A Study of the Relationship between Personality (Disc Model) and Work Values of Human Resources in Multinational Company in Thailand

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Abstract

In today's rapidly evolving work environment, traditional drivers of employee retention are being overtaken by the growing demand for personal value alignment. Modern HR professionals play a pivotal role in aligning talent strategies with company purpose. Understanding how personality relates to HR professional's work values and align with organization values is crucial. This study investigates the relationship between DISC personality types and work values among HR professionals working in multinational companies in Thailand. Data were collected from 70 HR practitioners using a standardized DISC personality assessment and a validated work values instrument. Conscientiousness emerged as the most common personality style (31.43%), followed by Influence (28.57%), Dominance (24.29%), and Steadiness (15.71%). The highest-rated work values were Independence (M = 12.90), Altruism (M = 12.89), and Supervisory Relations (M = 12.71). Correlational analyses revealed several significant associations: Dominance was positively related to Management values (p < 0.01), Influence was associated with Prestige (r = .361, p < 0.01), Steadiness was linked to Economic Return (r = .355, p < 0.01), and Conscientiousness showed a strong relationship with Achievement (r = .402, p < 0.01). These findings contribute to HRM and HRD scholarship by offering empirical evidence on how personality shapes value orientations among HR professionals in a multicultural corporate context.

Keywords: DISC personality, Human resource professional, Personality-work value relationship, Work values

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Introduction

In today's rapidly evolving workplace, employee turnover has become a significant issue that overshadow traditional concerns like compensation and benefits. Modern employees are increasingly seeking alignment between their personal values and the values upheld by their employers. This change reflects a broader trend where corporate culture and values play a critical role in attracting and retaining talent. According to PwC's 2021 Consumer Intelligence Series on ESG, 86% of employees prefer to support or work for company that care about the same issues they do. This shows that workers care more than ever about working for companies that share their values. This shifting dynamic suggests that company must now prioritizes their environmental, social, and governance (ESG) practices to remain competitive in the talent market (PricewaterhouseCoopers, 2021). Furthermore, research indicates that new generation workers, particularly Gen Z and Millennials, prioritize alignment with company values over traditional concerns like stability and compensation.

Modern organizations rely on effective HR departments to succeed. While traditionally focused on hiring and payroll, HR today contributes significantly to business success. Today, HR plays a critical role to drives business by adding value, aligning talent strategies with organizational goals, and supporting business success. Since the HR function plays a crucial role in business success, the character of HR professionals is equally important. Their personality sets the tone and atmosphere of the work environment, significantly influencing employees' perceptions. Key personality that differentiates HR professionals from others. The relationship between personality and work values is an essential area in understanding human resource (HR) professionals. Personality contains a feelings, thoughts, and behavioral patterns, which can significantly influence their work attitudes and behaviors (Roberts, 2009). For HR professionals, who has a significant role in shaping organizational culture and employee relations, aligning personal values with company values is essential for job satisfaction and effectiveness (Schwartz, 2012).

Understanding the relationship between HR professionals' personality traits and their work values is therefore essential for organizations seeking to strengthen HR effectiveness and foster positive employee experiences. Although the importance of personal–organizational value congruence has been widely acknowledged, empirical studies examining this relationship specifically among HR professionals remain limited. This gap is particularly salient in multinational corporations operating in diverse cultural contexts, where HR practitioners must navigate both global corporate values and local cultural norms.

Recognizing the strategic influence of HR professionals, this study examines the relationship between personality—measured using the DISC model—and work values among HR

practitioners in multinational companies in Thailand. By exploring how personality profiles shape work value orientations, the study provides insights into how HR professionals' characteristics contribute to organizational effectiveness, employee retention, and cultural alignment within Thai-based multinational corporations. The findings offer important implications for HR selection, development, and career pathing, emphasizing the central role of personality–value alignment in advancing HR performance and organizational success.

Objective of the Study

1. To identify the dominant DISC personality profiles of HR professionals employed in multinational companies in Thailand.

2. To examine the work value orientations of HR professionals working in multinational organizational contexts.

3. To analyze the relationship between DISC personality types and work value orientations among HR professionals in multinational companies.

