International Journal of Linguistics Applied Psychology and Technology
https://ijlapt.strjournals.com/index.php/ijlapt
Vol. 4 No. 4(April) (2026)
ISSN(O): 3048-4529

Personality Dimensions as Predictors of Creative Thinking and Innovation

Dr. Asha Sarma

Assistant Professor, Dept of Applied Psychology, NERIM Group of Institutions, affiliated to Dibrugarh University, Email: ashasarma58@gmail.com

Abstract

Creative thinking and innovative behavior are major predictors that depend on personality dimensions in both individual and organizational settings. Creativity is the ability to come up with new and useful ideas and innovation is the implementation of the ideas in a manner that would bring practical outcomes. Recent studies describe that creativity is not dependent on the possession of mental skills only but also on long-term personality, circumstantial factors, and cultural orientations. The personality framework that is most closely related to the performance of creatives is the Big Five Model (Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism). The first predictor is openness to experience, which supports divergent thinking, imagination, flexibility, and, in turn, increases the number of ideas and innovations. Extraversion plays a secondary role in terms of social interaction and exchange of ideas, and conscientiousness determines the implementation and polishing of the ideas. The effects of agreeableness and neuroticism are less strong, and they are context-dependent. The other models, the PEN Model of Eysenck and the RIASEC model of Holland, further explain the traits such as psychoticism, artistic inclination and analytical tendencies in relation to the creative outcomes. At the organizational level, organizational innovation is facilitated by team composition, leadership styles, and supportive HR practices that allow translating individual characteristics into collective innovation. This summary highlights the idea that creativity and innovation are multidimensional, as they arise due to dynamic interplay of personality factors and situational considerations, and has practical implications on the field of education, workplace management, and talent development.

Keywords: *Innovation, Personality Traits, Big Five Model, Creativity, Openness to Experience, Extraversion, Organizational Innovation.*

Introduction

Creativity is typically defined as the capacity to generate new and beneficial concepts that integrate inventiveness, adaptability, and problem-solving abilities. Innovation, conversely, denotes the practical implementation of new concepts to yield tangible outcomes, which may manifest as goods, services, processes, or organizational practices.

The relationship between creativity and innovation is dynamic; creativity serves as a conceptual foundation, while innovation is the implementation of that foundation into practical action. Historically, it was claimed that genius or exceptional talent was innate; contemporary research indicates that creativity is shaped by a confluence of cognitive processes, personality traits, external influences, and cultural contexts.

Contemporary models emphasize divergent thinking, problem identification, and self-regulatory processes as essential cognitive mechanisms that facilitate the generation of novel ideas and their practical application. These processes necessitate a comprehensive understanding essential for identifying the antecedents that predict creativity and innovation outcomes at both individual and organizational levels. **(Ivcevic et al., 2024), (Jirásek & Sudzina, 2020)**

Personality traits have been shown as significant predictors of creative thinking and inventive actions. Openness to experience exhibits the most significant association with creativity within the Five-Factor Model. Individuals with a high degree of openness exhibit curiosity, imagination, and a proclivity for exploring novel concepts, hence enhancing their capacity for diverse thinking, creative expression, and self-efficacy regarding their creative potential.

Extraversion has an indirect correlation with creative achievement by supplying energy, social engagement, and enthusiasm for collaborative idea production; nonetheless, it appears more pertinent to the interpersonal and performance dimensions of creativity rather than to idea fluency itself. Conscientiousness, often associated with organization and diligence, manifests in the execution of an idea, wherein original concepts are transformed into tangible outcomes.

Nevertheless, a pronounced level of conscientiousness, in certain contexts, may restrict the uninhibited development of ideas, thereby underscoring a nuanced interplay with specific elements of creativity. Other traits such as agreeableness and emotional stability exert minimal influence, suggesting that creativity and invention are intricate constructs activated by the interplay of diverse personality dimensions and situational and environmental factors.**(Merola et al., 2025), (Todorović & Jovanović, 2024), (Hernández Ortiz et al., 2020), (Kramarić et al., 2023)**

Objectives

- To study major personality dimensions and their association with creative thinking and innovation across different theoretical models.
- To examine how specific personality traits and dimensions predict variations in creative performance and innovative behavior at both individual and organizational levels across diverse contexts.

