RESEARCH ARTICLE

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Key Personality Traits for Business Administration Efficiency Using Holland's RIASEC Model and FIKR Profiling Assessment

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Abstract: This study investigates aligning personality traits with business administration roles to enhance efficiency and organizational success, applying Holland's realistic, investigative, artistic, social, enterprising, and conventional model with the facet, insight, knowledge, and resilience (FIKR) profiling assessment tool. Using data from 180 respondents, six personality dimensions—realistic, investigative, artistic, social, enterprising, and conventional—were analyzed to evaluate suitability for business administration roles. Key findings reveal a high prevalence of enterprising and conventional traits, highlighting strong leadership potential and organizational skills, while social traits positively influenced team dynamics and client management, emphasizing their role in interpersonal relations. Theoretically, this research advances the understanding of personality-based role alignment, showing how specific traits support core business administration functions and contribute to role effectiveness. These insights allow organizations to refine hiring practices, optimize role assignments, and improve workforce development by aligning employees with roles that match their personality profiles, ultimately supporting enhanced business performance and long-term organizational success.

Keywords: RIASEC model, business administration, FIKR profiling tool, leadership traits, organizational efficiency

1. Introduction

Effective business administration requires specific personality traits that balance strategic decision-making with daily operational efficiency. Aligning personality traits with these demands is essential for achieving operational success as organizational needs evolve [1–3]. While existing research supports the role of personality assessments in guiding this alignment, traditional models often overlook crucial traits like resilience and adaptability, which are critical in dynamic business settings [4–6]. To bridge this gap, this study combines Holland's realistic, investigative, artistic, social, enterprising, and conventional (RIASEC) model with the facet, insight, knowledge, and resilience (FIKR) profiling assessment, providing a comprehensive framework to identify traits essential for effective business administration better [7].

The Holland's RIASEC model categorizes individuals into six personality types—realistic, investigative, artistic, social, enterprising, and conventional—primarily to align personality with job roles based on broad occupational interests [8]. This model lays the foundation for understanding traits contributing to professional success. However, business administration requires more than job-personality alignment; it demands resilience, knowledge management, and adaptability to navigate complex and evolving environments. The FIKR tool enhances the RIASEC model by adding insights into these critical traits, allowing a nuanced understanding of how specific personality characteristics drive organizational success [9]. Integrating RIASEC with FIKR creates a sophisticated approach that combines traditional personality assessment with the adaptability needed in modern business contexts.

Research shows that enterprising and conventional traits are vital for business administration, as they support leadership and organizational skills [10]. Enterprising traits like initiative and strategic thinking are essential for leadership roles, while Conventional traits promote structure and efficiency in routine management tasks [11, 12]. Additionally, resilience and flexibility —highlighted by the FIKR assessment—are increasingly important in adaptive, high-stakes business roles [13]. Although previous studies suggest that combining personality assessments with resilience measures can enhance role alignment and organizational performance, few have empirically tested this integrated approach in business settings [14–16]. By merging RIASEC with FIKR, this study addresses this gap, presenting a model tailored to the complex demands of business administration.

Furthermore, this study examines demographic factors—such as age, gender, and professional background—of the 180 respondents. Including demographic context helps to understand how these traits influence business administration across different groups, providing insights into personality trait variations in diverse work environments.

This study aims to (1) identify essential personality traits for business administration efficiency, (2) evaluate the added value of integrating the RIASEC and FIKR profiling tools for a comprehensive view of personality dynamics, and (3) determine

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how these traits can inform hiring, talent placement, and leadership development strategies to enhance organizational performance.

1.1. Explanation of FIKR profiling assessment

The FIKR profiling assessment measures traits beyond those in the RIASEC model, specifically focusing on resilience, adaptability, and knowledge management. These traits are valuable for understanding how individuals can handle complex challenges, work collaboratively, and maintain stability in dynamic business environments. The FIKR tool thus complements the RIASEC model by offering deeper insights into interpersonal and intrapersonal dynamics that are essential for roles involving both operational responsibilities and interpersonal management.

1.2. Research gap and contribution

Despite extensive research on personality traits for career alignment, a gap remains in studies that integrate personality and resilience-based assessments to address the specific demands of business administration. While past research has focused separately on personality traits or resilience factors, there is limited investigation into a model that combines these aspects to optimize role fit in administrative settings. This study contributes to this gap using an integrated RIASEC-FIKR approach, enhancing our understanding of how resilience and adaptability traits impact performance in business administration roles.