Literature Review

Personality

Personality refers to the enduring patterns of thoughts, emotions, and behaviors that shape how individuals perceive, interpret, and engage with their environment and the people around them. It influences not only how individuals approach work, but also how they communicate, respond to challenges, and interact with colleagues (Roberts, 2009). One widely used framework for understanding workplace behavior is the DISC model, originally developed by William Marston in the 1920s and first introduced in his work Emotions of Normal People (Marston, 1928). It classifies personality into four primary dimensions:

1. Dominance (D): Characterized by assertiveness, goal orientation, and decisiveness. Individuals with high Dominance are typically results-driven and enjoy overcoming challenges.

2. Influence (I): Associated with sociability, enthusiasm, and persuasiveness. High Influence individuals tend to excel in roles that require interaction and influence over others.

3. Steadiness (S): Reflects patience, consistency, and reliability. People with high Steadiness prefer stable environments and are supportive team members.

4. Conscientiousness (C): Represents precision, analytical thinking, and adherence to rules. Those with high Conscientiousness are meticulous and prioritize quality and accuracy in their work.

Personality plays a central role in human resource management due to its influence on key organizational processes. In recruitment and selection, personality assessments help identify candidates whose behavioral tendencies align with job demands and organizational culture. In team

development, understanding personality differences enhances communication, collaboration, and group cohesion. Moreover, personality insights support employee development by enabling organizations to tailor training, coaching, and performance management approaches to individual needs. Personality knowledge also contributes to more effective conflict resolution, as it enables HR practitioners to anticipate behavioral responses and mediate interpersonal tensions more constructively (Prakoso, 2024).

Work Values

Work values refer to the enduring beliefs and principles that guide individuals' preferences, decisions, and behaviors in their professional lives. They influence key outcomes such as job satisfaction, motivation, commitment, and performance. Work values encompass a broad range of orientations, such as altruism, achievement, independence, economic return, supervisory relations, and prestige, which shape how individuals evaluate the meaning of work, the rewards they seek, and the environments in which they thrive. These values also include aesthetic appreciation, creativity, intellectual stimulation, management aspirations, security, social connections, surrounding conditions, way of life, and variety.

Studies around the world show that work values are key to understanding how happy, loyal, and effective people are at work. Research in organizational behavior has studied the impact of work values on various outcomes. For instance, Judge and Bretz (1992) found that alignment between personal work values and organizational values leads to higher job satisfaction and lower turnover intentions. Work values also influence how individuals respond to different types of rewards and recognition (Cable & Edwards, 2004). Additionally, values like achievement and autonomy have been linked to entrepreneurial tendencies and innovative behavior in organizations (Rokeach, 1973).

In Thailand, culture shapes work values by highlighting teamwork, respect for leaders, and strong personal connections. Research by Pornpitakpan (2000) explored the role of these cultural values in shaping work attitudes among Thai employees. The study found that Thai workers care a lot about having stable jobs, respecting their bosses, and getting along well with coworkers. Another study by Komin (1990) found that family orientation and social harmony are common to Thai work values. These findings show that work values in Thailand are shaped by local culture and traditions, which different from Western countries.

Comparative studies have shown that work values can vary between different cultures. For instance, theory of Hofstede (1980) helps explain how cultural differences influence behavior at work. Thai work values, which tend to emphasize collectivism and respect for hierarchy, may lead to different organizational behaviors compared to cultures that prioritize individualism and

autonomy. Understanding work values within specific cultural and organizational contexts is therefore essential, particularly for multinational companies operating in Thailand. Such insights enable organizations to design culturally responsive HR practices, enhance employee engagement, and support more effective talent management strategies.

Work Values: Super's Model

This study draws on Donald Super's influential career development theory, which identifies a set of core work values that shape individuals' career choices, motivation, and job satisfaction (Super, 1970). Super originally proposed 16 work values representing desired outcomes or conditions individuals seek in their work environment. Building on this framework, the present study employs the Work Values Inventory developed by the University of Richmond, an applied version of Super's model consisting of 15 work values. These include:

1. Altruism: Enables individuals to contribute to the welfare of others.

2. Aesthetics: Permits or inspires individuals to contribute to the beauty of the world.

3. Achievement: Gives individuals a feeling of accomplishment in doing a job well.

4. Associate: **Works with others in a cooperative and collaborative environment.**

5. Creativity: Permits or inspires individuals to invent new things, design new products, or develop new ideas.

6. Economic Return: The importance placed on receiving monetary compensation and financial security from work.

7. Independence: Allows or encourages individuals to control the manner in which they perform their work.

8. Intellectual stimulation: Provides opportunity for independent thinking and learning how and why things work.

9. Management: Permits individuals to plan and assign work to others.

10. Prestige: Gives individuals standing in the eyes of others and evokes respect.

11. Security: Associated with work that provides confidence in continued employment.

12. Supervisory relations: Associated with maintaining a collegial relationship with an individual's supervisors.

13. Surrounding: The importance of a pleasant and comfortable work environment.

14. Way of Life: Associated with work that allows individuals to live the kind of life they choose and be the type of person they wish to be.