Research methodology

This study utilized a secondary data-based research methodology to investigate the correlation between primary personality traits and creative thinking and innovation. Data were obtained from previously published sources, encompassing peer-reviewed journal articles, books, edited volumes, doctorate dissertations, conference proceedings, and reputable online academic databases. Principal sources encompassed literature pertaining to personality theories, creative cognition, and innovation research across both individual and organizational frameworks.

International Journal of Linguistics Applied Psychology and Technology
https://ijlapt.strjournals.com/index.php/ijlapt
Vol. 4 No. 4(April) (2026)
ISSN(O): 3048-4529

Relevant research were located using systematic keyword searches including personality factors, creative thinking, innovation, Big Five qualities, and creative performance. The gathered literature was meticulously evaluated to confirm relevance, methodological integrity, and theoretical consistency with the study's aims. The chosen secondary data were subsequently organized, contrasted, and rigorously studied to discern consistent patterns, correlations, and deficiencies in the existing study. This approach facilitated a thorough comprehension of the role of personality factors as predictors of creativity and innovation without the necessity of gathering primary data.

Major personality dimensions and their association with creative thinking and innovation across different theoretical models

The Big Five Model

The Five-Factor Model or the Big Five personality model is one of the most empirically validated models of personality psychology. It is made up of five dimensions which are: Openness to Experience, Conscientiousness, Extraversion, Agreeableness and neuroticism. The model was developed as a result of lexical research and trait descriptions analysis that gives a complete taxonomy of personality. It has been well documented to be associated with creativity and innovation, meta-analyses reported stable trends.

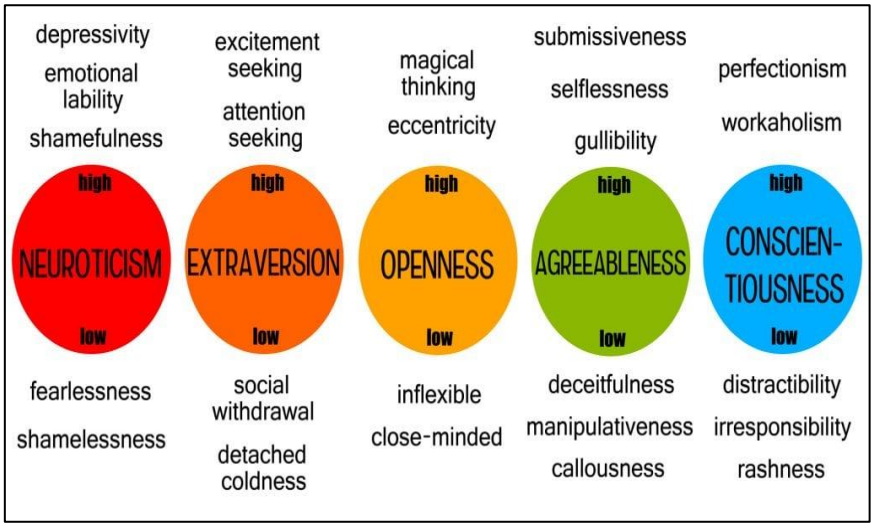

Image: 1

Source:https://www.simplypsychology.org/big-five-personality.html

The best predictor of the creative thought process is Openness to the experience. Open people are described to be curious, imaginative and more committed to newness and diversity. They are intellectually rich and attracted to abstract concepts, art and unorthodox worldviews. Studies indicate that there is a strong positive relationship (r 0.40) between openness and creative performance though this is more so in the arts and sciences. As an example, open people will undertake divergent thinking tasks like coming up with several applications of common items, which results in creative solutions. The trait promotes innovation behavior in an organizational setting since it leads to trying of new ideas and being flexible to change. An

analysis of more than 100 studies also validated that openness is associated with innovation (r= 0.406) with a strong positive relationship, and is thus necessary in those job categories that demand originality, such as research and design.**(Lim, 2025), (Feist, 2019), (Zhu et al., 2025)**

