

Big Five Personality and Workplace Emotions: An Integrative Systematic Review

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ABSTRACT

Purpose – This study systematically reviews empirical research on the relationship between Big Five personality dimensions and workplace emotions over the past decade, proposes an integrative conceptual framework, and identifies directions for future research.

Design/methodology/approach – A Systematic Literature Review (SLR) approach was employed following PRISMA guidelines across four stages: identification, screening, eligibility assessment, and inclusion. Searches were conducted on Scopus, ScienceDirect, SpringerLink, Taylor & Francis Online, and Google Scholar using Boolean keyword combinations. A structured quality appraisal rubric was applied to all eligible articles by two independent reviewers.

Finding/Results – From 458 identified articles, 19 met all inclusion criteria. Thematic synthesis reveals consistent patterns: neuroticism is the strongest predictor of negative workplace emotions (stress, anxiety, burnout) mediated by maladaptive emotion regulation; extraversion and agreeableness consistently associate with positive emotions and prosocial interpersonal quality; conscientiousness functions as an emotional buffer, and is the strongest predictor of job performance; and openness to experience supports emotional flexibility, particularly in dynamic environments. Emotion regulation and emotional labor serve as the primary mediating mechanisms. Affective events theory is confirmed as a robust framework for understanding personality–emotion linkages at work.

Originality/Value – This study contributes an integrative conceptual framework linking Big Five traits, emotion regulation strategies, and workplace emotional outcomes, with contextual factors as moderators. Practical implications are provided for personnel selection, employee development, and organizational well-being interventions.

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1. Introduction

Over the past several decades, individual behavior dynamics in the workplace have become a central concern in human resource management and organizational psychology. Two aspects that have attracted considerable scholarly attention are personality and workplace emotions, given their significant influence on behavior, motivation, interpersonal relationship quality, and employee performance. Personality, particularly through the Big Five Personality model, has long been recognized as an important predictor for understanding how individuals respond to work demands and manage emotional experiences in organizational settings (John, et al., 2008). Within the framework of affective disposition theory, individuals' emotional tendencies are substantially determined by stable personality characteristics developed early in life (Staw et al., 1986).

The Big Five Personality model encompasses five primary dimensions—*extraversion*, *agreeableness*, *conscientiousness*, *neuroticism*, and *openness to experience*—which influence affective tendencies and emotion regulation strategies in the workplace (McCrae & Costa, 1999). Prior research indicates that individuals with high neuroticism are more prone to negative emotions such as stress and anxiety, whereas extraversion correlates strongly with positive emotional experiences like enthusiasm and job satisfaction (Watson & Clark, 1997). These findings confirm that emotional responses at work are determined not only by situational factors but also by relatively stable personal characteristics.

Workplace emotions have increasingly become a critical aspect of modern organizations. Global reports indicate that more than half of all employees experience significant emotional distress at work, adversely affecting their well-being and productivity (Gallup, 2023). Foundational concepts including *emotional labor* (Hochschild, 2012), *emotion regulation* (Gross, 1998), and positive and negative emotions in organizations (Angelini, 2023) demonstrate that workplace emotion dynamics are complex phenomena closely related to individual characteristics. Research has also established that workplace emotions function as critical mediators between work conditions and key organizational outcomes such as job satisfaction, performance, turnover intention, and psychological well-being (Weiss & Cropanzano, 1996). Although the relationship between personality and workplace emotions has been widely studied with relatively consistent patterns, the existing literature still shows variation in findings across cultural contexts, job characteristics, and organizational types (Anglim et al., 2020). Empirical findings regarding each Big Five dimension's contribution to workplace emotions remain scattered across studies employing diverse methodological approaches. This situation creates knowledge gaps specifically regarding: (1) the absence of a systematic review synthesizing empirical findings over the past decade comprehensively; (2) unmapped inconsistencies across studies; and (3) the lack of an integrative conceptual framework modeling the personality–workplace emotion relationship.

Accordingly, this study aims to: (1) identify the relationship patterns between each Big Five dimension and workplace emotions; (2) examine the consistency and inconsistency of empirical findings over the past decade; (3) analyze the mediating mechanisms of emotion regulation and *emotional labor*; and (4) propose an integrative conceptual framework as a new theoretical contribution. The research questions guiding this SLR are: (a) How does each Big Five dimension relate to workplace emotions? (b) Which personality dimensions most consistently influence positive and negative emotions at work? (c) What patterns characterize research findings over the past decade regarding the personality–workplace emotion relationship?

