

Relación entre las dimensiones de personalidad según el P-IPG y la calidad de vida laboral percibida

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Resumen

La calidad de vida laboral (CVL) y la personalidad constituyen dos de los tópicos de mayor interés en la investigación del comportamiento humano en la organización. La presente investigación tuvo como objetivo identificar si es posible predecir la CVL a partir de algunas dimensiones de personalidad. Para su desarrollo, se utilizó un diseño descriptivo correlacional con una muestra conformada por 145 trabajadores de cinco empresas del sector privado de la ciudad de Bogotá. La personalidad se evaluó por medio de la prueba PPG-IPG, de Gordon (1993), y para la calidad de vida se utilizó el PCVL, de Gómez-Rada (2010). Se analizaron los resultados por medio estadísticos descriptivos y de carácter correlacional entre las variables con los coeficientes producto momento de Pearson y los rangos de Spearman. Los resultados muestran que la valoración de la CVL se encuentra relacionada positivamente con el hecho de que el trabajador muestre una personalidad más positiva, en términos de mayor autoestima, cautela, originalidad, comprensión y vitalidad.

Palabras clave: calidad de vida laboral, personalidad, estudio correlacional, PPG-IPG, perfil de calidad de vida laboral.

The relation between personality dimensions according to P-IPG and the perceived labor life quality

Abstract

Labor life quality (CVL, for its Spanish acronym) and personality conform two of the most interesting topics in human behavior research within the organization. The aim of this research was to identify whether it was possible to predict CVL as of some personality dimensions. To do so a correlational descriptive design was used. The sampling was made up of 145 workers at 5 private sector companies in the city of Bogotá. Personality was evaluated through the Gordon PPG-IPG test, and for life quality, Gómez PCVL (2010) was used. The results were analyzed by means of descriptive statistics and the relation between variables was analyzed through Pearson moment-product coefficients and Spearman ranges. Results show that CVL valuation is positively related to the fact that the worker shows a more positive personality in terms of greater self-esteem, caution, originality, understanding, and vitality.

Key words: labor life quality, personality, correlational study, PPG-IPG, labor life quality profile.

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Relação das dimensões de personalidade segundo o P-IPG e a qualidade de vida profissional percebida

Resumo

A qualidade de vida profissional (QVP) e a personalidade constituem dois dos tópicos de maior interesse na pesquisa do comportamento humano na organização. Esta pesquisa teve como objetivo identificar se é possível prever a QVP a partir de algumas dimensões de personalidade. Para seu desenvolvimento, foi utilizado um desenho descritivo correlacional com uma amostra conformada por 145 trabalhadores de cinco empresas do setor privado da cidade de Bogotá, Colômbia. A personalidade foi avaliada por meio do teste PPG-IPG, de Gordon (1993), e para a qualidade de vida foi utilizado o PCVL, de Gómez-Rada e Ponce de León (2010). Foram analisados os resultados por meios estatísticos descritivos e de caráter correlacional entre as variáveis com os coeficientes produto momento de Pearson e as categorias de Spearman. Os resultados mostram que a avaliação da QVP se encontra relacionada positivamente com o fato de o trabalhador mostrar uma personalidade mais positiva, em termos de mais autoestima, cautela, originalidade, compreensão e vitalidade.

Palavras-chave: qualidade de vida profissional, personalidade, estudo correlacional, PPG-IPG, perfil de qualidade de vida profissional.

Introduction

There are different approaches to the concept of CVL that coincide in pointing out that it is a multidimensional construct that includes various organization conditions (physical, institutional support, human resource processes such as labor security, integration into the work place, labor development opportunities, active participation in decision making, and in the design of their labor lives) which generate an impact in the workers' labor motivation, that protect and promote the employees' satisfaction within the work environment and, henceforth, they affect their labor welfare (Chivenato, 2005; González, Hidalgo, Salazar & Preciado, 2009; Pedraja, Contreras & Almodóvar, 2011; Cañón & Galeano, 2011).