15. Variety: The preference for work that involves diverse tasks and avoids monotony.

Previous Research on the Work Values of Each Personality

Prior research demonstrates that personality traits play a significant role in shaping individuals' work values and preferences, including how they prioritize autonomy, social interaction, achievement, and stability in organizational settings. Studies using the DISC framework have shown systematic associations between personality types and work value orientations.

Individuals high in Dominance tend to value independence, control, and achievement. Beedu (2021) reported that employees with strong Dominance traits are motivated by opportunities to take charge, influence outcomes, and pursue challenging goals. Similarly, Piechurska-Kuciel (2020) found that Dominance is positively associated with work values such as Achievement, Management, and Prestige, reflecting a preference for authority, decision-making power, and goal-oriented environments.

Those with an Influence personality type are driven by interpersonal connection, recognition, and expressive engagement. Owen et al. (2017) observed that Influence-oriented individuals place high importance on work values such as Creativity, Supervisory Relations, and Associate orientation, indicating a preference for collaborative environments, positive social interactions, and roles that allow creative expression.

Employees with high Steadiness demonstrate a strong preference for stability, security, and harmonious relationships. Research by Owen et al. (2017) highlights that Steadiness is linked to work values emphasizing predictability, relational support, and consistency. Such individuals typically thrive in supportive work climates with clear structures and cooperative team dynamics.

Finally, individuals with a Conscientiousness (or Compliance) orientation prioritize intellectual rigor, independence, and structured work processes. Owen et al. (2017) found that these individuals value Intellectual Stimulation, Independence, and Economic Return, suggesting a preference for analytical tasks, autonomy, and environments that reward accuracy and expertise.

Overall, prior scholarship consistently demonstrates that work values are not uniform across individuals but instead reflect underlying personality tendencies. Understanding these patterns is particularly important for HR professionals, whose values and behavioral preferences may influence how they approach HR functions, interact with employees, and shape organizational culture.

Conceptual Framework

Figure 1*:* Conceptual Framework
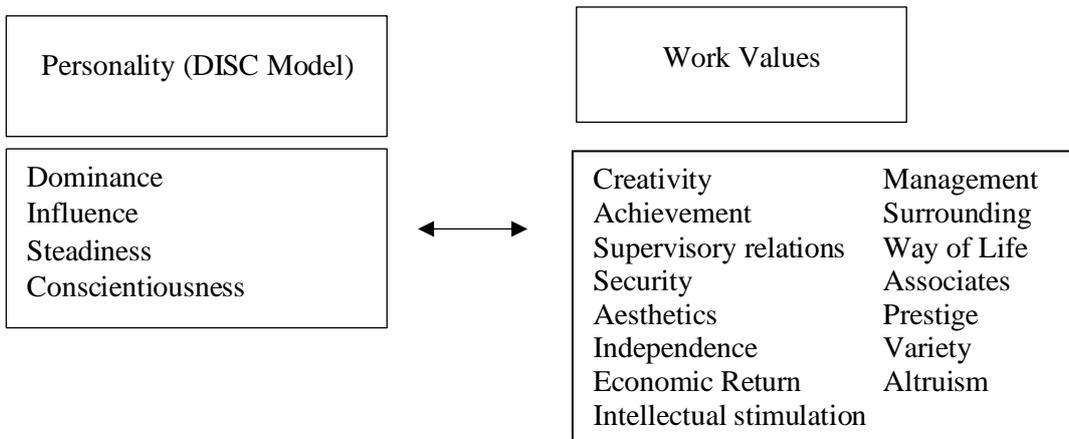
Research Methodology

Data Collection

This study targeted the full population of 70 HR professionals employed by a U.S.-based multinational food corporation operating in Thailand. The organization maintains its managerial headquarters in the United States and oversees multiple business units in Thailand, including grain and oilseed supply chains, animal nutrition, cooked poultry production, fruit juice and pulp sourcing, and texturizing solutions. HR professionals in this study are defined as individuals responsible for executing core HR functions, including HR Business Partners, who handle onboarding, performance management, and employee engagement, and HR Operations staff, who oversee compensation, benefits, and reward systems. Because the total population was accessible and relatively small (fewer than 100 employees), a census approach was employed. All HR professionals were invited to participate, thereby minimizing sampling error and enhancing representativeness.