2. Literature Review

2.1. The Big Five Personality Model

The Big Five Personality model, also known as the Five Factor Model (FFM), is the most dominant personality framework in psychological and organizational behavior literature. It encompasses five dimensions: *extraversion*, *agreeableness*, *conscientiousness*, *neuroticism*, and *openness to experience* (John, et al., 2008; McCrae & Costa, 1999). These dimensions are dispositionally stable and explain individual differences in affect, cognition, and behavior across contexts. Longitudinal studies demonstrate that these personality traits serve as stable affective predictors throughout an individual's career (Staw et al., 1986).

Extraversion reflects a tendency toward positive energy and enthusiasm in social interaction. Agreeableness reflects cooperative, empathic, and warm interpersonal orientation. Conscientiousness relates to discipline, responsibility, and impulse control. **Neuroticism** involves a tendency to experience negative emotions such as anxiety and emotional instability. Openness to experience reflects creativity, imagination, and receptivity to new experiences (McCrae & Costa, 1999).

2.2. Workplace Emotions and Related Concepts

Workplace emotions encompass both positive and negative emotional experiences arising during work activities, shaped by task demands, social interactions, and individual characteristics (Angelini, 2023). Weiss & Cropanzano (1996), through Affective Events Theory (AET), establish that workplace emotions are not merely transient states but critical mediators linking work events to employee attitudes and behaviors. Positive emotions such as enthusiasm and job satisfaction enhance motivation and performance, while negative emotions such as frustration and stress elevate risks of burnout and turnover.

Emotional labor refers to the deliberate management of emotional expression to meet role demands (Hochschild, 2012), encompassing *deep acting* (modifying internal feelings authentically) and *surface acting* (concealing genuine feelings behind expected expressions). **Emotion regulation** refers to the process of influencing the type, intensity, and expression of experienced emotions (Gross, 1998). Adaptive strategies such as *cognitive reappraisal* are associated with more positive psychological outcomes, whereas maladaptive strategies such as *suppression* and *rumination* are linked to heightened negative affect and burnout risk (Anglim et al., 2020).

2.3. Personality and Workplace Emotions

Personality is one of the key determinants of the intensity and type of emotions experienced by employees. According to affective disposition theory, individuals' emotional tendencies are substantially shaped by their stable personality characteristics (Staw et al., 1986). Watson & Clark (1997) demonstrate that extraversion correlates strongly with the frequency of positive emotions, while neuroticism is the primary predictor of negative affect. Meta-analytic evidence further confirms that emotion regulation systematically mediates the relationship between Big Five traits and diverse affective outcomes at work: adaptive strategies such as cognitive reappraisal consistently predict positive emotions and well-being, while maladaptive strategies such as suppression and avoidance predict negative affect, emotional exhaustion, and burnout risk (Barańczuk, 2019).

High conscientiousness and agreeableness are associated with better emotion regulation capacity and adaptive responses to work pressure (Eshete et al., 2025). Personality dimensions have also been shown to contribute significantly to job performance, with conscientiousness functioning as the strongest overall predictor (Wilmot & Ones, 2021), likely mediated by emotion regulation ability and goal focus. Individuals high in openness tend to employ

adaptive strategies such as reappraisal, whereas those high in neuroticism gravitate toward maladaptive strategies (Anglim et al., 2020). Accordingly, the personality-workplace emotion relationship operates through emotion regulation and emotional labor as primary psychological mediating mechanisms.

3. Methodology

3.1. Research Design

This study employed a *Systematic Literature Review* (SLR) approach with thematic narrative analysis to identify, evaluate, and synthesize empirical findings regarding the influence of Big Five personality dimensions on workplace emotions. SLR procedures followed the *Preferred Reporting Items for Systematic Reviews and Meta-Analyses* (PRISMA) guidelines, encompassing four stages: *identification, screening, eligibility, and inclusion* (Page et al., 2021).

3.2. Data Sources and Search Strategy

Literature searches were conducted across five reputable academic databases: Scopus, ScienceDirect, SpringerLink, Taylor & Francis Online, and Google Scholar. The search strategy employed Boolean AND/OR keyword combinations covering: (1) personality keywords: "Big Five Personality", "Five Factor Model", "extraversion", "agreeableness", "conscientiousness", "neuroticism", "openness to experience"; and (2) workplace emotion keywords: "workplace emotions", "emotional labor", "emotion regulation", "positive emotions", "negative emotions", "affect", "burnout", "emotional exhaustion". Searches were limited to publications between 2011 and 2026.

3.3. Inclusion and Exclusion Criteria

Table 1 presents the inclusion and exclusion criteria applied consistently throughout the article selection process.