This study is supported by the proposal developed in the 70s at Harvard University by Walton, and adapted for Colombia by Gómez-Rada (2010), which states that CVL is made up of eight factors: a fair and adequate compensation, workplace safety and health conditions, employment and capability development, social integration within the organization, regulation, work and complete life space, and social importance within labor life.

On the other hand, there is no single method to evaluate CVL. A methodological pluralism has been the option, together with the inexcusable combination of various analysis and focus levels that have permitted to evaluate in a systematic and integrated manner all those sidelines that make up life

in the workplace (Gálvez, 2004), which include objective methods that use quantitative measures related to the work environment such as safety, environmental hygiene, lighting and noise level, among others; or related to the organization itself, such as time tables, salary and education, etc.; and, as to the workers, performance, physical load, and fatigue (Grueso & Anton, 2011); and subjective methods evaluating perceived CVL based on opinions and judgments given by workers as regards their work environment (Ruiz e Espizua, 1989, cited in Valles, 2014).

In this order of ideas, among subjective techniques based on quantitative and qualitative measurements stand out observation, interviews, questionnaires, and macro surveys, group discussion, and labor satisfaction scales (Royer, 2011). As regards the above, it is observed that questionnaires have been the ones used more frequently, and within this group, several kinds have been developed such as CVP-35, which measures well-being experience as derived from the equilibrium perceived by the individual between challenging work demands and load and psychological, organizational, and relational resources available to face them (Quezada, Castro & Cabezas, 2010); the labor life quality profile, that evaluates Walton's eight dimensions (1973), an instrument that will be used as a tool for this study (Gómez-Rada and Ponce de León, 2010).

There are likewise various approaches to the *personality* construct which, according to Atkinson & Hilgard (2003), converge into a concept describing the growth and

development of a person's whole psychological system. Similarly, Moreno, Garrosa & Gálvez (2005) point out that personality is made up by a series of underlying traits that are inferred as of the individual's behavior both explicit and as of private experience. At the same time, according to Fumham (2011), personality includes the person's habitual responses in the face of every day happenings, which implies uniform behavior patterns that, though they may be changed, generally last throughout time. Such patterns manifest themselves in essential contexts such as the emotional, social, moral, socio-cultural and family-related ones (Ríos, 2008)

For the purpose of this study, personality will be assumed as of the theory-of-traits perspective, according to which it can be understood as the set of traits that determine an individual's way to behave, among which their ascendance, responsibility, emotional stability, sociability, cautiousness, originality, personal relationships, and strength can be pointed out (Rodríguez, Chávez, & Garibay-Bermúdez, 2014).

Regarding personality evaluation, the projective and objective techniques are highlighted, the latter ones based on the traits theory (Bovie, Orlet & Ibanez, 2001). Within trait theory there exist various developed tools, frequently used, and which are applied in organizations, such as IOPF, developed by Cattell (s.f), cited in Papalia & Wendkos, 2010; the California Psychological Inventory (CPI) drafted by the University of Minnesota; the Eysenck Personality Inventory (EPI), cited by Montaña, Palacios & Gantiva (2009); and among them the PPG-IPG test, which will be used within the framework of the present research, which evaluates the traits described formerly (Rodríguez-Chávez & Garibay-Bermúdez, 2014).

There are some studies that have been developed within the international context regarding CVL and personality. Albanesi, Garely & Casari (2003) carried out a study whose objective was to find out personality styles and life quality in psychology students. From the results it was not possible to detect any positive correlation between life quality and any specific personality style, but multiple negative correlations were indeed detected, and the social wellbeing scale was the one that obtained the closest relation to personality styles such as the paranoid, the schizo-typical and the schizoid ones.

Malekiha, Abedi & Baghban (2012) carried out a research to examine the relation between the family-work conflict and the work-family conflict, which is one of CVL dimensions and the five outstanding personality traits. Results showed that neuroticism and consciousness were related in both directions of the conflict whereas extraversion was not.