Extraversion, sociability, assertiveness, and energy also have a positive relationship with creativity but to a smaller degree (r ≈ 0.35). Extraverts perform best when in a team setting where sharing of ideas and networking can be a source of innovation. Their energy and risk-taking nature contribute to the spread of new ideas, as in the entrepreneurial situation, extraverts are more inclusively likely to engage in innovative activities. But the influence of this trait is moderating; when one works on a creative project by themself, introversion may be beneficial.**(Zhu et al., 2025), (Jirásek & Sudzina, 2020)**

Conscientiousness, which is characterized by organization, hardworking and goal orientation has mixed results. There are those studies where the conscientiousness is found to be moderately positively correlated (r = 0.292) with innovation since conscientious people continue refining their ideas into a working product. However, some other people have a negative relationship (r ≈ -0.20), which implies the possibility of rigidity and intolerance to ambiguity caused by high conscientiousness and impeding divergent thinking. This duality means that conscientiousness facilitates the delivery aspect of innovation and kills the idea generation aspect.**(Zhu et al., 2025), (Jirásek & Sudzina, 2020)**

There is a weak positive relationship between agreeableness, which involves cooperation, empathy and trust, and creativity (r = 0.116). People who are agreeable are good at innovation in a team, which harmonious innovations and improves the refinement of ideas. Very high agreeableness levels would however stifle critical feedback, hindering breakthrough innovationsLastly, the trait of Neuroticism, which is the tendency to experience emotional instability and anxiety, is typically negatively associated with creativity (r = -0.083), since being neurotic may result in self-doubt and risk avoidance, which are necessary to create something innovative.**(Zhu et al., 2025),(Amoozegar et al., 2025), (Feist, 2019), (Batey et al., 2010)**

Eysenck's PEN Model

The PEN model proposed by Hans Eysenck reduces personality to three super-traits Psychoticism, Extraversion, and Neuroticism that have their biological basis in such factors as arousal levels and genetic influences. It is a model with a focus on psychometric rigor and the connection of personality with psychopathology. Psychoticism is most especially associated with creativity and it entails impulsiveness, egocentrism, and non-traditional thinking.**(Psychologistworld, 2026)**

High Psychoticism is linked to overinclusive thinking whereby the relevant Ness of individuals tends to be broadly defined and therefore new associations and creative insights can be made. Eysenck maintained that genius is based upon this trait because it gives it a bigger pool of ideas to solve a problem, but it does not go all the way to schizotypy but is near schizotypy. This has been substantiated by empirical research: High psychoticism

scorers are better at divergent thinking tests and have superior creative skills, including art scales. To be innovative, this feature allows breaking rules and originality that can be observed in science where non-conformists will contribute to the breakthrough.**(Eysenck, 2009)**, **(Porzio, 2003),(Psychologistworld, 2026)**

The extraversion within the model of Eysenck is the reflection of the Big Five, which has a positive relationship with creativity due to social stimulation and low levels of arousal that stimulate exploration. Neuroticism, though, is usually a negative trait, as it increases the fear of failure and prevents taking risks in a more innovative manner. This model by Eysenck describes the mad genius effect, in which there is a genetic continuum between creativity and psychosis, with moderate psychoticism being optimal when it comes to innovation.**(Psychologistworld, 2026).**

Holland's RIASEC Model

The vocational choice theory by John Holland suggests six personality types, namely Realistic, Investigative, Artistic, Social, Enterprising, and Conventional (RIASEC), which fit in the work setting and are likely to give the greatest satisfaction and output. The model is used in career counseling and focuses on the congruence between the personality and the job.**(Careerkey, 2006)**