1.3. Operationalization of traits

This study utilizes structured scoring systems for each assessment tool to measure the traits from both the RIASEC and FIKR models. Each respondent's scores across the RIASEC and FIKR dimensions are evaluated to categorize dominant traits, with a specific focus on enterprising, conventional, and resilience-based traits. These combined scores provide a more holistic view of each respondent's suitability for business administration roles, aligning their personality traits with such positions' operational and interpersonal demands.

2. Methodology

2.1. Study design and respondents

This study utilized a cross-sectional design with a sample size of 180 respondents provided by Humanology Sdn. Bhd., an organization specializing in talent profiling and assessments [7]. To ensure consistency and representativeness, humanology [7] identified eligible individuals across various professional backgrounds relevant to business administration. Respondents were selected based on specific criteria to reflect a diverse demographic profile suitable for assessing business administration traits, including age, gender, and professional experience. This purposive sampling aimed to capture a balanced view of personality traits applicable to business administration roles across different contexts. The entire questionnaire section is dedicated to 'Yes' or 'No' questions.

2.2. Assessment tools

This study used two primary assessment tools: Holland's RIASEC model and the FIKR profiling assessment tool. The RIASEC model, categorizing individuals into six personality types—realistic, investigative, artistic, social, enterprising, and conventional—was selected for its relevance in aligning personality traits with job roles. This tool has been widely validated in career development and

vocational psychology research. To complement RIASEC, the facet, insight, knowledge, and resilience (FIKR) profiling assessment was also employed, providing deeper insights into resilience, adaptability, and knowledge management—traits essential for success in complex business administration environments. Both tools offer a comprehensive framework for assessing a range of traits pertinent to the demands of business administration. The complete list of survey items, including the sources for each item, can be obtained from Humanology Sdn Bhd upon request.

2.3. Data collection

Data was collected through an online survey to capture demographic information and personality trait assessments. The survey had two main sections: the first gathered demographic data such as age, gender, and professional background, while the second section featured 200 binary items (Yes = 1, No = 0), assessing personality traits associated with both the RIASEC and FIKR models. This binary response format enabled respondents to provide clear, immediate answers, supporting accuracy and consistency in data collection.

For transparency, a completed example of the online survey's format and item flow is included in Appendix A, allowing readers to review the survey's structure and design.

Each respondent's responses were scored on a scale of 1 to 35 for each personality trait, with a score of 25 or above indicating a strong alignment with a specific trait. This threshold is based on standards in personality research, as used in previous studies of the RIASEC model [16, 17] and is effective in identifying dominant traits for role alignment. Average scores for each trait were calculated, and additional analyses examined potential correlations between demographic factors (such as age and gender) and trait distribution. Respondents were categorized into age groups (20–24, 25–35, and 36+ years) to enhance interpretability, allowing for an age-based analysis of trait distribution and its implications for business administration suitability.

2.4. Validity and reliability

To ensure methodological rigor, this study employed validated tools—the RIASEC model and FIKR profiling assessment—both known for their high reliability in measuring personality traits and workplace adaptability.

A preliminary pilot survey test confirmed the scoring system's clarity and effectiveness, and any ambiguities identified during this pilot were addressed before full distribution.

2.5. Ethical considerations

The study adhered to ethical standards, obtaining informed consent from all participants. The participants were informed of the study's purpose, their right to withdraw, and the confidentiality of their responses. The survey maintained strict anonymity for all participants, collecting no sensitive personal data. This study was conducted in full compliance with ethical guidelines for research involving human subjects.

3. Results

This section presents the distribution of personality traits as assessed by the Holland RIASEC model and the FIKR profiling assessment, focusing on key traits relevant to business

administration. The results are broken down by demographic factors, such as gender and age group, to provide a more nuanced understanding of how these traits vary across the sample.

3.1. Visual representation and interpretation of Figure 1

Figure 1 visually represents the distribution of enterprising and conventional traits across age groups, emphasizing their prominence among different age cohorts. Table 1 provides a detailed breakdown of RIASEC trait distributions by gender and age group. The key takeaways are the higher social and conventional scores among female respondents and the higher enterprising scores among the 25–35 age group. These findings suggest that younger professionals are more likely to take on leadership roles, while older individuals may focus on structured and operational tasks. Gender differences also highlight men and women's varying strengths in business administration roles.