Other studies relate personality not directly to CVL but to a construct closely related to labor satisfaction. In

this regard, Heller, Lance, Brown & Watson (2009) did two studies (a cross-sectional and a longitudinal one for over a year), whose objective was to examine the validity of personality in the workplace as a predicting factor of labor satisfaction and as a mediator of the global personality effects on labor satisfaction. Results showed that (a) individuals vary significantly in their personality among the roles where they were significantly more open to experience and less extroverted at the workplace, and (b) personality was a better predictor of labor satisfaction. In study number two participants were recruited as of the database of former students of a Canadian university; students were selected in order to make sure that participants came from a wide variety of organizations, which reduced the impact of the organization's context in the conclusions. This study showed, in addition, that each one of the personality dimensions at the workplace was mediated by the association between and among its corresponding personality traits and labor satisfaction.

Laca, Mayoral, Mejía & Yáñez (2010) show an empirical intercultural study that starts as of the assumptions of psychology of subjective wellbeing as applied in the labor environments. Under an overall comparative purpose, firstly, the relation between and influence upon factors of affectivity, personality, and socio-demographic aspect was studied in the labor wellbeing of teachers in Spain and Mexico and, later on, the set of factors was identified that better predicted intrinsic labor satisfaction. The results obtained indicate the existence of meaningful personal differences as to the perception of labor satisfaction between the two countries and cultures. Affectivity (positive and negative) predicts labor satisfaction (high and low) for both samplings. For Spanish teachers, affability and mental opening predict a higher satisfaction level; for Mexican teachers, only the affability personality factor ended up being predictive.

In compliance with the above, labor life quality (CVL) has been set as a study topic at different organizations; it has an outstanding place in human talent performance; and it is one of the primordial factors within the work environment (Barrios & Paravic, 2006).

On the other hand, personality is one of behavior's variables that have interested various authors, and whose effects have been associated to motivation and human performance at the organization (Che, Beh, Uli & Idris, 2006; Huang, Lee & Chang, 2007).

At the same time it has been observed that there exist individual factors that may affect or be affected by the perception of such Life Quality and which make up an essential aspect to be obtained, personality being one of them. This is backed up through research conducted by Albanesi and collaborators (2009); Heller and collaborators

(2009); Huang and collaborators (2007); and Laca and collaborators (2010), who point out the relations between personality's components and constructs associated to CVL. Nonetheless, no studies have been done in the strict sense of the word to understand the relation between these two complex variables and the effect originated by the personality type in the perception of CVL, especially in the Colombian context where there are few studies on this topic, and the existing ones have concentrated more on measuring relations with other variables, such as the willingness to undergo an organizational change (García-Rubiano y Forero-Aponte, 2016).

In consonance with the above, the need is observed for some research where Perceived Labor Life Quality and Personality are correlated, and whose outcome will permit to enrich the incipient body of knowledge on this matter. Because of this, in this research the interest lies on that subject. Consequently, this research is interested in defining: Which are the relations appearing between Labor Life Quality and personality traits within a group of workers at some Bogotá enterprises?

Method

A descriptive-correlational type of design was used, since the aim was to qualify and measure variables in order to come across the correlation index between them and thus determine the existing degree of relationship (Hernández, Fernández & Baptista, 2016).

Participants

Sampling was made up of 63 women (43.4%) and 82 men (52.6%). There were 4 groups comprising different ages: 18 to 25, 26 to 35, 36 to 45 and 46 to 55 years of age, in which there were: 45 - (31%), 65 (44.8%), 26 - (17.9%), 7 - (4.8%) and 2 - years old (1.4%), the latter ones with missing data -, respectively; as for length of time working, 42 (29%) had been working for less than a year, 73 (50.3%) from 1 to 5 years, 23 (15.9%) from 6 to 10 years, 6 (4.1%) for longer than 10 years, and 2 (1.4%) with missing data, all of them from five Bogotá D.C. enterprises. Company selection was made by convenience and according to the participants' availability. Participants were chosen through incidental-like sampling according to the availability (as set by the enterprises) of the people who were to participate in the study, and criteria such as inclusion and exclusion for those who at the time of the study were members of these organizations, with a three-month minimum working period through a labor contract and minimum 48 work hours each.

