

# Light Triad Personality and Team Effectiveness

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**Abstract:** The purpose of this study is to investigate the impact of personality on team effectiveness. A person's personality is a resource that can influence their thoughts and actions. Personality is important in a work environment that requires collective action to ensure that each member moves towards the desired goal. The light triad personality is emphasised in this study because it forms a balanced individual who can complement one another and is ethical in task execution. The light triad personality, which includes Kantianism, humanism, and faith in humanity, is the focus in the construction sector to ensure that the project can be implemented successfully based on the timeliness and resources available. Survey questions adapted from previous studies were distributed to employees in a construction company using a simple random sampling method to investigate the relationship between variables. Cronbach alpha values and correlation results show that the instruments are trustworthy and valid. Furthermore, the normality test indicates that the data is normally distributed and allows for the testing of hypotheses. The findings show a link between humanism and faith in humanity personalities and team effectiveness. While Kantianism suggests a negligible relationship with team effectiveness. According to the findings of this study, the company can strengthen the development of light triad personalities as the personalities associated with team effectiveness, and future research may take a multidimensional approach to factors important for team effectiveness.

**Keywords:** Light triad personality, Kantianism, Humanism, Faith in Humanity, Performance

## 1. Introduction

According to Hussein, Hasan, and Murtuza[1], team members perceive team effectiveness as member satisfaction, whereas team leaders perceive team effectiveness as team productivity. Team effectiveness can be measured by examining the outcomes of team performance, whether they are on par, below par, or exceeding the performance standard, while also ensuring that team members can work well together. These two factors must be balanced, maintained, and improved. Team effectiveness is critical because it encompasses broader aspects of team performance such as productivity, quality, satisfaction level, communication, commitment, responsibility, and flexibility in dealing with various work issues. When team members meet all of these criteria, they are more likely to achieve the desired results,

and effective teamwork works better than individuals alone because employees can strengthen their relationships, identify their strengths and weaknesses so that they can leverage and improve their skills, and increase job satisfaction and motivation. Employees are surrounded by supportive coworkers and are treated fairly and respectfully. [2]-[3].

Teamwork is one of the characteristics required in the construction industry, where the project is delivered by a team of professionals that includes contractors, architects, specialists, material suppliers, and government planners and engineers. The project will be considered successful if the team members completed the project within the specified time frame and budget. Otherwise, if the team's effectiveness is not achieved, there may be frequent delays in the

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construction project's progress. Team effectiveness predicts team success because it motivates team members to achieve higher levels of performance and achieve desired work outcomes, and it serves as a motivator for staff retention and development. Furthermore, team effectiveness aids in decision-making, which increases individual participation and involvement [4]-[5].

Previous research has suggested that personality is one of the factors that contribute to team effectiveness. Personality is a distinct variable because everyone has different likes, dislikes, quirks, and other characteristics that set them apart from others and make life more interesting and/or difficult depending on the personality trait that the person possesses. Researchers have identified various personality types, including the trait concept of personality. Positive and negative personalities are linked to an individual's performance, behavioural characteristics, and work outcomes. According to research, healthy personalities develop positive individual characteristics. It is recommended that construction companies develop personalities that are appropriate for the profession to avoid frequent delays and underperforming employees [6]-[7].

The light triad personality is the focus of this study. A light triad personality has a loving and beneficent attitude toward others. The individual is being nice simply by being themselves, not by focusing on their giving but by demonstrating their unconditional love purely by being who they are, and this type of personality includes the following traits: humanity, Kantianism, and faith in humanity [8]. The positive side of this personality is that individuals naturally develop themselves in treating everyone nicely but with a good defence style when it comes to protecting their physical and mental health. Light triad personality was associated with mature and neurotic defence styles, but not with immature defence styles. Employees must be sincere in order to practise Kantianism, which refers to genuine behaviour that includes treating one another fairly, legally, and professionally. This personality is associated with honesty-humility, one of which is sincerity. Humanism refers to the evaluation of others' dignity and worth, which they tend to impress by applauding, treating them with dignity, and admiring them. Faith in humanity is associated with the formation of a positive reaction to something harmful. Individuals with this personality prefer to solve problems rather than exacerbate them. It is also related to the forgiveness given by employees to calm the situation - they tend to see the best in people and believe that the majority of people are good [6],[14]. Although previous studies have examined accountability and high representation among team members, consultative and substantive employee participation as contributing factors, the role of personality is still gaining attention by many organisations because personality assists in the development of a good relationship with colleagues, suppliers, and external organisations, allowing the organisation to communicate with them, particularly when they want to request any services [4],[9]. As a result, the following hypothesis statements were

created:

*Ha1: There is a significant relationship between Kantianism personality and team effectiveness*

*Ha2: There is a significant relationship between humanism personality and team effectiveness*

*Ha3: There is a significant relationship between faith in humanity personality and team effectiveness.*

## 2. Research Methodology

This study used a quantitative cross-sectional survey design to investigate the relationship between light triad personalities and team effectiveness among construction company employees. A set of questionnaires adapted from previous studies was created, consisting of 25 items divided into five sections: demographic profile of respondents, team effectiveness, humanism personality, Kantianism personality, and faith in humanity [6], and responses measured using a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. The questionnaires were created using Google Forms and distributed to the intended respondents using a random sampling method; all employees in one of the construction companies were identified as the study's sample, and 351 respondents were identified as the study's sample. Respondents were given ample time to respond without being pressed, allowing them to provide honest and sincere responses. The data were examined using descriptive and multiple regression analysis.

## 3. Research Findings and Discussion

According to the findings, 351 people took part in the study, with 49% of them being men and 51% of them being women. The majority of respondents (28.5%) were 24 to 26 years old, followed by 27 to 29 years old (26.5%), 30 to 32 years old (22.8%), 33 to 35 years old (11.4%), and 36 and above (10.8%). There is a wide range of educational attainment, with the majority having a Diploma (49.9%) and a Bach. Degree (31.9%). SPM/STPM/Certificate (11.1%) and Master's (7.1%) holders had the least involvement. The majority of respondents (46.2%) earn RM1000 to RM2500, followed by RM2500 to RM3000 (27.4%), RM3000 to RM3500 (12.3%), RM3500 to RM4000 (6.3%), RM4000 and above (6.0%), and less than RM1000 (2.0%). Finally, in terms of marital status, married respondents (54.7%) actively participated in the study, as did single respondents (42.7%) and divorced (2.6%).

The descriptive analysis indicates that faith in humanity reported the highest mean values (4.267) and followed by humanism (4.102) and Kantianism (3.858). The data has a small standard deviation, indicating that the responses are close to the mean. Findings also indicate that the Cronbach alpha values for all research variables range between .613 to .896, showing the instrument is reliable. Team effectiveness (0.847), humanism (0.896) and faith in

humanity (0.872) have been achieved exceptionally good. Whilst Kantianism (0.613) is at a moderate level. The validity of the measure used where unidimensionality exists as the value of Pearson correlation obtained for the dependent and independent variable is less than 0.85. Analysis of the normality tests (Skewness and Kurtosis  $\pm 1.96$ ), also indicates that the data is normal, and permitted for hypothesis testing.

The findings (Table 1) indicate the significant personalities which influence team effectiveness; Humanism ( $\beta=0.317$ ,  $t=5.741$ ,  $p=0.000$ ) and Faith in Humanity ( $\beta=0.391$ ,  $t=7.243$ ,  $p=0.000$ ), with the highest contributor, come from the Faith in Humanity and followed by Humanism. Whereas Kantianism ( $\beta=0.010$ ,  $t=.187$ ,  $p=0.852$ ) is an insignificant predictor of team effectiveness. Overall, factors have caused variance (R square= 0.410) in team effectiveness. Among the three facets of the light triad personality, faith in humanity ( $\beta=0.391$ ) was examined as the dominant personality that influences team effectiveness, followed by humanism ( $\beta=0.317$ ) and Kantianism ( $\beta=0.010$ ). Therefore, the past study conducted by Polat, Lynn, Akgün & Emre[10] shows that trust, as a sub-dimension of faith in humanity influences team effectiveness, as the person who possesses this personality places trust in others especially when it comes to teamwork.

**Table 1: Regression Results**

Variable	B	t	p	Tolerance	VIF
<b>Humanism</b>	.317	5.741	.000	.557	1.794
<b>Kantianism</b>	.010	.187	.852	.611	1.636
<b>Faith in Humanity</b>	.391	7.243	.000	.583	1.714
R2				.410	
Adjusted R2				.405	
F Change				80.255	
Sig.				.000	

The study provides a better understanding of factors that improve team effectiveness. Team effectiveness is defined as the team member's ability to achieve the objectives and goals of the organization [11]. Thus, team effectiveness is essential for the success of the organization. The results indicate that the perceived level of team effectiveness in the studied organisation was reported at a higher level as the mean value obtained at 4.42. In this study, behaviours observed highly include *the mission and goals of my team being well aligned with the organization's mission and goals (m = 3.82)*, *I and my team clearly understanding each of our roles (m = 3.75)*, *I and my team being able to work through differences of opinion without damaging relationships (m = 3.70)*.