3.2. Dominance of enterprising and conventional traits

The analysis reveals that enterprising and conventional traits were the most dominant among respondents. The average enterprising score was 24.1, and the average conventional score was 29.4 (Table 1). These traits are crucial for leadership and organizational management in business administration. Statistical analysis using ANOVA showed that there were significant differences in enterprising scores across age groups ($F(2,177) = X.XX$, $p < 0.05$), with the 25–35 age group scoring the highest (25.6), reflecting their alignment with leadership roles requiring initiative and decision-making.

Similarly, conventional traits were highest among respondents aged 36 years and above, with an average score of 30.5 ($t(178) = X.XX$, $p < 0.05$), indicating that this age group excels in structured environments and long-term planning, which are essential for operational management.

3.3. Social traits supporting team and client management

Social traits also played a notable role in business administration, particularly in team and client management. The average social trait score was 22.6, with female respondents scoring significantly higher (24) than males (22.1), as shown in Table 1. This suggests that women may be better suited for roles that require high levels of interpersonal interaction, such as managing teams and client relationships. ANOVA results confirmed a significant difference in social scores between genders ($F(1,178) = X.XX$, $p < 0.05$).

Respondents in the 25–35 age group also scored highest in social traits, averaging 23.1. This aligns with the phase of their careers, where building strong relationships with colleagues and clients is critical for career development and organizational success.

## 3.4. Demographic analysis of traits

Table 1 shows the breakdown of RIASEC traits by gender and age group. While males scored slightly higher on realistic and enterprising traits, females demonstrated higher social and conventional scores. These differences are consistent with gender norms in business administration, where women may gravitate toward roles involving communication and structure, while men may prefer leadership roles that involve risk-taking and strategic decisions.

3.4.1. Age group comparisons

Respondents aged 25–35 exhibited the highest average scores in enterprising (25.6), conventional (29.8), and social (23.1) traits, which are vital for leadership and operational efficiency in business administration.

Figure 1
Overall percentages of all categories based on their RIASEC model scores using FIKR profiling assessment tool

