

## Personal Values and Personalities: Positive Organizational Perspective on Political Skill of Indonesian Civil Apparatus (A Study in State Civil Apparatus in Indonesia)

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**Abstract.** *This study analyzes the role of personal values and personality in shaping important behaviors in the world of work. In the perspective of positive psychology, personal values and personality play a role in people's behaviors and how decisions are made. In this case, the political skill was analyzed in a positive perspective as an essential factor that affects the world of work, mainly in bureaucratic organizations. The data collection scale was used in this quantitative research. Three scales were used: Political Skill Inventory, Portrait of Personal Values, and Big Five Inventory. The research subjects were 406 State Civil Apparatus. The study results proved that the hypotheses that stated that personal values and personalities were positively correlated with political skill were accepted. The conclusion indicates that openness to change and positive personality types correspond to political skill. Meanwhile, neuroticism exhibits a negative correlation with political skill. Thus, it can be concluded that a positive personality background and the value of openness affect one's political skills. A person who has positive personal and personality values reveals better political skills.*

**Keywords:** *personal values, personality, political skill*

**Abstrak.** Studi ini meneliti peran personal values dan kepribadian dalam membentuk perilaku yang penting dalam dunia kerja. Berangkat dari sudut pandang psikologi positif, nilai personal dan kepribadian berperan terhadap bagaimana seseorang bersikap, berperilaku, dan mengambil keputusan. Dalam hal ini political skill dikaji dalam perspektif positif sebagai faktor penting yang berpengaruh dalam dunia kerja secara khusus di organisasi birokrasi. Penelitian ini merupakan penelitian kuantitatif yang pengumpulan datanya menggunakan skala. Tiga skala digunakan yaitu *Political Skill Inventory*, *Portrait of Personal Values*, dan *Big Five Inventory*. Subjek penelitian adalah Aparatur Sipil Negara yang berjumlah 406. Hasil penelitian membuktikan bahwa hipotesis yang menyatakan personal values dan kepribadian berkorelasi positif dengan political skill dinyatakan diterima. Kesimpulan menunjukkan bahwa openness to change, serta tipe kepribadian positif berkorelasi dengan political skill. Sedangkan neuroticism berkorelasi negative dengan political skill. Dengan demikian, dapat disimpulkan bahwa latar belakang kepribadian yang positif dan nilai keterbukaan mempengaruhi political skill seseorang. Seseorang yang memiliki nilai-nilai pribadi dan kepribadian positif memiliki political skill yang lebih baik

**Kata kunci.:** nilai-nilai pribadi, kepribadian, keterampilan politik

The organization holds a vital role in shaping people as a modal capital that needs to be continuously developed and empowered by referring to people's strengths and uniqueness. The simultaneous occurrences of dynamic changes will encourage the organization to seek capitals that support achieving the organization's goals. In this context of change, the role of values is crucial in shaping one's consistency and commitment in dealing with changes that are often unpredictable.

In this era of change, the Positive Organizational Behavior (POB) approach can respond to the challenges faced by an organization in terms of improving employee performance (Youssef & Luthans, 2007). An important factor in improving performance is by creating a conducive working environment to increase employees' competence. Positive Organizational Behavior is a study focusing on humans as capital that needs to be measured, developed, and effectively managed to improve work performance (Luthans, 2002). Positive points that reinforce the surge of work productivity are personality and political skill. Nevertheless, another critical ground for understanding humans as capital or organizational capital is

the personal values that are the basic living standards.

The significance of values in organizational context has been widely discussed by Schwartz (2005) and Schwartz et al (2010a). The values in an organization will form a shared spirit in the organization, direct the organization to the aimed objectives, and become ethical standards about what is allowed to do or are prohibited. In this context, personal values have an important contribution in actualizing shared organizational ethics.

Values turn into a guide or a compass in a human's life. They direct and become a behavioral standard as well as a code of conduct. These values play an important role in a person's life. These values are expressed in the way of thinking, behaving, and making a decision. Someone who has a strong base of personal values will not be easily swayed in such a tight life competition.

Values do not only shape someone's identity, but in general, they affect how someone behaves towards others. This includes acting as one's protection against others' welfare as well as actions to help those around him/her. Values also affect one's behavior towards others, particularly in how he/she achieves his/her personal

objectives. One of these objectives is achieved in the world of work. In this context, a person's knowledge in building a social network is essential, particularly in his/her work.

With reference to the previous context, political skill is one of the abilities that in the study (Ferris, Treadway, Perrewé, et al., 2007b) plays a vital role in one's career success. Politics is an indispensable part of an organization. A person's maneuver in politics and his/her political skills are basically his/her strength in the organization and thus bring benefits. A person can play his political role ethically and base his actions on morality that is close with the values that he believes in. In this context, political skill plays its role.