Table 1. Inclusion and Exclusion Criteria

Criterion	Inclusion	Exclusion
Study type	Empirical research (quantitative, qualitative, mixed-methods, meta-analysis, systematic review)	Editorials, opinions, non-empirical single case studies
Variables	Measures ≥ 1 Big Five dimension and ≥ 1 workplace emotion dimension explicitly	Does not measure the primary study variables
Context	Adult employee/worker population in organizational work settings	Non-work populations (children, students without work context)
Language	English	Languages other than English
Period	2011–2026	Publications before 2011
Instrument	Uses validated Big Five and workplace emotion measurement instruments	Instrument unclear or not validated
Accessibility	Full text available	Abstract-only access

Source: Authors (2026)

3.4. Selection Process and Quality Appraisal

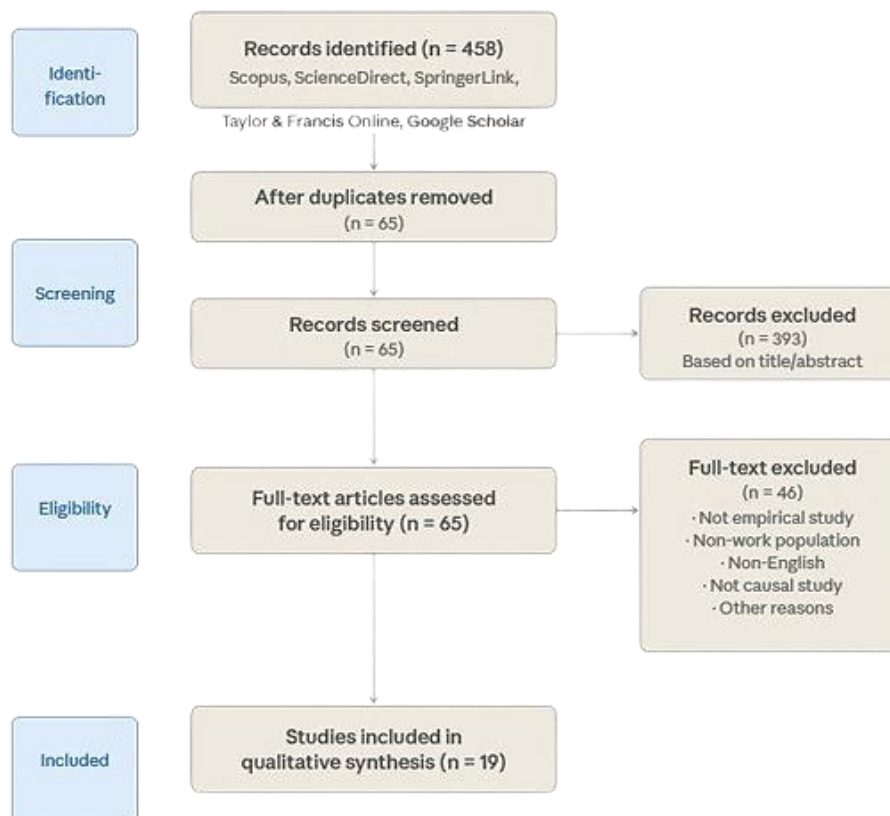
At the *identification* stage, 458 articles were retrieved across all databases. The *screening* stage involved two independent researchers reviewing titles and abstracts; disagreements were

resolved through discussion and consensus. Of 458 articles, 393 were eliminated for irrelevance, leaving 65 articles for further evaluation.

The *eligibility* stage involved full-text review of 65 articles using a structured quality appraisal rubric. The rubric evaluated four dimensions: (1) clarity of research objectives and hypotheses; (2) appropriateness of design and measurement instruments; (3) transparency of result reporting; and (4) relevance of research context to organizational work settings. Each dimension was scored 1–3 (1 = does not meet, 2 = partially meets, 3 = meets). Articles scoring below 8 out of 12 were excluded. Forty-six articles were eliminated at this stage, yielding 19 articles for the *inclusion* stage.

Data analysis employed thematic narrative analysis, grouping and synthesizing findings by Big Five dimension and type of workplace emotion examined. Several foundational theoretical works predating the seven-year search window are retained as they constitute the irreplaceable conceptual pillars of this study – specifically, emotion regulation theory (Gross, 1998), emotional labor theory (Hochschild, 2012), Affective Events Theory (Weiss & Cropanzano, 1996), affective disposition theory (Staw et al., 1986), and the Five Factor Model (McCrae & Costa, 1999). These seminal works are essential and unavoidable as no equivalent contemporary alternatives exist for their theoretical contributions. The full selection process is depicted in Figure 1.