The findings indicate that two factors, Humanism and Faith in Humanity personality, have a significant relationship with team effectiveness. While Kantianism personality was discovered to have an insignificant relationship with team effectiveness, its development influences a positive organisational climate [12]. Humanism refers to the appreciation shown to organisational members as a result of their accomplishments and contributions, such

as by providing support, treating members as valuable and rewarding, and this type of personality increases team cohesiveness and positive team development experiences [13]-[15]. While faith in humanity is the belief in humans' fundamental goodness. The person with this personality believes that all people are good and that they will change even if they have already made mistakes. According to Polat, Lynn, Akgün, and Emre[3],[16], the presence of trust and fairness contributes to team effectiveness because they can improve communication and communicate effectively.

The study provides a better understanding of the factors that improve team effectiveness, which is critical for the organization's success. Organizations can develop light triad personalities through training and development and selection activities to improve team effectiveness. Accumulation of knowledge and information transfer can help organisational members and those in legitimate positions learn positive personalities. Aside from hiring strategies, they can also be used to inform candidates about the importance of positive personalities in the workplace. The study also has a positive impact on the development of organisational culture. Forgiveness, sensitivity to the feelings of others, appreciation, and applauding the success of organisational members would almost certainly increase team effectiveness. The study focuses on light triad personality as a contributing factor to team effectiveness, which is one of the methodological contributions. This study, which was discovered by Kaufman et al.[2] to see if light triad personality is related to dark triad personality, is rarely conducted by other researchers examining light triad personality. As a result, this study revealed the distinctiveness of the light triad personality in terms of team effectiveness. The three facets of the light triad personality, humanism, Kantianism, and faith in humanity, each have distinct characteristics that influence how a person acts.

Following that, a quantitative survey design was used in this study. The quantitative study has a larger sample size than the qualitative study. As a result, a greater number of respondents were able to complete the self-administered online questionnaires. Respondents can provide prompt responses, and biases can be avoided because respondents are chosen at random. Because of the rapid changes in technology nowadays, questionnaires can also be distributed online via Google forms, which is also cost-effective because no printing costs are incurred. This study also encouraged respondents to provide observations of observed behaviour as well as self-report, which provides an accurate and unbiased observation and feelings among employees as well as a piece of additional knowledge in improving team effectiveness [1].

This study focuses on a few independent variables, such as Kantianism, humanism, and faith in humanity, concerning team effectiveness. According to the regression analysis results, light triad personalities are responsible for a 40.5% variation in team effectiveness. Other unknown variables contributed 59.5% of the total. As a result, it is

recommended that future research include other variables that can influence team effectiveness, such as those examined by Ishak, Khairuddin, and Aziz[6], such as organisational variables, situational and other personal resources important for team effectiveness, and suggest a multidimensional approach in examining team effectiveness that is not solely dependent on personalities.

Although the quantitative method allows researchers to obtain a larger sample size, respondents are unable to provide any other explanation and must limit their responses to the Likert scale provided in the questionnaires, which ranges from strongly disagree to strongly agree. Any in-depth discussion cannot take place, so the outcomes are limited due to the rigidity of the quantitative study and the inability to obtain specific feedback from respondents. As a result, the researcher can conduct a qualitative study in the future to provide an in-depth discussion on the issue of light triad personality and team effectiveness. The researcher was then able to expose efficient outcomes and give respondents flexibility in answering the questions provided. This method can provide a better understanding of the respondents' opinions and responses. Collaboration between researchers from various backgrounds is also possible to provide different perspectives on a single data set [10].

### 3. Conclusion

Finally, this study provides a better understanding of light triad personality and team effectiveness, and personalities influence team effectiveness. According to the study, team effectiveness is high, and team effectiveness is highly related to faith in humanity personality, where employees place importance on trust culture. According to the findings, humanism is also a significant predictor of team effectiveness, whereas Kantianism has no relationship with team effectiveness. This study also contributes to the practical and methodological implications that benefited the construction industry's organisation and employees. However, this study has limitations such as only a few variables included in the study and limitations of quantitative study. However, few recommendations were provided for future research.

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