The Artistic type is the most directly connected with the creativity, which involves imagination, intuition and self-expression. Artistic personalities like these enjoy working with unstructured assignments dealing with art, writing or designing and they excel in an environment where innovation is valued. They are very creative in divergent thinking and innovative in the aesthetic aspect, eg, graphic design or music. Analytical problem-solving Investigative types, which are concerned with analytical approaches of investigating issues, are a source of scientific innovation based on intellectual curiosity. The entrepreneurial innovation is motivated by enterprising personalities who are persuasive and ambitious and put ideas into practice in a business world.**(Careerkey, 2006)**

According to the model by Holland, discrepancies decrease creative output; an example of this is Artistic types who have to operate in a Conventional environment. It has been found out that Artistic and Investigative types have a higher number of points on creativity measures, which explains the reason why creative occupations appeal to these types.**(Sharif, 2017)**

Specific personality traits and dimensions predict variations in creative performance and innovative behavior at both individual and organizational levels across diverse contexts.

Both individuals and organizations have their main part in creative performance and innovation, which depends on personality traits. The most comprehensive explanation of the enduring dispositions basis of creativity is the Big Five, one of the established models that explain how the enduring dispositions are manifested in arts, sciences, education, and work. Research always indicates that openness to experience is the most predictive of creative

output with other characteristics being context-specific. These relations are never regular, they are shaped by cultural standards, environmental factors, teamwork, and organizational structure.

Individual-Level Predictors

Individually, the most predictable indicators of creative performance are openness to experience. Individuals who are open are also intellectually curious, imaginative and cognitively flexible and these attributes enhance divergent thinking and generation of new ideas. They delve into unorthodox thinking and combine different information, which gives new outcomes in the artistic, scientific, and problem-solving spheres. Therefore, openness has a close relationship with the potential and reality of creativity.

Extraversion is also conducive to creativity, although primarily by social and behavioral pathways. Extraverts add more energy, assertiveness, and sociable qualities to the group, which adds to the exchange of ideas, teamwork, and wordplay. They, however, tend to have moderate effects as opposed to openness as extraversion primarily enables communication and not idea generation.**(Kim Nam & Thi Hang Nga, 2024), (Kaufman et al., 2016), (Sharma & Tripathi, 2023)**

The relationship between conscientiousness is more complicated. The conscientiousness is very high which facilitates perseverance, discipline and goal orientation which is necessary to translate ideas into viable innovations. However, moderate to low conscientiousness can be favorable at an early stage of ideation where excessive structure is likely to limit flexibility and experimentations. The effects of neuroticism are also mixed. The sensitivity of its emotional state can contribute to individual views and creative expression, although the feeling of high anxiety and unsteadiness might hinder long-term creative work and execution.

The intellect dimension, in particular, in openness is related to scientific creativity, which predicts analytical thinking and problem-solving ability. Conversely, the wider openness is more strictly associated with artistic creative ability and aesthetic expression. Proactive personality also adds to the creative performance of individuals as they encourage individuals to change, pursue opportunities and create their own surroundings. It is especially evident in sectors with sustainability-centered and environmentally demonstrative orientation, where initiative and adaptability are significant.**(Jauk et al., 2014), (Kaufman et al., 2016), (Sharma & Tripathi, 2023), (Kim Nam & Thi Hang Nga, 2024)**

Table: 1Big Five Personality Traits and Their Effects on Creative Performance.