Figure 1. PRISMA Flow Diagram of Article Selection



Source: Authors (2026)

4. Result and Discussion

4.1. Result

Overview of Selected Articles

From 458 initially identified articles, PRISMA selection procedures yielded 19 articles meeting all inclusion criteria. These articles were published between 2011 and 2026, reflecting an

increasing trend of scholarly attention to this topic over the past decade. Geographically, studies originate from the United States, Spain, Malaysia, South Korea, Turkey, Croatia, Germany, and Australia, indicating cross-cultural relevance. Methodologically, 11 studies employed quantitative survey approaches, 4 were meta-analyses, 3 were conceptual/narrative reviews, and 1 used a diary study design. Detailed characteristics and key findings are summarized in Table 2.

Table 2. Synthesis of Selected Articles

Author & Year	Method/Sample	Research Objective	Key Findings	Relevance to Big Five & Workplace Emotions
Zhu et al. (2023)	Narrative Review & Case Study	Examine Big Five-emotion regulation strategy relationships for intervention design	Big Five influences strategy preferences (adaptive vs. maladaptive)	Neuroticism → ER; Extraversion & Agreeableness → adaptive ER
Sorić et al. (2013)	Survey, n=500 high school students	Test Big Five contributions to academic emotions in work contexts	All dimensions significantly predict negative/positive emotions	Neuroticism: strong predictor of anxiety; Extraversion: positive emotions
Santos et al. (2016)	Survey, n=136 HR employees (Malaysia)	Test emotion regulation mediation between Big Five and burnout	Surface acting mediates personality-burnout relationship	Low Conscientiousness → surface acting → high burnout
Sacchi & Dan-Glauser (2026)	Conceptual Review	Review five-level analysis of workplace emotions	Big Five as dispositional factor at individual difference level	Neuroticism & Extraversion: key workplace emotion predictors
Grandey & Sayre (2019)	Literature Review	Review emotional labor and its well-being implications	Deep acting → well-being; surface acting → emotional exhaustion	Agreeableness → deep acting; Neuroticism → surface acting
Leiß & Rausch (2023)	Diary Study, n=43 trainees	Test personality-emotion-social situation interactions at work	Direct personality effects small; operate through situational preferences	Big Five acts indirectly via social situation selection

Author & Year	Method/Sample	Research Objective	Key Findings	Relevance to Big Five & Workplace Emotions
Marengo et al. (2021)	Meta-analysis (21 samples)	Test primary emotional systems and Big Five relationships	Brain emotional systems (FEAR, PLAY, CARE) strongly linked to Big Five	FEAR=Neuroticism; PLAY=Extraversion; CARE=Agreeableness
Lee et al. (2016)	Survey, teachers n=189	Test ER strategies and discrete teacher emotions	Reappraisal → enjoyment; Suppression → negative emotions	Neuroticism positively correlates with suppression, anger, and anxiety
Berkovich & Eyal (2021)	Survey, teachers n=113	Test ER mediation between Big Five and teacher mood	Suppression → negative mood; Reappraisal → positive mood	Conscientiousness & Extraversion → reappraisal; Neuroticism → suppression
Barańczuk (2019)	Meta-analysis (132 studies)	Test global Big Five-emotion regulation strategy relationships	Extraversion, Openness, Agreeableness → adaptive strategies	Neuroticism: strong predictor of suppression & avoidance
Kiffin-Petersen et al. (2011)	Survey, service employees n=338	Test emotional labor mediation on OCB	Surface acting → exhaustion; Deep acting → positive OCB	Neuroticism → surface acting → exhaustion; Agreeableness → deep acting
Castillo-Gualda et al. (2019)	Survey, Spanish teachers n=243	Test ER ability as moderator of Big Five and burnout	ER ability reduces negative effects of personality on burnout	Personality affects personal accomplishment via ER ability
Banfi & Randall (2022)	Meta-analysis (n>73k)	Test mindfulness-Big Five relationships	Neuroticism strongly negatively correlates with mindfulness	Neuroticism inhibits present-moment awareness → workplace anxiety
Tutar et al. (2020)	Mixed Methods (Turkey)	Test Big Five and workplace spirituality	Agreeableness & Conscientiousness predict workplace meaning	Positive personality dimensions → emotional-spiritual connection at work
Choi et al. (2025)	Quantitative, PE teachers (Korea)	Test Big Five effects on teacher	Neuroticism → Emotional	Asian cultural context: Neuroticism