Personality traits were measured using the DISC assessment. Work values were assessed using the Work Values Inventory adapted from the University of Richmond Career Center, originally derived from Super (1970) Work Values Inventory. The final questionnaire consisted of 45 items across 15 work-value dimensions, along with demographic questions covering age, gender, education level, and years of work experience.

Data were collected via a self-administered online survey distributed through Google Forms using a QR code. Data collection took place from 1–15 December 2024. All responses were treated confidentially and used exclusively for research purposes. Upon completion, data were exported for analysis using SPSS.

Data Analysis

Descriptive statistics, including frequencies, percentages, means, and standard deviations— were used to summarize participants' demographic characteristics, DISC personality profiles, and work-value scores. These measures provided an overview of distribution patterns and central tendencies across the variables. Pearson's correlation analysis was conducted to examine the relationships between personality traits (DISC dimensions) and work values. Pearson's correlation is appropriate for assessing linear relationships between continuous variables and is widely applied in behavioral and HR research. Statistical significance was evaluated at the 95% confidence level ($p < .05$).

Findings

Participants Demographic

Demographic characteristics include, age, gender, level of education and work experience were described by frequency and percentages as follows:

Table 1: Human resources (HR) professionals' demographic

Demographic	Frequency	Percentage
Age		
Below 25 years	4	5.71
25-34 years	18	25.71
35-44 years	33	47.14
45-54 years	13	18.57
55 years and above	2	2.86
Total	**70**	**100.00**
Gender		
Male	22	31.43
Female	41	58.57
Prefer not to say	7	10.00
Total	**70**	**100.00**
Level of education		
High School Diploma	3	4.29
Bachelor's Degree	50	71.43
Master's Degree	17	24.29

Demographic	Frequency	Percentage
Total	**70**	**100.00**
Work experience		
Less than 1 year	5	7.14
1-3 years	4	5.71
4-6 years	8	11.43
7-10 years	24	34.29
More than 10 years	29	41.43
Total	**70**	**100.00**

Table 1 shows that most of samples are 35-44 years old which is 47.14%, age 25-34 years old which is 25.71%, age 45-54 years old at 18.57%, age below 25 years old at 5.71% and the last group is who is over 54 years old equals to 2.86% respectively. The majority of respondents are female of 58.57%, male 31.43% and prefer not to say 10.00%. The majority of education background is bachelor's degree which is 71.43%, master's degree is 24.29%, and high school diploma is 4.29% respectively. The majority of work experience of respondents are more than 10 years which is 41.43%, 7-10 years are 34.29% 4-6 years are 11.43%, less than 1 year are 7.14% and 1-3 years are 5.71% respectively.

Human Resources (HR) Professionals' Personalities

The results shown in Table 2 suggested that the most prevalent of personality type of HR professionals in multinational company in Thailand is Conscientiousness personality, which is 31.43%, the second rank is Influence personality which is 28.57%, the third rank is Dominance personality which is 24.29% and the last group is Steadiness personality which is 15.71% respectively. Tables 3 to 5 further report the distribution of DISC personality types across demographic subgroups, including age, gender, education level, and years of work experience.

Table 2: Human resources (HR) professionals' personalities

Personality	Frequency	Percentage
Dominance	17	24.29
Influence	20	28.57
Steadiness	11	15.71
Conscientiousness	22	31.43
Total	**70**	**100.00**

Table 3: Human resources (HR) professionals' personalities classify by age

Age	Personality				Total	Predominant personality
	Dominance	Influence	Steadiness	Conscientiousness		
Below 25 years	0	1	2	1	4	Steadiness
25-34 years	3	5	3	7	18	Conscientiousness
35-44 years	7	9	4	13	33	Conscientiousness
45-54 years	5	5	2	1	13	Dominance/ Influence
55 years and above	2	0	0	0	2	Dominance
Total	**17**	**20**	**11**	**22**	**70**	

Table 4: Human resources (HR) professionals' personalities classify by gender

Gender	Personality				Total	Predominant personality
	Dominance	Influence	Steadiness	Conscientiousness		
Male	6	6	2	8	22	Conscientiousness
Female	10	10	7	14	41	Conscientiousness
Prefer not to say	1	4	2	0	7	Influence
Total	**17**	**20**	**11**	**22**	**70**	