Big Five Trait	Effect on Creative Performance	Key Contexts	Strength of Association
Openness	Strong positive (novelty, fluency)	Arts, sciences, everyday tasks **(Kaufman et al., 2016), (Jirásek & Sudzina, 2020)**	High (β=0.418) **(Kim Nam & Thi Hang Nga, 2024)**

Extraversion	Moderate positive (idea sharing)	Team ideation, performance **(Kim Nam & Thi Hang Nga, 2024),**	Medium (β=0.229) **(Kim Nam & Thi Hang Nga, 2024)**
Conscientiousness	Curvilinear (persistence vs. flexibility)	Innovation execution**(Jauk et al., 2014), (Kim Nam & Thi Hang Nga, 2024)**	Low-moderate (β=0.169) **(Kim Nam & Thi Hang Nga, 2024)**
Neuroticism	Positive for ideation, negative for output	Emotional creativity**(Sharma & Tripathi, 2023)**	Variable
Agreeableness	Weak or negative (conformity risk)	Constrained environments **(Jirásek & Sudzina, 2020)**	Low

A proactive attitude significantly improves individual creative performance in environmentally concerned sectors, particularly those centered on sustainability.

Organizational-Level Dynamics

On the organizational level, there is a collective creativity that is influenced by the aggregated personality traits in terms of team composition, leadership behavior and culture. The mixed personality profile teams are more innovative because the personalities of openness and conscientiousness stimulate the formation of ideas and evaluation, refinement and implementation respectively. To the credit of their matching balance, creativity and implementation are possible.

Human-resource practices are other factors that influence the way traits will be translated into creative results. High-involvement and green HRM practices increase worker engagement and also offer enabling environments that increase creative impact of proactive and open individuals, despite being neutral as to traitcreativity relationships. Leadership qualities are also critical. Open and low neuroticism leaders have a higher probability of creating psychologically safe, risk-taking, and risk-accepting environments in the organization that will support the process of experimentation and innovation throughout the organization.

Personality influences are restricted by organizational context. Extraversion is more related to creativity in dynamic environments where relational mobility is higher due to more social interaction and cooperation. Bundled HRM strategies utilizing personality diversity are very beneficial in manufacturing and sustainability-oriented companies in promoting process and product innovations.**(De Dreu et al., 2007), (Lin et al., 2025), (Parr et al., 2016), (Ito & Takagishi, 2025), (Lin et al., 2025)**

Table: 2 Organizational Factors and Interacting Personality Traits Influencing Innovation

Organizational Factor	Interacting Trait	Impact on Innovation	Example Context
Team Diversity	Openness variation	Enhances group creativity (**De Dreu et al., 2007)**	R&D teams
HRM Practices	Proactive personality	Boosts environmental creativity **(Lin et al., 2025)**	Taiwan manufacturing
Relational Mobility	Extraversion	Positive multilevel effect **(Lin et al., 2025)**	Prefectural capitals
Leadership Profiles	Openness/Intellect	Improves assessment center performance **(Parr et al., 2016)**	Corporate leadership

Cross-Context Variations

Personality traits in creativity impact in different areas and cultures. Openness and the intellect facet are also predictors of high-level innovation in science, whereas just openness is an adequate predictor in the arts. These dynamics are also influenced by cultural values. Individualistic cultures enhance the power of extraversion in expressing creativity whereas collectivist cultures prefer balanced groups where agreeableness works to help bring harmony and team creativity. Openness and extraversion are predictors of self-expressive creativity in online platforms in digital settings (especially with adolescents). Personality of the evaluator also influences creativity testing: highly open-minded people focus on the novelty when it comes to experimental tasks but their interest in usefulness when it comes to practical situations. **(Lloyd-Cox et al., 2022), (Kramarić et al., 2023), (Jauk et al., 2014)**

The study of educational research indicates that openness increases creative self-efficacy throughout the academic levels, whereas intelligence mediates the impact of traits within the high-stakes innovation context. The strength of the patterns is supported by cross-national studies where creativity tends to mediate the relationship between personality traits and creativity in innovative behavior.**(Stevenson et al., 2021), (Kim Nam & Thi Hang Nga, 2024)**

Table: 3 Variation of Personality–Creativity Relationships Across Contexts

Context	Dominant Traits	Variations Noted
Arts	Openness	Emotional facets strong **(Kaufman et al., 2016)**
Sciences	Intellect	Cognitive ability key **(Jauk et al., 2014),**
Workplace	Openness, Extraversion, Conscientiousness	Mediated by creativity **(Kim Nam & Thi Hang Nga, 2024)**
Teams	Diversity in Big Five	Group innovativeness (**De Dreu et al., 2007)**
Cultural	Extraversion with mobility	Japan multilevel (**Ito & Takagishi, 2025)**

Mechanisms and Interactions.