Author & Year	Method/Sample	Research Objective	Key Findings	Relevance to Big Five & Workplace Emotions
		burnout dimensions	Exhaustion; Extraversion → prevents depersonalization	is primary emotional fatigue risk factor
Liu et al. (2022)	Meta-analysis of teachers	Meta-analyze Big Five and teacher burnout	Neuroticism: strongest burnout predictor (+); Extraversion (-)	Cross-national consistency of Neuroticism's negative impact confirmed
Özsoy et al. (2024)	Quantitative survey (Turkey)	Compare Big Five vs. Dark Triad in emotional labor	Agreeableness predicts Deep Acting; Dark Triad → Surface Acting	Neuroticism must be distinguished from dark triad in emotional labor prediction
Lan et al. (2022)	Quantitative, hospitality sector	Test Conscientiousness role facing customer mistreatment	Conscientiousness breaks the negative cycle of mistreatment → negative emotion	Conscientiousness functions as an 'emotional shield' in interpersonal conflict
Garmaroudi (2024)	Quantitative survey	Test Openness role in employee adaptive performance	Openness mediates wisdom-adaptability relationship	Openness: key to positive emotions when facing organizational change

Source: Authors (2026)

4.2. Discussion

Neuroticism and Negative Workplace Emotions

Neuroticism consistently emerges as the strongest and most stable predictor of negative workplace emotions across all reviewed studies. Individuals high in neuroticism exhibit greater emotional sensitivity to work stressors and more frequently employ maladaptive emotion regulation strategies such as suppression and rumination (Barańczuk, 2019). This pattern sustains a persistent negative affect cycle, elevating risks of burnout, anxiety, frustration, and emotional exhaustion (Choi et al., 2025; Liu et al., 2022). This relationship is also confirmed at the neurobiological level: the brain's FEAR emotional system correlates strongly with neuroticism (Marengo et al., 2021). Berkovich & Eyal (2021) further confirms this pattern through mediation analysis: neuroticism predicts negative mood specifically via suppression, establishing maladaptive emotion regulation as the proximal mechanism linking high neuroticism to negative workplace affect.

These findings are confirmed across cultural contexts—from South Korea, Malaysia, and Turkey to Spain—demonstrating that the neuroticism–negative emotion relationship is cross-culturally consistent, although its intensity may vary with job demands. In professions with high interpersonal emotional demands such as teaching and service work, the impact of

neuroticism on surface acting and emotional exhaustion appears particularly pronounced (Kiffin-Petersen et al., 2011; Lee et al., 2016).

Extraversion and Positive Workplace Emotions

Extraversion exhibits a stable positive relationship with positive emotional experiences at work, including enthusiasm, optimism, work engagement, and interpersonal satisfaction. Extraverted individuals display higher positive affect and more frequently employ adaptive emotion regulation strategies such as *cognitive reappraisal* (Barańczuk, 2019; Berkovich & Eyal, 2021). At the neurobiological level, the brain's PLAY emotional system correlates with extraversion (Marengo et al., 2021), providing biological underpinning for these findings. In jobs requiring intensive social interaction, extraversion functions as a protective factor against emotional pressure.

An important distinction from neuroticism warrants attention: while neuroticism affects the full spectrum of negative emotional dimensions, the impact of extraversion appears more specific to positive affect dimensions and prevention of depersonalization in burnout (Choi et al., 2025; Liu et al., 2022), suggesting that these dimensions operate on distinct psychological pathways rather than being simply opposed.

Conscientiousness and Emotional Stability

Conscientiousness plays a significant role in maintaining emotional stability at work. Conscientious individuals possess strong self-control, goal orientation, and effective management of work demands (Eshete et al., 2025). This dimension has been demonstrated as the strongest overall predictor of job performance (Wilmot & Ones, 2021), likely mediated by the capacity for emotion regulation and sustained goal focus. Lan et al. (2022) hospitality sector study shows that conscientiousness actively disrupts the cycle from customer mistreatment to negative emotion, functioning as an emotional buffer.

A minor inconsistency emerged in Santos et al. (2016), where low conscientiousness was associated with *surface acting* and burnout through emotional labor mediation, underscoring the importance of mediating pathways in understanding this relationship.

The underlying mechanism for conscientiousness's stabilizing effect lies in goal-directed self-regulation. Unlike neuroticism, which amplifies threat appraisal, conscientious individuals habitually reframe work stressors as manageable challenges aligned with their goal structures (Eshete et al., 2025). This cognitive reframing suppresses impulsive emotional responses and activates behavioral inhibition, producing emotional stability as an active outcome rather than a passive trait. Consequently, even under conditions of interpersonal conflict or customer mistreatment, conscientious employees maintain affective balance by redirecting attention toward task completion and long-term objectives (Lan et al., 2022; Wilmot & Ones, 2021).