Table 5: Human resources (HR) professionals' personalities classify by level of education

Level of education	Personality				Total	Predominant personality
	Dominance	Influence	Steadiness	Conscientiousness		
High School /Diploma	0	1	1	1	3	Influence/ Steadiness/ Conscientiousness
Bachelor's Degree	9	14	8	19	50	Conscientiousness
Master's Degree	8	5	2	2	17	Dominance
Total	**17**	**20**	**11**	**22**	**70**	

Table 6: Human resources (HR) professionals' personalities classify by work experience

Work experience	Personality				Total	Predominant personality
	Dominance	Influence	Steadiness	Conscientiousness		
Less than 1 year	0	1	3	1	5	Steadiness
1-3 years	0	3	0	1	4	Influence
4-6 years	2	1	1	4	8	Conscientiousness
7-10 years	7	7	4	6	24	Dominance/ Influence
More than 10 years	8	8	3	10	29	Conscientiousness
Total	**17**	**20**	**11**	**22**	**70**	

Work Values of Human Resources (HR) Professionals

The results shown in Table 7 suggested that the work values of human resources (HR) professionals in multinational company in Thailand, the first rank is "Independence" (Mean = 12.90), the second rank is "Altruism" (Mean = 12.89), and the third rank is "Supervisory relations" (Mean = 12.71) respectively. These findings suggest that HR professionals value autonomy in performing their work, a strong desire to contribute to others' well-being, and supportive relationships with supervisors.

Conversely, the least prioritized work values are "Variety" (Mean = 11.33), "Aesthetics" (Mean = 11.20) and "Management" (Mean = 11.13). These results imply that HR professionals in this organizational context place relatively less emphasis on task diversity, aesthetic aspects of the work environment, and opportunities to manage or direct others.

Table 7: Human resources (HR) professionals' work values

Work Values	Mean	SD	Rank
1. Creativity	11.69	2.41	12
2. Management	11.13	2.43	15
3. Achievement	12.47	1.85	5
4. Surrounding	12.33	2.04	9
5. Supervisory relations	12.71	1.84	3
6. Way of Life	12.44	1.91	7
7. Security	12.46	1.89	6
8. Associates	12.60	1.97	4
9. Aesthetics	11.20	2.44	14
10. Prestige	11.90	2.04	11
11. Independence	12.90	1.79	1
12. Variety	11.33	2.26	13
13. Economic Return	12.33	1.91	8
14. Altruism	12.89	1.67	2
15. Intellectual stimulation	12.09	1.85	10

The relationship between Personalities and Work Values of Human Resources (HR) Professionals

Table 8 presents the Pearson correlation coefficients examining the associations between DISC personality types and work values among HR professionals. Several statistically significant relationships were identified.

For the Dominance personality, significant positive correlations were found with Management ($r = .359$, $p < .01$) and Surroundings ($r = .350$, $p < .01$), indicating that individuals

with high Dominance place greater importance on opportunities to supervise others and work in a comfortable environment. Dominance was also positively associated with Achievement (r = .298, p < .05) and Variety (r = .241, p < .05).

The Influence personality demonstrated significant positive correlations with Prestige (r = .361, p < .01) and Supervisory Relations (r = .344, p < .01), suggesting that individuals high in Influence value social recognition and supportive leadership. Additionally, Influence was positively related to Creativity (r = .248, p < .05).

For the Steadiness personality, significant positive relationships were observed with Economic Return (r = .355, p < .01), as well as Security (r = .271, p < .05) and Way of Life (r = .264, p < .05). These findings indicate that individuals with high Steadiness tend to prioritize financial stability, job security, and work–life balance.

The Conscientiousness personality was strongly associated with Achievement (r = .402, p < .01), and showed additional positive correlations with Economic Return (r = .246, p < .05) and Aesthetics (r = .244, p < .05). This suggests that individuals high in Conscientiousness value challenging work, financial rewards, and well-designed or orderly work environments.