Instruments

The PPG-IPG personality test designed by Gordon 1993, cited by Rodríguez-Chávez and Garibay-Bermúdez, 2014) was used, which evaluates 8 dimensions or traits through 38 items. It shows a 0.74 and 0.89 reliability for PPG and 0.76 and 0.92 for IPG, through the split-half method, as corrected by the Spearman-Brown formula. The construct validity was set through the correlation with other known personality tests, obtaining correlations between 0.37 and 0.66 for some of the dimensions in the Guilford-Zimmerman Temperament Inventory; between 0.21 and 0.58 with Thurstone Temperament Inventory; finally, between 0.28 and 0.66 with the Adult Opinion Survey. This test is made up of two subtests, each one of which evaluates 4 personality dimensions. PPG measures 4 dimensions: Ascendancy, Responsibility, Emotional Stability, and Sociability, and by combining the previous scores it provides a Self-Esteem score. IPG includes Caution, Originality, Personal Relations, and Vitality (Gordon, 1993, quoted by Rodríguez-Chávez and Garibay-Bermúdez, 2014). For this study, a Cronbach alpha was used to confirm the test reliability, and a 0.86 value was obtained.

The perceived labor-life quality was evaluated by means of the PCVL test as designed and validated by Gómez-Rada (2010), which is made up by 8 dimensions and 39 items that respond to a four degree Likert-like scale. Its dimensions are *compensation and benefits, environmental and work conditions, nature of the task, labor development and safety, organizational democracy, fundamental rights, and labor balance and social impact*. The test was validated as of the perspective of the response theory to the TRI item; to do so, a test for 250 subjects from three enterprises was devised. The results obtained show an adjustment level around the 1.00 medium and 1.02 for the extremes, and a 0.97 integral reliability index. These results were verified for the present application, and an adjustment level around the 1.03 medium and 1.06 for the extremes as well as a 0.90 integral reliability index were obtained. An internal consistency measure through Cronbach's Alpha that showed 0.92 was also obtained.

Procedure

The study development went through the three following phases, which included: (a) setting up the study sampling by contacting the enterprises that were informed about the study goal; (b) data collection: workers were given a copy of the informed consent where the purpose of the study was set, confidentiality of the data was guaranteed, as well as the assurance that no negative repercussions for their posts would take place (Ministry of Health Resolution 8430 of 1993, and the Psychology Deontological Code as set for Colombia by Act 1090 of 2006, complying with Chapter II

regarding Professional Competence and the Relations with Other Professionals, Article 18, Chapter IV of Research and Teaching, and Chapter V on Data Gathering and Use); (c) an Excel data base was drafted, data analysis was carried out using the SPSS software, and the results were discussed in light of previous conceptual and empirical developments.

Data Analysis

Initially, a descriptive analysis of the data obtained was made for each one of the dimensions regarding both personality and CVLP. Later on, the sampling normality was set using the Kolmogorov-Smirnov test. Finally, pertinent correlation measures (Pearson and/or Spearman) were used to establish the relation between the study variables.

Ethical Considerations

For this research the procedures set under Resolution 8430 of 1993 issued by the Ministry of Health were taken into account; they establish the scientific, technical and administrative norms regulating research in health; this investigation took into account aspects as those mentioned in Chapter II, article 6. The Psychology Deontological Code as set for Colombia under Act 1090 of 2006 was taken into account, guided by Chapter II on Professional Competence and the relation with Other Professionals, article 18; Chapter IV on Research and Teaching, and Chapter V on Obtaining and Using Data; and, finally, Act 1581 of 2012 whereby general dispositions are set for personal data protection.