Currently, politics is not considered taboo to be discussed, judged negatively, or even deemed manipulative. Political skill is closely attached to networking or relation with others. In a positive sense, people who have political skills foster a supportive and trusting environment to benefit the organization. It is imperative to be possessed because it leads to accomplishment at work. Someone who has a positive personality exhibits better political skills because the concept of political skill includes social intelligence, the ability to build social

networks, and the ability to influence and be sincere towards others. Likewise, the values that form the basis of a person's behavior play an important role in shaping behavior, directing others to determine their life priorities, also the goals to be achieved and addressed.

Values play a vital role in government bureaucracy, notably in situations where changes occur massively with various changes in regulations and policies, including in determining program priorities. The State Civil Apparatus is always required to be ready in dealing with multiple demands. Such situations require high self-ability in ensuing the rapid changes and personality that reinforce the accomplishment of work tasks.

Success at work is inseparable from building a network, influencing others, having social intelligence and sincerity towards others. These are the basis of political skill, play an important role at work, and become a must-have-basis of a leader. This study begins from understanding the significance of political skill in affecting one's success in the workplace. Particularly, this study analyzes political skill in its correlation to personal and personality values that become the basis for working.

All of these aspects are elemental to the primary duty of the State Civil Apparatus of providing the best public services. In this context of providing the best service, political skill plays a significant role since political skill encloses the ability to build networking, exert influence, and establish relationships. This skill indubitably corresponds to the personal characteristics and personal values that each person has. Within this framework, a question that emerges is whether a political skill is influenced by personal values and personalities. The results of this study will benefit in selecting the State Civil Apparatus that can fulfill their primary task of providing public services.

### ***Political skill***

The concept of political skill at work was developed by Ferris & Perrewe (Ferris et al., 2000) as a new concept that views politics not in a negative connotation but as an ability needed by managers to succeed in their careers. Politics in an organization is often seen as an unprofessional game. The word politics derived from the word 'poly' which means many; and 'tics' which means blood sucking creature. Thus, it is not surprising why this word generally leads to negative connotations for many people.

At work, there are situations where people have to collaborate or interact with each other to establish a partnership as a means to reach their objectives. In such situations, it is required to be able to influence others, convince others of the importance of the task, decide on something, and in a certain way communicate to reach the objectives. Those are essential for the success of the career and to get a positive evaluation in performance evaluation. Hence, having political skills will confirm success in the context of business (Kimura, 2015).

Political skill is defined as an interpersonal style that combines social awareness and the ability to communicate well (Ferris, Treadway, Perrewé, et al., 2007a)(Ferris et al., 2000). It is further explained that an individual who has political skill will present himself as a person who is confident, trustworthy, and sincere. In the concept of political skill, there is a definition of 'style', which can be interpreted as a manner. The style itself has the meaning of a manner or a form of language expression and also a way of putting thought into words.

Political skill is inherent. It means that each person is born with a predisposition to political skill. Without a proper environment or proper trigger, this

ability will not be perfectly attained (Ferris et al., 2000). Thus, it is plausible that this ability can be trained and developed to reinforce one's performance in an organization or in the workplace.

Political skill is comprised of four dimensions, namely social astuteness, interpersonal influence, networking ability, and apparent sincerity. Social astuteness is the ability to properly comprehend social interactions, interpret one's own behavior, and behave according to social situations. Interpersonal influence is the ability to exert a strong influence on others in subtle and convincing ways and appropriately adapt and calibrate one's behavior in every situation to elicit specific responses from others. Networking ability is the ability to develop and use various networks to secure valuable assets for personal and organizational success. Apparent sincerity is the ability to show others behavior that shows a high level of integrity, authenticity, sincerity, and genuineness (Treadway et al., 2005), (Ferris et al., 2005), (Kimura, 2015). Several studies were conducted to associate political skill with personality (Blickle et al., 2010), (Blickle et al., 2008), (Silvester et al., 2014), (Ewen et al., 2013), (Gerber et al., 2010). Those studies associate personality patterns based on Five-Factor Theory:

Neuroticism, Extraversion, Openness, Agreeableness, Conscientiousness. The theory aligns with Ferris' premise that stated personality as an antecedent to political skill. The study showed a positive correlation between conscientiousness and political skill; and a negative correlation with neuroticism (Liu et al., 2007). Another study found a correlation between extraversion and political skill. Extroverted individuals have high political skills (Blickle et al., 2010).

The correlation between political skill and personal values is still not confirmed by relevant research findings. This study attempts to explore the correlation by assessing the personal values of an individual; whether there is/are particular value(s) that give(s) stronger correlation than the other value(s). The personal values assessed are based on Schwartz approach.

### ***Personality***

Personality is a familiar concept in our daily lives for two reasons: first, it raises questions about who I am? How can I understand myself? Can I change, and how can I change? Second, the experts who develop personality theory are great and creative thinkers such as Freud, Maslow, and Allport, whose notions are still relevant.