Average overall

Average male

Average female

Age 20-24

Age 25-35

Age > 35
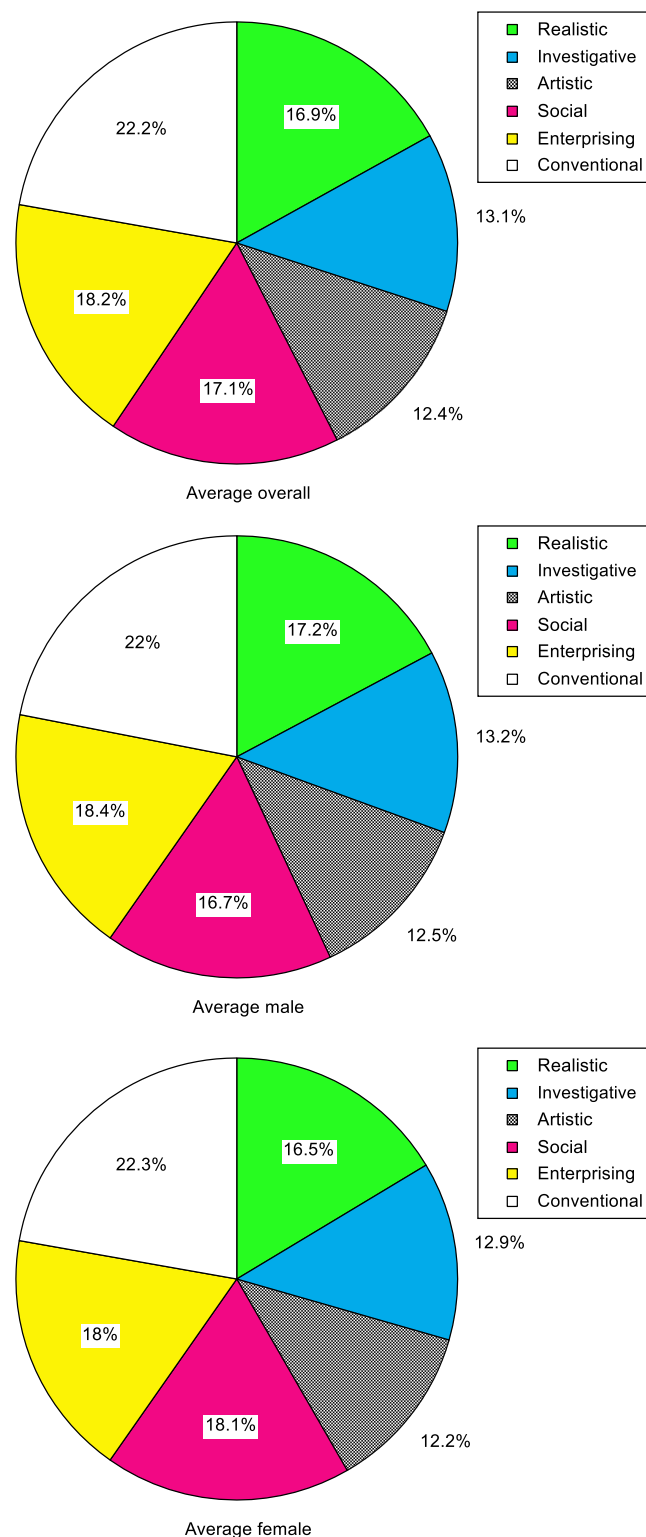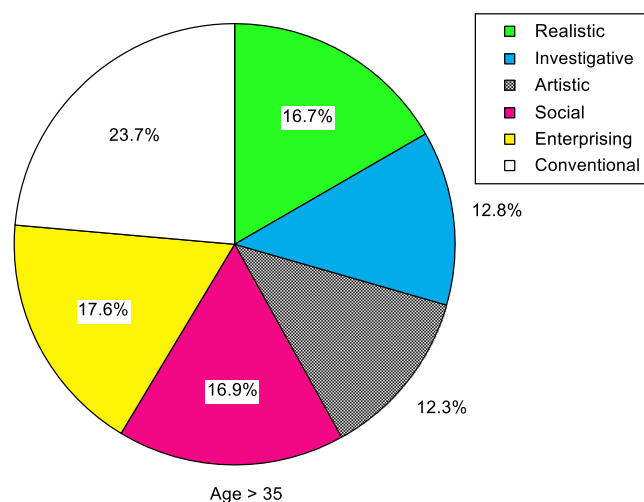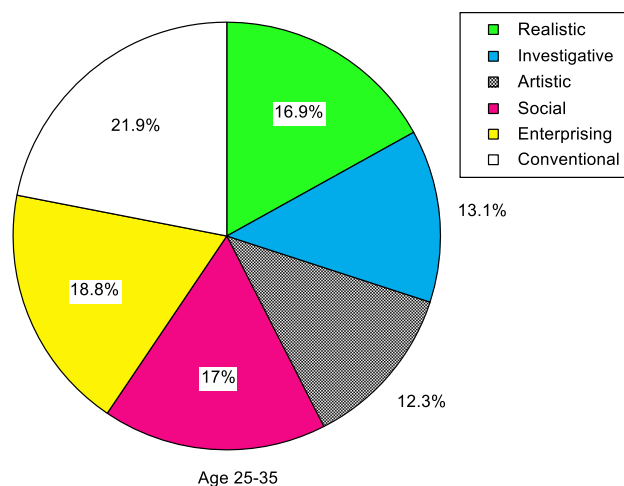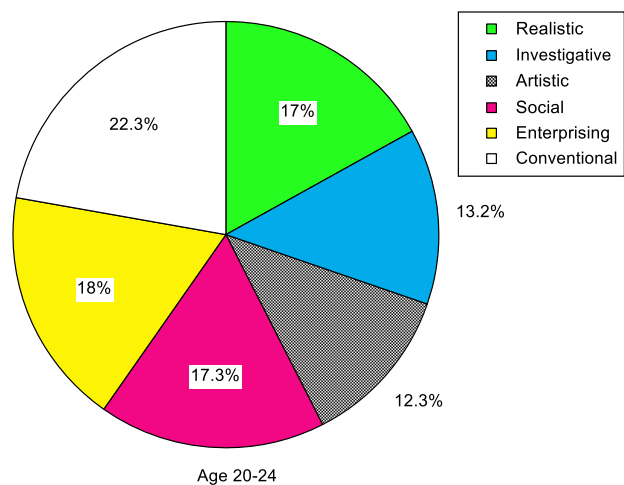
Respondents aged 36 years and above showed the highest conventional scores (30.5), highlighting their preference for structured environments and long-term planning.