The personalities affect creativity with the help of psychological processes like self-efficacy, motivation, and self-beliefs. Creative confidence is an aspect that is enhanced by openness and mediates innovative behavior. The ability-motivation-opportunity systems describe the relationship between personal characteristics and organizational assistance to generate creativity. The propensity to take risks and metacognition capabilities also complement creative functioning beyond personality based, thus invoking interactive and multilevel character of creative performance.**(Strand et al., 2024), (Kramarić et al., 2023), (Sharma & Tripathi, 2023)**

Discussion

This study emphasizes the crucial influence of personality traits as reliable predictors of creative thinking and innovative behavior at individual, organizational, and environmental levels. The conclusions derived from secondary literature robustly support the notion that creativity and invention are not arbitrary or only dependent on innate aptitude, but are systematically shaped by persistent personality qualities in conjunction with situational conditions. The Big Five personality framework stands out as the most comprehensive and scientifically validated model for elucidating creativity-related outcomes, owing to its strong predictive validity across many fields and cultures.

In various studies, openness to experience emerges as the most significant personality trait linked to creative thinking and innovation. Individuals with high openness exhibit curiosity, imagination, and cognitive flexibility, which directly enhance diverse thinking and the creation of innovative ideas. This characteristic reliably forecasts creative output in artistic, scientific, and problem-solving fields, along with inventive conduct in companies. The robustness and stability of this link indicate that openness functions as a fundamental psychological asset for creativity, irrespective of context, but its manifestation may differ according to cultural and environmental influences.

Other personality traits exhibit more subtle and context-dependent influences. Extraversion enhances creativity predominantly via social and behavioral mechanisms rather than through direct ideation. Extraverted individuals typically thrive in collaborative environments where the interchange of ideas, networking, and communication are crucial for innovation. Nonetheless, its impact is somewhat diminished and may even be neutral or detrimental in individual creative endeavors, suggesting that sociability does not universally augment creativity.

Conscientiousness exhibits a dual function in the creative process. Although elevated conscientiousness fosters tenacity, discipline, and effective idea implementation, excessive rigidity may inhibit exploratory thought in the first stages of ideation. This curvilinear relationship highlights the difference between creativity as the development of ideas and innovation as the execution of those ideas. Effective innovation seems to thrive on a balance between ideation fueled by openness and execution guided by conscientiousness.

Traits like agreeableness and neuroticism demonstrate smaller and more inconsistent correlations with creativity. Agreeableness can facilitate collaborative idea enhancement but may hinder critical assessment when conformity supersedes constructive disagreement. Neuroticism typically exhibits a negative correlation with innovation due to worry and risk aversion, although mild emotional sensitivity may occasionally enhance artistic expression. The findings suggest that no individual personality trait functions independently; instead, creativity arises from intricate interactions among several qualities and contextual requirements.

The discourse highlights the significance of organizational dynamics beyond individual-level effects. The composition of teams, leadership methodologies, and human resource procedures profoundly influence the conversion of personality attributes into creative results. Organizations that promote psychological stability, diverse characteristics, and supportive leadership are more adept at leveraging individual creative potential. Cultural standards, vocational needs, and environmental variables influence the link between personality and creativity.

This study emphasizes that creativity and invention are complex processes influenced by personality traits and shaped by surrounding circumstances. Comprehending these connections yields significant consequences for education, talent management, leadership development, and organizational innovation strategies.

