

## Enhancing Work Engagement through Personal Growth: Unmasking Neuroticism's Influence

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**Abstract**—Job engagement and personal growth are critical factors influencing an individual's job satisfaction and overall organizational performance. Personal growth and job engagement influence an individual's personality by fostering increased self-awareness, openness to new experiences, resilience, and coping skills. While genetic and early life experiences also shape personality, personal growth and fulfilling work act as catalysts for changes in traits and attitudes of an individual over time. This research explores the relationship between job engagement, personal growth, and the role of neuroticism as a potential influencing factor.

The (Utrecht Work Engagement Scale) UWES 9 item scale for job engagement, 14 item scale of Psychological Well-being for personal growth, and the Big Five Inventory (BFI) Scale for neuroticism were used to collect data from a diverse sample of 337 employees from various industries of Central India by utilizing convenience and judgmental sampling techniques.

Personal growth was found to be a vital component of job engagement, emphasizing continuous development and self-awareness in achieving organizational success. Furthermore, Neuroticism can impact negative emotions and poor performance, especially when people feel threatened in a work environment. This highlights the importance of considering individual personality traits when studying how people work in the organization.

This research provides valuable insights for organizations seeking to enhance employee engagement and personal growth. Understanding the role of neuroticism also facilitates targeted interventions to address stress vulnerability and promote overall well-being. By leveraging these findings, organizations can develop effective strategies for optimizing employee potential, productivity, and long-term success.

**Keywords**— Job engagement, Personal growth, Neuroticism

### I. INTRODUCTION

Job engagement is crucial for an individual's job satisfaction and performance. For any organization to stay successful, it is imperative for employees to be focused on their work. Several organizations are focused today on employee work engagement to get desired outputs [1]. Organizations now prioritize creating an engaging work environment. This research explores job engagement's concept and influencing factors. Understanding its dynamics enables organizations to develop effective strategies for enhancing motivation, productivity, and overall success.

Psychological well-being has been gaining a lot of importance across the globe. Personal growth in a work environment focuses on enabling individuals to develop professionally and personally, fostering a culture of continuous learning, improvement, and achievement. It encompasses professional and personal development, enhancing employees' capabilities and potential, and benefiting both individuals and organizations through increased engagement, productivity,

retention, and overall organizational success. This research aims to explore the concept of personal growth in an organization. The scale used does a thorough evaluation as to how people respond to demands posed by life [2].

## II. LITERATURE REVIEW

Engagement at work is defined as either employee engagement or job engagement. This paper highlights the importance of work engagement through personal growth. Work engagement can be defined as a state of work-related well-being with a positive state in the organization [3]. Often, the concept of work engagement is linked with various positive HR outcomes like employee attractiveness, employee retention, job satisfaction, and alike. One of the studies found that job engagement has a low association with turnover intention [4]. There are several drivers of work engagement, such as reward and recognition programs, learning and development opportunities, culture, psychological well-being, work-life balance, and leadership style, to name a few. The concept of collaborative work has attracted academics and professionals because of its direct impact on many aspects of organizational work. Engaged employees are more likely to experience greater motivation, job satisfaction, and organizational commitment, resulting in increased productivity, improved customer service spending, and greater benefits [5]. In addition, job engagement is associated with reduced absenteeism, reduced workload, and increased employee [6].

There are six theoretically derived dimensions of psychological well-being [7]. Ryff has identified six subcomponents of psychological well-being. These components are mastery over the environment, autonomy, personal growth, purpose in life, relations with others in a positive manner, and lastly, self-acceptance [8]. In the present study, the personal growth factor is used, having four items. According to Ryff, personal growth is continuing to develop one's potential, "growing as a person," and taking on new challenges in life [9]. According to numerous research studies, personal growth involves gaining awareness of one's thoughts, feelings, biases, and judgments and using this self-awareness to act with mindfulness and align more closely with one's values and potential [10]. Personal growth is the experience of progress by an employee where the strengths of employees develop over time [2]. Personal growth encompasses making the optimum use of their talent and potential in the work setting [11].

Collaborative work fosters engaged employees, leading to increased motivation, job satisfaction, and organizational commitment. This, in turn, boosts productivity, customer service quality, and overall benefits. Job engagement is also linked to lower absenteeism and workload. Furthermore, personal growth, a subcomponent of psychological well-being, plays a vital role in collaborative work. It involves continuous development, embracing new challenges, and gaining self-awareness. Personal growth enhances mindfulness, aligns behavior with values, and maximizes one's potential within collaborative work settings. Personal growth is also characterized by the surrounding work environment and culture at work.

The personality of an individual plays a vital role in his behavior, attitude, performance, and response. Personality has often been linked with a lower quality of work life, which affects an individual's performance. The Big Five personality model, commonly known as OCEAN, elaborates upon openness, conscientiousness, extraversion, agreeableness, and neuroticism as dimensions of personality. [12]. Neuroticism affects negative emotions and poor performance through the mediation of threat appraisals. High levels of neuroticism increase vulnerability to stress, but this is contingent on perceiving conditions as threatening [13]. It encompasses various trait models and holds importance across different areas. Genetic and environmental influences are examined, and developmental aspects are considered, including stability and changes throughout life. Neuroticism has a significant role in psychopathology, physical health, and quality of life domains [14]. Commonly used instruments such as life-event checklists and daily hassle lists aim to capture an individual's environment's challenging or threatening aspects. Individuals with high neuroticism tend to perceive life as stressful, struggle with coping mechanisms, experience dissatisfaction with social support, exhibit lower psychological well-being, and report more somatic complaints [15]. As one of the traits of personality, neuroticism represents emotional instability, self-doubt, having negative feelings, and issues regulating the same [16].