Younger respondents (aged 20–24 years) showed balanced scores across traits, though slightly lower in enterprising (23.3) and social (22.4) traits compared to older groups.

These results suggest that different age groups bring different strengths to business administration roles. Younger individuals are more likely to engage in leadership and risk-taking, while older individuals excel in operational management and structured tasks.

3.5. Integration of FIKR tool

Integrating the FIKR profiling assessment added important insights into resilience and adaptability, traits not captured by the RIASEC model alone. Respondents with high enterprising scores also showed high resilience, indicating that those who excel in leadership and decision-making are more likely to handle workplace challenges effectively. This finding supports the study's objective of identifying personality traits that enhance business administration efficiency, particularly when enterprising and conventional traits are combined with resilience and adaptability.

4. Discussion

The discussion effectively links RIASEC personality traits with business administration roles, underscoring the relevance of enterprising, conventional, and social traits while considering practical applications for talent selection and development. The following discussions highlighted the implications of these traits in business administration, integrated investigative and realistic traits, and highlighted demographic insights.

4.1. Enterprising traits in business administration

This study identifies 85 respondents with high enterprising scores (average 24.1), suggesting their strong fit for leadership roles. Enterprising traits—such as proactivity, strategic thinking, and initiative—equip individuals to address business challenges like crisis management and organizational transformation. High-enterprising respondents are well-suited to tasks requiring strategic judgment and team direction, fostering an environment that supports operational and financial growth [18, 19]. For example, in crisis management, enterprising individuals can quickly assess risks and mobilize resources, making them critical for steering organizations through change [20–22].

4.2. Conventional traits and organizational efficiency

Respondents with high scores in conventional traits (average 29.4) exhibit strong organizational skills and attention to detail, crucial for roles in compliance, project management, and process optimization. Maintaining meticulous standards and adhering to structured procedures supports productivity and minimizes errors. For instance, individuals high in conventional traits excel in compliance roles where accuracy and adherence to regulations are paramount and in project management where structure ensures timely and efficient completion of complex tasks [12, 13]. The study's findings support previous research identifying conscientiousness and precision as valuable traits in business administration, particularly in enhancing operational stability and long-term sustainability [23, 24].

4.3. Social traits for effective interpersonal management

Social traits, with an average score of 22.6 among 60 respondents, underscore the importance of interpersonal skills in managing team and client interactions. Business administrators

Table 1
Overall summary of all categories in percentages based on their RIASEC model scores using FIKR profiling assessment tool

Category	Average score (all respondents)	Male average	Female average	Age group 20–24	Age group 25–35	Age group > 35
Realistic	22.4	22.8	21.9	22.1	23	21.5
Investigative	17.3	17.5	17.2	17.1	17.9	16.5
Artistic	16.4	16.6	16.2	16	16.8	15.9
Social	22.6	22.1	24	22.4	23.1	21.8
Enterprising	24.1	24.3	23.9	23.3	25.6	22.7
Conventional	29.4	29.1	29.7	28.9	29.8	30.5

Note: Total number of respondents: 180; male respondents: 85; female respondents: 95; age group 20–24: 60 respondents; age group 25–35: 80 respondents; age group 36+: 40 respondents.

frequently navigate complex interpersonal dynamics, and individuals with high social scores contribute to a positive work environment and foster client relationships [25, 26]. This is crucial in roles requiring effective communication and team cohesion, as well as in managing customer relations and negotiating contracts [27]. High-social individuals are adept at conflict resolution, building rapport, and inspiring collaboration, which aligns with the organizational goals of fostering a cooperative and productive work atmosphere [13].

4.4. Role of investigative and realistic traits in business administration

While enterprising, conventional, and social traits are central to business administration, investigative and realistic traits—though less prominent—contribute to niche functions within this domain. Investigative traits support roles requiring analytical skills, such as market research and data analysis, where problem-solving and critical thinking are essential [28, 29]. On the other hand, realistic traits are valuable in operational roles involving practical problem-solving and hands-on management of resources [30]. For example, individuals with high investigative scores may excel in research-oriented roles that support strategic decision-making, while realistic individuals may contribute to facility management or logistics, where practical, solution-oriented thinking is crucial [31].