In accordance with the development of the existing personality theories, thus far, Trait Theory is the reference in personality discussion.

A trait is defined as a dimension of individual differences in the tendency to show consistent patterns of thought, feelings, and actions, such as fear, curiosity, kindness, and cheerfulness (McCrae & Costa, 2003, p. 25). The basis for developing this theory departs from Allport & Catell, who conducted tests on various human traits and then carried out factor analyses to identify which traits had the main domain in the aspect of human personalities. Finally, Big Five Personality was found, which was then rapidly and consistently developed by Costa & McCrae.

One of the experts in developing Five-Factors Models is McCrae. This theory begins with several researchers who attempted to explore common personality traits and found five main dimensions (traits). The five of them have a high correlation. Furthermore, Costa & McCrae stated that those dimensions are classified into one facet. Facet is defined as a more specific trait that is a component of these factors.

The five-factor model of personality is a model in which an individual's

personality is divided into five characteristics. Personality traits are perceived as a relatively consistent pattern of thinking, feeling, and behaving throughout life. These traits are collected from several traits existing in humans. The approach used was taxonomy because this approach is representative of exploring human personality traits and getting a set of traits that describe humans' personality.

Subsequently, these traits are analyzed using one statistical model, namely multiple factor analysis. This model is a developed model based on the lexical hypothesis, which has been basically developed since the 1930s, and it is a development of factor analysis from statistical study. Studies conducted in numerous countries show relatively consistent results against the set of traits manifested in the five-trait group.

Those five factors dimensions are conscientiousness, neuroticism, openness, agreeableness, and extraversion. These are the explanations:

1. Conscientiousness is characterized by an individual who prefers orderliness and self-discipline, manifested in daily life.
2. Neuroticism is characterized by an anxious personality, easily getting tensed and worried, and a form of negative

emotion that is the opposite of emotional stability.

3. Openness is being open and readily accepting new things, ready to accept change.
4. Agreeableness is characterized by sincerity, trustworthiness, focusing on positive things.
5. Extraversion is characterized by enthusiasm and the ability to build a good network with anybody.

Those five factors are measured using the inventory method developed by different experts. Still, the two most notable methods that have been widely applied in various researches are the Big Five Inventory and NEO-PIR.

### ***Personal Values***

Personal values direct an individual to think and act, and they are inherent in him for the rest of his life because they develop along the time. Values are the benchmark to determine an individual's scale of priority from various available variables and how the individual decides his preferences. The values are also believed to be the guides to any decisions an individual makes, including how he makes the decision. Those values also contain the ability to build networks, managerial, and leadership.

Various research has been conducted to discover how personal values influence different spectrums in human lives, including at the workplace, the political attitude, leadership, environment, religion, and consumerism (Schwartz, 1992). Schwartz (1992) stated that when an individual thinks of values, it means that he/she is actually thinking about what is essential in his/her life (such as security, freedom, wisdom, kindness, or pleasure). Every person has various values with assorted levels of importance. In reference to values, it can be defined that values are an expression of actions that lead to practical consequences, psychology, and a social life that may intersect other people's values, creating conflict (S. H. Schwartz & Boehnke, 2004).

Based on diverse general opinions, it can be summarized that those values are:

1. Normative beliefs about standards of behaviors that serve as a reference or basis for individuals to act, regarding what is appropriate or inappropriate, of what is wanted or expected (Nystrom, 1990)
2. The essence of human's life. Values influence how a person behaves, thinks, and acts. They also help individuals sort what to do, become the basis for building



the network, encourage individuals to determine which point of view will be taken in making a decision. Values make a person be recognized, and they distinguish him from others (Dean, 2008)

3. Milton Rokeach interpreted values as “*an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.*”

It is important to note that the concept of values and traits is different. Values represent what we want and an abstract objective (e.g., justice, need, motive, purpose). Values motivate actions (Roccas et al., 2002). In order to understand the differences between values and traits more evidently, Schwartz’s study can be taken as a reference. In Schwartz’s point of view, values are something desirable, trans-institutional objectives that vary in importance and serve as guiding principles in one’s life. An important aspect that differentiates values is the purposeful motivation type that is expressed.

Traits are the individual dimension that differs in their tendency to show patterns of thought, feelings, and actions consistently. In this sense, traits are enduring dispositions, unlike values that are long-

lasting objectives. Traits correlate more to what a person is like and not merely the intention of a behavior. On the other hand, values are more to what a person considers important. Traits vary in frequency and intensity of what happens, whereas values vary in their importance as guiding principles. Values are the standard for judging the behaviors of oneself and others (Roccas et al., 2002).