Neuroticism is a fundamental aspect of personality that has a lot of implications. Few studies have drawn a relationship of neuroticism and psychological wellbeing and its impact on work engagement. So, the current study attempts to focus on drawing a relationship between work engagement and personal growth. Neuroticism has also been identified with various practical implications.

One of the studies conducted on nurses in the healthcare sector negatively correlated neuroticism and work engagement during COVID-19 and was associated with low patient contact [17]. Another study reported that to enhance work engagement, it is imperative to assess personality and psychological work environment [18]. An exploratory study concluded that those individuals with neuroticism qualities are seen to be more engaged in their jobs [19].

### III. RESEARCH METHODOLOGY

A total of 337 responses from employees working in diversified industries in central India were collected for the study by utilizing convenience and judgmental sampling techniques. Employee job engagement was measured using the Utrecht Work Engagement Scale (UWES 9) nine-item scale [20]. It had statements like “My job inspires me” and similar statements measuring job engagement. Psychological Well-being for personal growth was measured using 14-item scales with statements like “Life is a continuous process of learning and growth” and other similar items. Neuroticism is measured using the Big Five Inventory (BFI) scale for neuroticism, which has eight items like “I often feel blue” and other similar items.

FIGURE 1 SCALES USED IN THE RESEARCH

### IV. DATA ANALYSIS AND CONCLUSION

The data collected for the study is analyzed to find the relationship between job engagement, psychological well-being for personal growth, and neuroticism. The correlation analysis of the data has given the following results.

From Table 1, it is evident that while personal growth and job engagement are positively correlated to each other, neuroticism significantly negatively impacts personal growth and job engagement. When employees see growth opportunities for themselves, their work engagement will increase. We have also studied how Neuroticism moderates the relationship between personal growth and job engagement. The below-mentioned figure shows the relationship.

TABLE 1 CORRELATION BETWEEN NEUROTICISM, PERSONAL GROWTH AND JOB ENGAGEMENT

Correlations				
		Neuroticism	Personal Growth	Job Engagement
Neuroticism	Pearson Correlation	1	-.241**	-.163**
	Sig. (2-tailed)		.000	.007
	N	337	337	337
Personal Growth	Pearson Correlation	-.241**	1	.378**
	Sig. (2-tailed)	.000		.000
	N	337	337	337
Job Engagement	Pearson Correlation	-.163**	.378**	1
	Sig. (2-tailed)	.007	.000	
	N	337	337	337
**. Correlation is significant at the 0.01 level (2-tailed).				

From FIGURE 2, it is evident that neuroticism weakens the positive relationship between personal growth and job engagement.

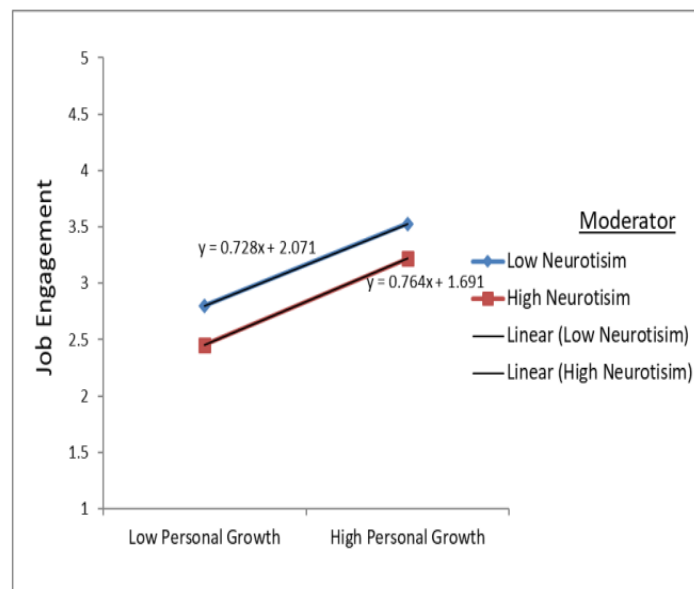


FIGURE 2 IMPACT OF NEUROTICISM ON THE RELATIONSHIP OF JOB ENGAGEMENT AND PERSONAL GROWTH

Collaborative work environments that can contribute to employee engagement through personal growth while also recognizing the role of neuroticism as a multifaceted factor influencing these dynamics is studied through this research. By comprehending these relationships, organizations can tailor their approaches to enhance employee engagement, foster personal growth, and manage the potential negative impacts of neuroticism. Ultimately, these insights provide a foundation for designing effective interventions that promote both individual well-being and organizational success in the modern workplace. As organizations continue to evolve, acknowledging and nurturing the intricate interplay between these factors can lead to more fulfilling work experiences, heightened productivity, and a more resilient and adaptable workforce. An individual's personality plays an important role, and in the current study, it acts as a mediator for the relationship between personal growth and the outcome of work engagement.

## V. PRACTICAL IMPLICATIONS

Personality is undoubtedly one of the factors that play a pivotal role in the determination of interpersonal relationships, performance on the job, and the functioning of any organization. The work engagement of the employees, though determined by the working environment, policy, and culture, is related to the overall experience that the employee has at work. This study throws light on the intervention of personality as one of the factors that will determine the overall success of individuals and organizations. This study also paved the way for a more personality-driven approach toward work engagement with moderation of demands and resources of job [21].

The current research would help organizations focus more on overall psychological well-being to enhance work engagement.

## VI. SCOPE FOR FUTURE WORK

The study used a single cross-sectional sample. The study can be further extended by drawing relationships with other big five personality factors other than neuroticism. Future research can be done using different measures to ascertain further.

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