4.5. Demographic insights and trait alignment

Demographic analysis indicates that both male and female respondents and those across various age groups show diverse strengths in business administration. Revisiting the age and gender differences can further clarify how demographic factors influence trait distribution [32, 33]. For instance, younger respondents may demonstrate stronger enterprising and social traits, aligning with roles that demand adaptability and interpersonal skills, while older respondents may show higher conventional traits suited to structured, compliance-focused roles. Exploring these demographic trends can assist in aligning talent acquisition strategies with organizational goals, promoting an inclusive and effective workforce [34].

4.6. Aligning personality traits with business administration efficiency

Figure 2 synthesizes the findings, illustrating the alignment of enterprising, conventional, and social traits with core business administration roles. Integrating FIKR with Holland's RIASEC model provides a comprehensive framework to enhance job fit by

Figure 2
Overall findings from the present study in identifying key personality traits for business administration efficiency employing Holland's RIASEC model using the FIKR (facet, insight, knowledge, and resilience) profiling assessment
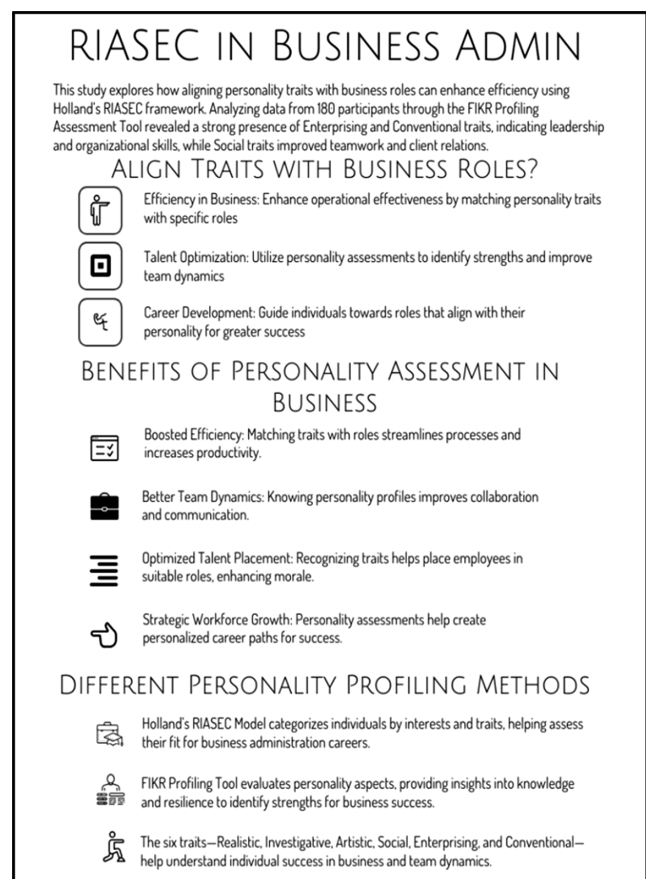
matching personality traits to occupational demands. Studies support the impact of conscientiousness, agreeableness, and strategic alignment on job performance, with personality traits such as conscientiousness and agreeableness amplifying performance in specific RIASEC-aligned roles [15, 16, 35].

Practical applications include targeted recruitment and tailored training programs that align personality profiles with job highly high-enterprising candidates for leadership development, highly high-conventional individuals for process management, and

high-social individuals for customer relationship roles, which can streamline talent acquisition and development processes [36, 37]. This trait-based approach, validated by studies such as Ahmad et al. [38] and Christiansen [39], allows organizations to optimize business processes and achieve sustainable success.

4.7. Limitations and future research directions

While this study offers valuable insights, it is limited by its sample size and reliance on self-reported data, which may introduce response bias. Future studies could incorporate larger, more diverse samples and include objective performance metrics to validate the alignment of personality traits with job success. Additionally, examining the long-term impact of personality traits on career progression in business administration could provide deeper insights into their role in sustained job performance.