Results

For an analysis of the results, initially a description was made of the scores obtained for the two study variables, by using for such a purpose central-tendency and dispersion measurements. Later on, data normality was set in order to establish the pertinent statistics; and, finally, the corresponding correlations were made between the study variables and their different dimensions.

Firstly, Table 1 indicates gross scores, percentiles, percentages and deviations obtained for the personality dimensions measured by PIPG and for the CVL dimensions as evaluated by PCVL. Regarding the case of personality, it can be observed that scores are relatively moderate for each one of the traits and – within this moderate range – emotional stability and vitality provide the highest scores whereas cautiousness and self esteem record lower scores. These results indicate that in the study sampling there is an absence of hyper sensitivity, anxiety, worries and nervous tension; besides, the presence of vigor and energy are under

a degree of normality. On the other hand, traits related to carefulness while making a decision, the satisfaction of doing an unpleasant task, and intellectual curiosity are less predominant characteristics among those participants. Data on standard deviation indicate a relatively uniform sampling.

For labor life quality, dimensions showing a higher score: environmental conditions and work and social impact got the highest score. The ones getting the lowest score are development and job security followed by compensations and fringe benefits, although their behavior is positive. This shows that the most positive perception is related to comfort and safety at the locations, equipment and workplace schedules. Likewise, there is a positive perception that organizations work under parameters of legality, social responsibility, and environmental care. On the other hand, the organization's development possibilities, job stability and benefit distribution are perceived in a less positive manner. As regards the standard deviation, it may be observed that it is relatively uniform for each one of CVL dimensions.

Table 1.

Descriptive scores for personality measurements and CVL

Dimension	Gross score (\bar{x})	Percentiles	Standard deviation
<i>PPG-IPG Test</i>			
ASC	21.7	43	4.9
RESP	25 _{me}	41	5.5
EMO EST	23.2	46	5.1
SOC	20.4	36	4.05
CAU	23.1	37	4.5
ORIG	23.7	40	4.2
COM	23	39	4.8
VIT	24.5	45	5.5
AUT	94 _{me}	36	15.1
<i>PCVL Test</i>			
CB	14.3	71.5 %	3.0
CAT	19.7	82.1 %	2.8
NT	19	79.2 %	2.8
DSL	9 _{me}	70 %	2.3
DO	14.7	73.5 %	2.8
DF	13 _{me}	79.4 %	2.25
EL	12 _{me}	74.4 %	2.6
IS	19.5	81.2 %	2.9

Note: ASC (ascendance); RESP (responsibility); EST EMO (emotional stability); SOC (sociability); CAU (cautiousness); ORIG (originality); COM (understanding); VIT (vitality); AUT (self esteem); CB (compensation and benefits); CAT (environment and work-place conditions); NT (task nature); DSL (development and job safety); DO (organizational democracy); DF (fundamental rights); EL (labor stability); IS (social impact).

As a second instance, the Kolmogorov-Sminov test was performed in order to find out whether the data analyzed in the study sampling corresponded to a population with a normal distribution. When analyzing Table 2, it can be seen that data obtained for the dimensions related to the PPG-IPG and the PCVL tests indicate that the data obtained for the 8 personality dimensions and 5 of CVL dimensions correspond to a normal distribution, with significance values going from 0.004 through 0.402. In contrast, responsibility and self-esteem dimensions (P-IPG), development and labor security, fundamental rights and labor balance (PCVL) do not present a normal distribution.