Table 8: Pearson's correlation coefficient (r) between personalities and work values of human resources (HR) professionals

Work Values	Personality (DISC Model)			
	Dominance	**Influence**	**Steadiness**	**Conscientiousness**
Creativity	0.148	0.248*	0.147	0.105
Management	0.359**	0.021	0.042	0.101
Achievement	0.298*	0.098	0.072	0.402**
Surrounding	0.350**	0.067	0.219	0.203
Supervisory relations	0.217	0.344**	0.232	0.118
Way of Life	0.120	0.118	0.264*	0.070
Security	0.094	0.047	0.271*	0.116
Associates	0.107	0.107	0.139	0.070
Aesthetics	0.130	0.106	0.192	0.244*
Prestige	0.036	0.361**	0.147	0.045
Independence	0.090	0.068	0.034	0.090
Variety	0.241*	0.016	0.059	0.197
Economic Return	0.158	0.161	0.355**	0.246*
Altruism	0.075	0.094	0.085	0.071
Intellectual stimulation	0.233	0.141	0.088	0.129

* Significant at the 0.05 level
** Significant at the 0.01 level

Discussion and Recommendations

The findings of this study provide important insights into the personality profiles and work values of HR professionals in a multinational corporation operating in Thailand. Consistent with prior research emphasizing the role of personality in shaping workplace behavior, the results indicate that Conscientiousness is the most prevalent personality type among HR professionals, followed by Influence, Dominance, and Steadiness. This distribution is noteworthy, as high levels of Conscientiousness and Influence align well with the competencies typically required in HR roles, such as attention to detail, responsibility, interpersonal skill, and the ability to collaborate effectively across organizational units. In terms of work values, Independence, Altruism, and Supervisory Relations emerged as the top priorities. These findings reflect the nature of HR work, which often requires autonomy in decision-making, a desire to support and improve employee well-being, and the need to maintain constructive relationships with supervisors and stakeholders. The alignment between these work values and the organization's core values further reinforces the strong cultural fit of the HR function within this multinational corporation.

The correlation analysis confirms that personality meaningfully shapes individuals' work value preferences. Dominance types tend to value managerial authority and challenging goals, while Influence types show stronger preferences for creativity, social recognition, and supportive leadership. Steadiness types prioritize stability, financial security, and balanced living, whereas Conscientiousness types value achievement, structure, and intellectually stimulating environments. These results are consistent with established DISC theory and extend the understanding of how specific personality traits influence motivational drivers within HR roles.

Recommendations For HR Management

1. Develop Personalized Learning and Development Pathways: Training and development programs should be tailored to match the strengths, motivations, and areas for growth associated with each DISC personality type. Personalized learning supports higher engagement, improves learning outcomes, and ensures that employees feel valued. For example, Dominance types may benefit from leadership and strategic decision-making training, while Conscientiousness types may excel in programs emphasizing analytical skills and process improvement.

2. Design Work Environments That Reflect Key Work Values: Given that Independence, Altruism, and Supervisory Relations are highly valued, HR leaders should cultivate an environment that encourages autonomy, promotes meaningful contribution, and strengthens supervisory support. Because the variability among these values differs, work environments should offer flexibility,

allowing employees to work independently when needed, while also fostering collaboration and support for value-driven tasks.

3. Strengthen Recruitment Through Value–Personality Alignment: The recruitment and selection process should emphasize the organization's core values and assess alignment with applicants' work values and personality traits. This approach improves person–organization fit, enhances retention, and ensures that new hires can thrive within the organizational culture.

4. Reinforce Core Values Through Continuous Engagement Programs: For current employees, it is crucial to continue a company's core values instillation program the to foster a cohesive and value-driven organizational culture.

Limitation and Future Research

This study provides descriptive and correlational insights but does not establish causal relationships. Additionally, although the study includes the entire population of HR professionals within the organization, the demographic distribution across subgroups is uneven. As a result, percentage-based comparisons of personality profiles by demographic variables should be interpreted with caution. For example, the age group over 55 contained only four participants, meaning each individual represents 25% of that subgroup, compared to only 7.7% per person in the 45–54 age group. Such disproportionate group sizes may affect the stability and generalizability of subgroup comparisons. Future research could consider employing quota sampling or stratified sampling to ensure more balanced representation across age, gender, education level, and tenure. Larger sample sizes across subgroups would enable more robust statistical analyses, such as group comparison tests or multivariate modeling. Future studies may also extend this research by examining how personality–work value alignment influences outcomes, such as job satisfaction, organizational commitment, leadership effectiveness, and HR performance. Qualitative methods, such as interviews or focus groups, may further enrich understanding by capturing deeper insights into how HR professionals interpret and act upon their values in daily practice.

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