Agreeableness and Interpersonal Emotions

Agreeableness is closely associated with positive interpersonal emotional quality and harmonious workplace climate. Agreeable individuals demonstrate empathy, cooperation, and prosocial orientation, facilitating *deep acting* in emotional situations (Grandey & Sayre, 2019; Özsoy et al., 2024). At the neurobiological level, the brain's CARE emotional system correlates with agreeableness (Marengo et al., 2021). However, an important nuance emerges: in jobs with very high interpersonal emotional demands, high agreeableness may paradoxically increase emotional exhaustion risk due to a tendency to suppress negative emotions to preserve social relationships—an inconsistency indicating that agreeableness's role is contextually dependent. This paradox arises because highly agreeable individuals systematically prioritize relational harmony over personal emotional self-regulation: in suppressing their own negative affect to preserve social bonds, they gradually deplete their emotional resources, making prolonged high-demand interpersonal work a particular vulnerability (Grandey & Sayre, 2019; Kiffin-Petersen et al., 2011). Beyond emotional exhaustion, Tutar et al. (2020) further show that agreeableness and conscientiousness together

predict workplace spirituality and sense of meaning at work, indicating that agreeableness carries a positive emotional dimension extending beyond interpersonal dynamics into broader occupational well-being.

Openness to Experience and Emotional Flexibility

Openness to experience is associated with cognitive flexibility and emotional adaptivity. Individuals high in openness are better able to face change and uncertainty, employing adaptive emotion regulation strategies such as *reappraisal* and *problem-solving*, and viewing stressors as challenges (Garmaroudi, 2024). The role of openness becomes increasingly significant in dynamic, innovation-driven work environments. Notably, however, the effect of openness is not universally significant in highly structured, repetitive jobs (Kang et al., 2023), indicating that job type moderates this relationship.

This moderating pattern can be explained through the cognitive activation model of openness. Individuals high in openness possess elevated tolerance for ambiguity and a habitual tendency to reframe novel or uncertain situations as intellectually stimulating rather than threatening – a form of proactive emotional reappraisal (Barańczuk, 2019). In dynamic, change-intensive environments, this disposition provides a stable emotional advantage. However, in highly structured or repetitive jobs, the absence of novelty means openness finds no situational affordance for activation: the cognitive flexibility exists but has no trigger, leaving emotional regulation largely indistinguishable from lower-openness employees. This context-dependency is theoretically significant as it underscores that personality effects on workplace emotions are not unconditional but require situational opportunities for expression (Garmaroudi, 2024).

Mediating Mechanisms: Emotion Regulation and Emotional Labor

SLR findings consistently demonstrate that emotion regulation and *emotional labor* serve as primary mediating mechanisms in the personality–workplace emotion relationship, consistent with Affective Events Theory (Weiss & Cropanzano, 1996). Four identified mediation patterns are: (1) Neuroticism → suppression/rumination → negative emotions/burnout; (2) Extraversion & Conscientiousness → cognitive reappraisal/deep acting → positive emotions/well-being; (3) Agreeableness → deep acting → positive interpersonal emotions (with exhaustion risk under very high demands); (4) Openness → reappraisal/problem-solving → emotional flexibility. Importantly, Castillo-Gualda et al. (2019) demonstrate that emotion regulation ability itself functions as a moderator within these pathways: among Spanish teachers, higher ER ability attenuated the negative effects of personality traits on burnout, suggesting that the mediating mechanisms are not fixed but can be strengthened through deliberate skill development.

The centrality of these mediating mechanisms is theoretically grounded in Affective Events Theory (Weiss & Cropanzano, 1996), which posits that workplace events trigger emotional reactions not directly but through an appraisal process shaped by individual dispositions. Personality traits, being stable dispositional antecedents, systematically bias this appraisal process: high neuroticism amplifies threat perception, while high conscientiousness and extraversion facilitate challenge appraisal. The chosen emotion regulation strategy – whether adaptive (reappraisal, deep acting) or maladaptive (suppression, surface acting) – then determines the valence and intensity of the resultant workplace emotional experience (Barańczuk, 2019; Sacchi & Dan-Glauser, 2026).