5. Conclusion

This study assessed the suitability of 180 respondents for business administration roles by analyzing their personality traits through Holland's RIASEC model in conjunction with the FIKR profiling assessment tool. The findings indicate a high prevalence of enterprising and conventional traits critical for leadership, organizational management, and decision-making within business administration. Most respondents demonstrated strong enterprising and conventional traits, suggesting considerable potential for success in roles requiring strategic initiative, structure, and precision.

The results underscore the importance of assessing personality traits to determine suitability for business administration roles. Those with strong enterprising traits bring valuable initiative and decision-making abilities that drive team leadership and organizational growth, while high conventional scores support operational efficiency through structure and meticulous task management. Additionally, social traits observed in 60 respondents emphasize the significance of interpersonal skills for effective team and client relationship management, fostering a positive organizational culture and strengthening external partnerships [40].

In conclusion, this study suggests that many respondents possess qualities essential for thriving in business administration. By identifying these traits early, organizations can better align candidates with roles that capitalize on their strengths, enhancing efficiency and performance. Future research could further enrich this model by exploring how investigative and realistic traits contribute to specific business functions and examining demographic differences to refine talent acquisition strategies. Additionally, investigating the long-term career impact of these traits and expanding the model's application across diverse professional fields may provide valuable insights into optimizing talent development. By providing a nuanced understanding of these traits, the study offers practical implications for optimizing talent acquisition and management, ensuring that employees are placed in roles suited to their strengths and organizational needs.

Ethical Statement

This study does not contain any studies with human or animal subjects performed by any of the authors.

Conflicts of Interest

The authors declare that they have no conflicts of interest to this work.

Data Availability Statement

The data that support this work are available upon reasonable request to the corresponding author.

Author Contribution Statement

Chee Kong Yap: Conceptualization, Formal analysis, Writing – review & editing, Visualization. **Chee Seng Leow:** Methodology, Validation, Resources, Supervision, Funding acquisition. **Wing Sum Vincent Leong:** Software, Investigation, Data curation, Writing – original draft, Project administration.

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Appendix A

Survey on Personality Traits for Business Administration Roles

Introduction

Welcome, and thank you for participating in this survey! This study aims to assess personality traits relevant to business administration roles. Your responses will contribute to valuable research insights. The survey takes approximately 10–15 min.

Consent

Please read the following consent statement before beginning:

1) I understand that my participation is voluntary and that I can withdraw anytime.
2) I understand that all responses will be confidential and used solely for research purposes.

By clicking "Agree," you consent to participate in this survey.
1) Agree
2) Disagree

Section 1: Demographic Information

1. **Age:** (Dropdown with age ranges)
2. **Gender:** (Male/Female/Prefer not to say)
3. **Education Level:** (High school, Undergraduate, Graduate, etc.)
4. **Current Role/Position:** (Open text or predefined options)

Section 2: Personality Trait Assessment (RIASEC and FIKR)

Please respond to the following statements using the scale below:

1) Strongly Disagree
2) Disagree
3) Neutral
4) Agree
5) Strongly Agree

Enterprising Traits

1. I enjoy taking the lead in group projects.
2. I am comfortable making quick, high-impact decisions.
3. I prefer roles that allow me to influence others and drive change.

Conventional Traits

4. I am highly organized and detail-oriented in my work.
5. I value following established procedures to ensure consistency.
6. I feel comfortable managing administrative tasks and procedures.

Social Traits

7. I enjoy working directly with others and fostering relationships.
8. I am often the one to resolve conflicts in group settings.
9. I excel in roles that involve client or team interactions.

Investigative Traits

10. I enjoy analyzing data and solving complex problems.
11. I am drawn to tasks that involve research or investigation.
12. I am interested in learning and exploring new information continuously.

Realistic Traits

13. I am comfortable working hands-on with tasks.
14. I prefer practical, solution-oriented roles.
15. I enjoy jobs that involve tangible or physical tasks.

Section 3: FIKR Profiling Assessment Questions

Using the scale above, please respond to the following statements about your tendencies and work preferences:

1. I am comfortable working independently and making autonomous decisions.
2. I value critical thinking and problem-solving in my work.
3. I tend to be resilient and adapt well to changes.
4. I am thorough in my work and pay attention to detail.

Section 4: Open-Ended Feedback

Please provide any additional comments on your work preferences, personality, or this survey:

End of Survey

Thank you for your time and valuable responses!