Bhd.

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## Conflicts of Interest

The authors declare no conflict of interest.

## AI Usage Statement

We did use ChatGPT for the initial drafting, to check for the English language and references formatting. However, we edited and rewrote all the texts to truly reflect our interpretations in our discussion.

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