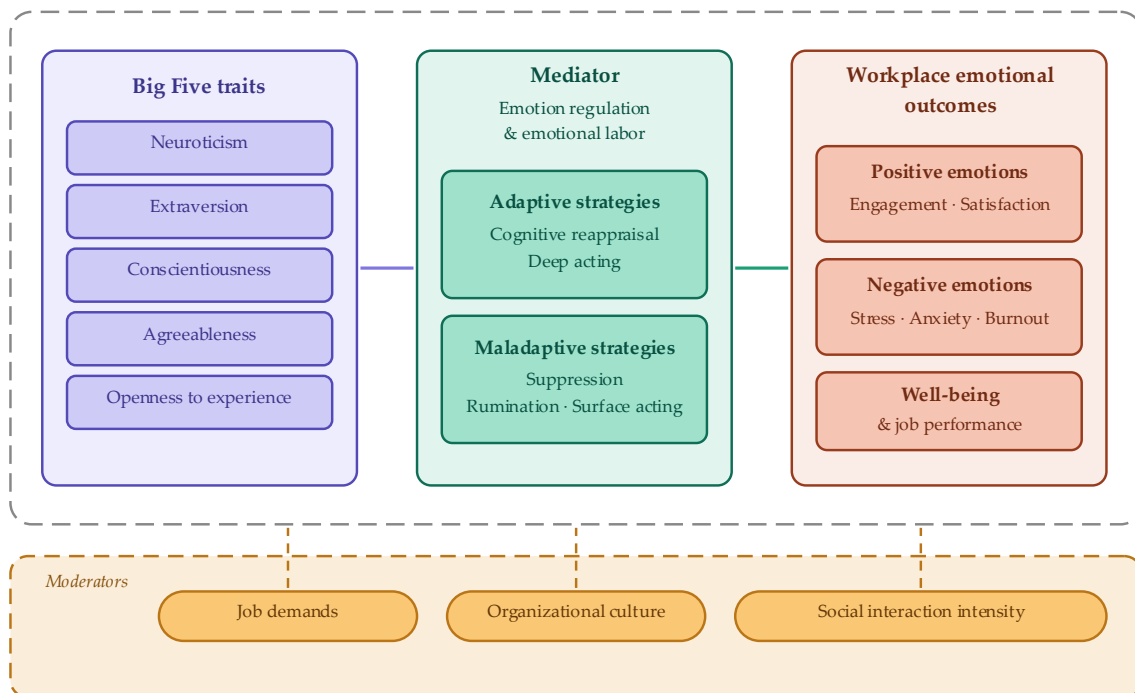
The practical significance of this mediation model is substantial. Because maladaptive emotion regulation strategies function as the proximal mechanism through which high neuroticism translates into burnout and emotional exhaustion, intervention at the regulation level can buffer negative outcomes without requiring trait-level personality change – which is largely immutable in adulthood. Training programs targeting suppression replacement with cognitive reappraisal, or surface acting replacement with deep acting, therefore represent the

most tractable organizational lever for improving employee emotional well-being across diverse personality profiles (Banfi & Randall, 2022; Zhu et al., 2023).

Integrative Conceptual Framework

Based on the synthesis of all identified patterns, this study proposes an integrative conceptual framework illustrating the relationship between Big Five personality dimensions, emotion regulation strategies and *emotional labor* as mediators, and workplace emotional outcomes as outputs. Personality dimensions do not directly determine workplace emotions; rather, they shape individuals' choices of emotion regulation strategies (adaptive vs. maladaptive) and tendencies toward *surface vs. deep acting*, which ultimately affect emotional experience, well-being, and individual performance. Contextual factors including job demands, organizational culture, and social interaction intensity serve as moderators, integrating the multilevel perspective of Sacchi & Dan-Glauser (2026). This framework extends Affective Events Theory by explicitly incorporating personality as a stable dispositional antecedent that systematically shapes how individuals appraise and regulate affective work events—a dimension AET acknowledged but did not formally model. Unlike prior theoretical treatments that conceptualize personality–emotion links as predominantly direct, this integrative model positions emotion regulation strategies and emotional labor as the theoretically essential and empirically supported bridge, thereby addressing the fragmentation gap identified in the Introduction and offering a unified explanatory account of why the same work event produces divergent emotional outcomes across employees with different personality profiles.

Figure 2. Integrative Conceptual Framework: Big Five Personality and Workplace Emotions



Source: Authors (2026)

Consistency and Inconsistency of Findings

Consistency. Neuroticism is consistently linked to negative emotions across all reviewed studies. Extraversion consistently produces higher positive affect and work engagement. Conscientiousness is almost universally associated with emotional stability and better job performance (Wilmot & Ones, 2021). This consistency indicates that personality plays a relatively stable role in shaping workplace emotions across countries, occupational settings, and organizational cultures. Notably, Sorić et al. (2013) provide early corroborating evidence of this cross-dimensional consistency: across a sample of 500 participants, all five Big Five

dimensions significantly predicted both positive and negative emotional outcomes, reinforcing the robustness of personality as a stable emotional predictor across diverse contexts.