Conclusion

This research paper demonstrates the fact that personality dimensions play a critical role in creative thinking and innovation at individual and organizational levels. The predictor that always comes out is openness to experience that increases divergent thinking, imagination, and cognitive flexibility which are the bases of idea generation and innovative behavior. Extraversion mainly facilitates creativity in group and social situations whereas conscientiousness helps in the realization and perfection of ideas, but too much discipline may become a bottleneck to creativity in the initial stages. The effects of agreeableness and neuroticism are less strong, context-specific, and indicate that creativity is an outcome of complex interactions between traits rather than an outcome of a single dimension. At the organizational level, individual traits can be translated into collective innovation through the mediation of diversity in the team, leadership styles, and enabling HR practices. The results highlight that creativity and innovation have to be encouraged with a moderate account of personality and environmental support, and cultural location. Overall analysis, these dynamics can be an important consideration in the education programs, organizational management and the talent development strategies to develop the best in creativity.

References

1. Amoozegar, A., Elsiddig, B. M. H., Falahat, M., Ikram, M., Ismaeil, A. A. R. M., & Krishnasamy, H. N. (2025). An examination of the role of Big Five personality traits on employee creativity in Sudanese public universities: a gender-based approach. *Frontiers in Psychology*, *16*. https://doi.org/10.3389/fpsyg.2025.1556637
2. Batey, M., Chamorro-Premuzic, T., & Furnham, A. (2010). Individual Differences in

Ideational Behavior: Can the Big Five and Psychometric Intelligence Predict Creativity Scores? *Creativity Research Journal*, *22*(1), 90–97. https://doi.org/10.1080/10400410903579627

3. Careerkey. (2006). *How Holland's Theory helps you choose the right career path*. https://www.careerkey.org/fit/personality/hollands-theory-of-career-choice
4. De Dreu, C. K. W., Bechtoldt, M. N., & Nijstad, B. A. (2007). Team personality diversity , group creativity , and innovativeness in organizational teams. *Sustainable Development*.
5. Eysenck, H. J. (2009). Creativity and Personality: Suggestions for a Theory. *Psychological Inquiry*, *4*(3), 147–178. https://doi.org/10.1207/s15327965pli0403_1
6. Feist, G. J. (2019). Creativity and the Big Two model of personality: plasticity and stability. *Current Opinion in Behavioral Sciences*, *27*, 31–35. https://doi.org/10.1016/j.cobeha.2018.07.005
7. Hernández Ortiz, A. F., López-Martínez, O., & Corbalán Berná, F. J. (2020). Creative Talent and Personality: A Primary Education Study. *Sustainability*, *12*(10), 4203. https://doi.org/10.3390/su12104203
8. Ito, T., & Takagishi, H. (2025). Associations Between Individual- and Group-Level Relational Mobility and Big Five Personality in Japan: A Multilevel Study of Prefectural Capitals. *Journal of Personality*. https://doi.org/10.1111/jopy.70033
9. Ivcevic, Z., Grossman, E. R., Cotter, K. N., & Nusbaum, E. (2024). Self-Regulation of Creativity: Toward Measuring Strategies of Creative Action. *Creativity Research Journal*, *36*(3), 491–507. https://doi.org/10.1080/10400419.2023.2226494
10. Jauk, E., Benedek, M., & Neubauer, A. C. (2014). The Road to Creative Achievement: A Latent Variable Model of Ability and Personality Predictors. *European Journal of Personality*, *28*(1), 95–105. https://doi.org/10.1002/per.1941
11. Jirásek, M., & Sudzina, F. (2020). Big Five Personality Traits and Creativity. *Quality Innovation Prosperity*, *24*(3), 90–105. https://doi.org/10.12776/qip.v24i3.1509
12. Kaufman, S. B., Quilty, L. C., Grazioplene, R. G., Hirsh, J. B., Gray, J. R., Peterson, J. B., & DeYoung, C. G. (2016). Openness to Experience and Intellect Differentially Predict Creative Achievement in the Arts and Sciences. *Journal of Personality*, *84*(2), 248–258. https://doi.org/10.1111/jopy.12156
13. Kim Nam, N., & Thi Hang Nga, N. (2024). Influence of personality traits on creativity and innovative work behavior of employees. *Problems and Perspectives in Management*, *22*(2), 389–398. https://doi.org/10.21511/ppm.22(2).2024.30
14. Kramarić, M., Butković, A., & Pavlić, M. (2023). The Relationship between Personality and Creative Self-Beliefs at Different Levels of Personality Hierarchy. *Psihologijske Teme*, *32*(1), 125–141. https://doi.org/10.31820/pt.32.1.7
15. Lim, A. G. Y. (2025). *Big Five Personality Traits: The 5-Factor Model of Personality*. https://www.simplypsychology.org/big-five-personality.html
16. Lin, S., Huang, Y., & Chen, C. T. (2025). Exploring the Factors That Impact Employee Environmental Creative Performance in Taiwan's Environmental Manufacturing Sectors: A Multilevel Analysis. *Business Strategy and the Environment*. https://doi.org/10.1002/bse.70285
17. Lloyd-Cox, J., Pickering, A., & Bhattacharya, J. (2022). Evaluating Creativity: How Idea Context and Rater Personality Affect Considerations of Novelty and Usefulness. *Creativity Research Journal*, *34*(4), 373–390. https://doi.org/10.1080/10400419.2022.2125721
18. Merola, G. P., Patti, A., Bozza, B., Benedetti, D., Minotti, G., Spagnuolo, A. S., Pitt, G., Pecoraro, V., Lenti, A., D'Anna, G., Porcinai, N., Tafuni, S., Fascina, I., Ballerini, A., &