Table 2.
Results for the Kolmogorov-Smirnov test regarding the sample

Dimensión	Result	Significance
Ascendency	DN	.265
Responsibility		.044
Emotional stability	DN	.182
Sociability	DN	.112
Cautiousness	DN	.078
Originality	DN	.402
Understanding	DN	.306
Vitality	DN	.218
Self Esteem		.022
Compensation and benefits	DN	.182
Environment and work-place conditions	DN	.162
Nature of task	DN	.229
Development and labor safety		.004
Organizational democracy	DN	.117
Fundamental rights		.035
Work balance		.015
Social impact	DN	.159

Note: DN: normal distribution

In a third instance, a correlation was made between personality variables and CVL. Pearson product-moment correlation was used for those that showed a normal distribution; and Spearman's rank correlation coefficient, for those that did not show a normal distribution (See Table 3).

As can be seen in Table 3, correlation magnitudes between personality dimensions and CVL were moderate and in most cases theirs was a positive direction although it was negative for some of them. Ascendency shows a positive correlation under environment and work conditions, task nature and social impact, the latter being the one with a higher association. Responsibility shows a positive correlation with environment and work conditions, task nature and social impact, the latter being the one with a greater association and significance level at 0.01. On the other hand, it shows a negative correlation as regards compensation

and benefits, development and labor security; in this case both at a 0.01 significance level.

Emotional stability maintains a positive correlation under environment and work conditions, task nature and social impact, and it is with the last one where there is a stronger association, in this case, the three located at the 0.01 significance level. Sociability shows a positive correlation under environment and work conditions as well as social impact, both at a 0.05 significance level. Self esteem shows a positive correlation under environment and work conditions, task nature and social impact, the latter being the higher association with a 0.01 significance level.

Cautiousness shows a negative correlation as regards compensation and benefits, development and labor safety; in this case the former at a 0.05 and in the second at a 0.01 significance level. Originality keeps a positive correlation as regards the nature of the task, fundamental rights, labor balance and social impact, the four of them being at a 0.01 significance level, the second being at a 0.05 significance level and the other three at 0.01. Vitality shows a positive correlation under environment and work conditions, task nature and social impact, which is higher with the latter one at a 0.01 significance level, whereas with the former is 0.05. On the other hand, it shows a negative correlation as regards compensation and benefits, development and labor safety, being the former one at a 0.05 significance level and the latter at 0.01.

Discussion

The results obtained from this study confirm the idea about the relations existing between personality and CVL. Nonetheless, these associations do not take place among general constructs but within certain personality traits and certain dimensions related to labor life quality. Some of these relations show a positive association in the same sense as the one suggested by the studies done by Huang et al (2007), Heller et. al. (2009) and Malekiha et. al. (2012); others show a negative relation, which coincides with the findings by Albanesis et. al. (2003). However, it is important to point out that these studies do not examine CVL in a strict sense as well as the same dimensions of the present study.

Regarding the positive relations found, personality dimensions (ascendency, responsibility, emotional stability, sociability and its outcome, self-esteem) with work environment conditions, task nature and social impact, suggest that as long as the person has a more positive appreciation of themselves, this has an incidence in the valuations they make of physical conditions and equipment, of schedule, of the possibility of using labor skills and the autonomy to

Table 3.
Correlations between personality dimensions and CVL

Dimension Personality/CVL	CB	CAT	NT	DSL	DO	DF	EL	IS
ASC	-.094	.172*	.167*	-.075s	.012	.084s	-.011s	.290*
RESP	-.238s**	.220s**	.203s*	-.211s*	-.071s	.042s	.045s	.316s**
EST EMO	-.057	.270**	.301**	-.080s	.064	.164s	.139s	.392**
SOC	.030	.179*	.161	-.009s	.021	.062s	.080s	.189*
CAU	-.168*	.046	.126	-.198s*	-.048	.012s	-.039s	.132
ORIG	.036	.278	.300**	.065s	.070	.194s*	.141s	.385**
COM	-.014	.231**	.177*	.092s	.107	.247s**	.134s	.268**
VIT	-.210*	.171*	.209*	-.188s**	-.117	.028s	.029s	.278**
AUT	-.128s	.254s**	.267s**	-.131s	.024s	.107s	.070s	.338s**