Inconsistency. Openness to experience is not consistently significant in highly structured, repetitive jobs (Kang et al., 2023). High agreeableness may increase emotional exhaustion risk in jobs with very high interpersonal demands. Direct personality effects appear smaller than indirect effects through mediating mechanisms (Leiß & Rausch, 2023). Cross-cultural variation—particularly between individualistic and collectivistic cultures—may influence emotional expression and regulation, yet this has not been systematically analyzed in the existing literature.

Practical Implications

The findings of this SLR carry important practical implications. First, in *personnel selection and recruitment*, conscientiousness and emotional stability can serve as key indicators for predicting sustainable job performance (Wilmot & Ones, 2021). Second, *emotion regulation training programs* can be specifically tailored for individuals with high neuroticism, leveraging mindfulness interventions (Banfi & Randall, 2022) and cognitive reappraisal techniques (Zhu et al., 2023). Third, job-person fit can be optimized through personality-informed role placement: individuals high in extraversion thrive in client-facing and leadership roles, those high in conscientiousness excel in structured, deadline-driven positions, and those high in openness are most effective in innovation-intensive or rapidly changing environments (Wilmot et al., 2019). Fourth, personality-based well-being programs should be differentiated rather than uniform: mindfulness-based interventions are particularly effective for employees high in neuroticism (Banfi & Randall, 2022); team-based collaborative structures leverage the interpersonal strengths of extraversion and agreeableness; and creative task assignments activate the emotional resilience of openness, collectively reducing organizational burnout risk across personality profiles (Santos et al., 2016; Zhu et al., 2023).

5. Conclusion and Suggestion

This SLR synthesizes 19 empirical articles on the influence of Big Five personality dimensions on workplace emotions using PRISMA guidelines. Findings affirm that personality represents a stable dispositional factor shaping workplace emotion dynamics, as predicted by affective disposition theory (Staw et al., 1986).

Neuroticism is the strongest predictor of negative workplace emotions through maladaptive emotion regulation strategies. Extraversion and agreeableness consistently associate with positive emotions and higher interpersonal relationship quality. Conscientiousness contributes to emotional stability and is the strongest predictor of job performance (Wilmot & Ones, 2021). Openness to experience supports emotional flexibility in dynamic work environments, though its effect is contextually moderated by job characteristics (Kang et al., 2023). Workplace emotions are confirmed as mediators between work conditions and key organizational outcomes (Weiss & Cropanzano, 1996). Emotion regulation and *emotional labor* are established as the primary mediating mechanisms bridging the personality–workplace emotion relationship: adaptive strategies (cognitive reappraisal, deep acting) predict positive emotional outcomes, while maladaptive strategies (suppression, surface acting) elevate burnout risk (Anglim et al., 2020; Barańczuk, 2019).

As a theoretical contribution, this study proposes an integrative conceptual framework: Big Five Traits → Emotion Regulation/Emotional Labor (mediator) → Workplace Emotional Outcomes, with contextual factors (job demands, organizational culture, social interaction intensity) as moderators. This framework advances existing theory by modeling the full mediating pathway—not merely the direct trait–emotion association—thereby providing a

more complete account of how stable personality dispositions shape dynamic emotional experiences at work. Practical implications encompass: (1) personality-informed personnel selection, particularly screening for high neuroticism in emotionally demanding roles; (2) personalized emotion regulation training targeting maladaptive strategies among at-risk employees; and (3) personality-based organizational well-being programs that leverage conscientiousness and extraversion as protective factors against burnout.

Limitations and Future Research

This study has several limitations. First, the dominance of cross-sectional studies among reviewed articles limits causal inference regarding personality–workplace emotion relationships. Second, most studies employ self-report instruments, which may introduce perception bias and social desirability effects. Third, methodological heterogeneity across reviewed studies constrains direct comparison of effect sizes. Fourth, restriction to English-language publications may have introduced language bias.

Future research is recommended to: (1) adopt longitudinal designs to test causal relationships; (2) employ multilevel approaches integrating contextual factors (organizational culture, job demands, leadership style) as moderators; (3) more deeply explore the role of openness to experience across diverse job types, particularly in highly structured versus innovation-driven environments; (4) systematically compare personality–workplace emotion patterns across individualistic and collectivistic cultural contexts; and (5) examine cross-cultural variation in emotion regulation strategies and their differential effectiveness.

Declaration of AI and AI-assisted technologies in the writing process

During the preparation of this work, the authors used Claude (Anthropic) in order to assist with manuscript editing, reference updating, structural refinement of the Results and Discussion section, and language improvement. After using this tool/service, the authors reviewed and edited the content as needed and take full responsibility for the content of the publication.

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