Ricca, V. (2025). Creative behavior, psychopathology, and salience processing: a case–control study of Italian artists from the Florence Academy of Fine Arts. *Frontiers in Psychology*, *16*. https://doi.org/10.3389/fpsyg.2025.1541458

19. Parr, A. D., Lanza, S. T., & Bernthal, P. (2016). Personality profiles of effective leadership performance in assessment centers. *Human Performance*, *29*(2), 143–157. https://doi.org/10.1080/08959285.2016.1157596
20. Porzio, S. K. (2003). *A Critical Review of Eysenck's Theory of Psychoticism and How it Relates to Creativity*. http://www.personalityresearch.org/papers/porzio.html
21. Psychologistworld. (2026). *Eysenck's PEN Model of Personality*. https://www.psychologistworld.com/personality/pen-model-personality-eysenck
22. Sharif, R. (2017). A Model of Creativity in Organizations: John Holland's Theory of Vocational Choice (1973) at Multiple Levels of Analysis. *The Journal of Creative Behavior*, *51*(2), 140–152. https://doi.org/10.1002/jocb.91
23. Sharma, T. S., & Tripathi, D. K. M. (2023). Relationship between the Personality Traits and Creativity Style among College Students. *The International Journal of Indian Psychology*. https://doi.org/10.25215/1103.109
24. Stevenson, C., Baas, M., & van der Maas, H. (2021). A Minimal Theory of Creative Ability. *Journal of Intelligence*, *9*(1), 9. https://doi.org/10.3390/jintelligence9010009
25. Strand, E. R., Anyan, F., Hjemdal, O., Nordahl, H. M., & Nordahl, H. (2024). Metacognitive beliefs prospectively predict level of personality functioning beyond maladaptive personality traits within-individuals: Results from a four-wave longitudinal study. *Personality and Individual Differences*. https://doi.org/10.1016/j.paid.2024.112812
26. Todorović, D., & Jovanović, D. (2024). Teacher's organizational citizenship behavior in the context of personality traits, well-being and employment uncertainty. *WORK: A Journal of Prevention, Assessment & Rehabilitation*. https://doi.org/10.1177/10519815241298102
27. Zhu, H., Jia, F., Zhang, Y., & Wang, R. (2025). The Relationship Between the Big Five Personality Model and Innovation Behavior: A Three-Level Meta-Analysis. *Behavioral Sciences*, *15*(9), 1143. https://doi.org/10.3390/bs15091143