Note: ASC (ascendance); RESP (responsibility); EST EMO (emotional stability); SOC (sociability); CAU (cautiousness); ORIG (originality); COM (understanding); VIT (vitality); AUT (self esteem); CB (compensation and benefits); CAT (environment and work-place conditions); NT (task nature); DSL (development and job safety); DO (organizational democracy); DF (fundamental rights); EL (labor stability); IS (social impact).

do so, in addition to the way the organization assumes its social responsibility. This can be explained in part to the extent that good self-esteem contributes to improve people's motivation within a labor context (Che et. al., 2006), and on the other hand it generates proactive behaviors in order to increase their own wellbeing (Huang et al., 2007).

In the same sense, personality dimensions (originality, understanding and vitality) showed a positive correlation with CVL dimensions (environment and work conditions, task nature, and social impact), and in the case of originality only with the two latter ones. This points out that in general, a person showing a more positive personality structure in the sense of being more guided toward intellectual challenges, difficult tasks, trust in and tolerance towards others, with energy and vitality, also tends to make more positive valuations of these CVL dimensions. This is in consonance with the findings by Laca, Mayoraal, Mejía & Yañez (2010), who, stated that personality dimensions of affability and mental opening predict a high satisfaction level.

In contrast, personality dimensions (responsibility, cautiousness and vitality) showed negative correlations with the CVL dimension (compensation and benefits, development and labor safety). This aspect does not appear in any of the studies reviewed previously, among which negative relations are found only when there is some psychopathology but not in healthy persons (Albanesis et al, 2003). One possible explanation for this finding could be determined because expectations held by people who are more constant and persevering as to the tasks proposed even if they do not like them, who are more careful when they have to make decisions, who work faster and do more things with others (responsibility, cautiousness and vitality) can be higher in

terms of salary and other benefits they ought to get as a counterbalance for their contribution to the organization, such as the possibility to grow within the organization as well as employment stability (compensation and benefits, development and labor security), so that by aiming higher in those personality dimensions the subsequent perception of CVL dimensions tends to have a negative value. Likewise, these results confirm the findings by Gómez and Ponce de León (2010) in the sense that the salary constitutes the most relevant variable to explain the perception as regards CVL.

On the other hand, personality dimensions (originality and understanding) were the only ones that showed a positive correlation with fundamental rights. This implies that the taste for hard tasks, intellectual curiosity, faith in others, tolerance and patience towards them, would tend to generate a more positive valuation as regards the way they are treated by others, to keep a higher freedom of speech, a more equal treatment, fair disciplinary processes, respect for privacy, and lack of labor violence (psychological or physical). This can be explained in part since tolerance to others constitutes a key component of emotional intelligence. According to studies by Ziauddin & Naroei (2013), there exists a positive relation between emotional intelligence and CVL which is determined because those who have a higher emotional intelligence can live comfortably with others, can feel useful, accepted by others and, in the end, can have the opportunity to increase their skills and knowledge.

Likewise, originality also showed a positive association with labor balance. This implies that the persons' taste for difficult tasks and intellectual curiosity generates more positive valuations since the roles they play at their work place do not affect negatively the development of other

dimensions in their personal life such as their family, recreation, community life, or rest. This is coherent with what is proposed in Hackman and Oldham's model (1975) as cited in Furham (2011) in the sense that a higher degree of identity with the post translates into a higher labor satisfaction and this, at the same time, would generate a more favorable perception regarding CVL.

Finally, it is important to consider that the findings shown here lead us to think that personality plays a very important role in the CVL valuation; nonetheless, working with more extensive and diverse populations ought to be considered, as it would make a wider generalization of the results. Additionally, from a methodological viewpoint, it would be worthwhile to use more robust approximations making use of multi-varied analysis techniques to evaluate how as of personality CVL perception can be explained. This would imply to ask: To what extent personality explains CVL perception? And, what is its differential weight regarding the variable in the organizational context?

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