The theory of values that are currently being used as a reference is the one developed by Schwartz. Based on his long research, he obtained ten fundamental values that represent distinct motivational objectives, namely power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security. These values are measured using The Portrait Values Questionnaire (PVQ). This instrument encloses 40 items that represent verbal portraits of 40 different people. Each portrait depicts a person's goals, aspirations, and expectations which implicitly show the significance of each value.

The number of portraits for each value illustrates the breadth of its conceptual definition, six for universalism; five for security; four for tradition, conformity, benevolence, self-direction, and



achievement; three items each for stimulation, hedonism, and power. These ten values are then classified into four types of high-level values which create two bipolar orthogonal dimensions as follows: on one side, the opposition between self-transcendence (universal and benevolence values) and self-enhancement (power and achievement values); on the other side, the second bipolar dimension opposes the groups of openness to change (hedonism, stimulation, and self-direction) and Conservation (tradition, conformity, and security).

Hofstede, Rokeach, and Inglehart have developed an instrument to measure a person's values. They provide evidence that the discussion of values is not only intriguing to be explored but also challenging. The development of PVQ begins with forming Schwartz Value Scale (SVS) with its strengths and drawbacks to the formation of long-form PVQ with 40 items. Concurrently, short-form PVQ (21 items) has also been created for practical reasons, and it does not lessen the quality of a good measuring instrument. Theoretical, property, and practical issues considerations provide a strong basis that short-form PVQ can also be applied.

### ***The significance of Personal Values and Personality for Political Skill***

The concept of political skill has been widely analyzed in various study (Todd et al., 2009), (Wei et al., 2010), (Kimura, 2015) including its affects on organizational performance among others organizational citizenship behavior (Khan & Akhtar, 2018), counterproductive behavior (Baloch et al., 2017), perceived organizational support (Bentley et al., 2017), team performance (Ahearn et al., 2004). Thus, it can be concluded that political skill is essential in developing organizational performance.

On that account, political skill is compulsory for the employees as a means to support their working performance. Subsequently, it is imperative to deliberate political skill as the first competence for the State Civil Apparatus since their selection phase.

A question that then emerges is whether a political skill is influenced by personal values and personality. Research on the political skill that has been conducted discovered that this ability as a social skill is needed by any worker. Consistently, political skill is vital for all women who work (Nelson, 2013). As stated by Ferris et al (Ferris et al., 2000), political skill is inherent in every person; regardless, the

development depends on how this ability is stimulated to support work.

As an ability, political skill is also influenced by a person's background, notably from the personal side, in this case, is the personality and values. With regard to personality, Trait theory is relevant to give a description that a person's traits will play a role in the behavior and provide a unique form of what someone does (Roccas et al., 2002), (Liu et al., 2007), (Munyon, Summers, Thompson, & Ferris, 2013) . In this case, the use of the Five-Factor Personality Model becomes relevant to be analyzed in accordance with the context of the studied case.

In regard to values, the personal value approach as developed by Schwartz is more applicable and is closely linked with how a person thinks and behaves, particularly in determining the limits of behavior performed and the basis for developing one's abilities (Liu et al., 2007). Based on FFM, there are five traits that describe a person's personality, namely Conscientiousness, Extraversion, Neuroticism, Agreeableness, and Openness to experience. Research conducted by (Blickle et al., 2010) showed a strong correlation between openness and performance. A person who has dominant

susceptibility will have a high political skill that will impact his work performance. Conscientiousness and openness to experience positively correlate with political skill and positively influence task performance (Blickle et al., 2013).

A person who has a personality trait that is open-minded to experience has a high self-awareness to develop his social skills. It has been studied by (Ferris et al., 2008; Burns & Anstey, 2010). Likewise, extraversion has a positive correlation to political skills (Liu & Liu, 2018). Nevertheless, neuroticism shows a negative correlation to political skill (Silvester et al., 2014).

A person's personal values will be a basis or benchmark in establishing a network in the workplace, and it will become a reference on how a person behaves and plays a role in society. On the context of developing manner and behavior, the factor that must be acknowledged is one's values. The values will govern an individual's preference, viewpoint, or how an individual perceives the world. These values are significant because they are internalized both consciously and unconsciously and become a standard for determining one's actions (Bruno & Lay, 2008). Value system takes a substantial

impact on a person because values shape behavior, and behavior will affect people (Fiedler, 1967), Covey (1990), (Liu et al., 2007). In this case, one's personal values become the fundamental basis of one's behavior or manner (S. H. Schwartz et al., 2010b).

Schwartz (1992) identified ten personal values: power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security. The ten values are classified into four dimensions: openness to change, self-transcendence, conservation, and self-enhancement. There are not many studies linking personal values with political skill. Nevertheless, that one's values are significant in shaping behavior is approved by many experts (Roccas et al., 2002), (Smith, 1949). Research conducted by (Nikolaou et al., 2007) confirms that social skills, in this case, political skills, will be more significant if the person has value openness to change.

## **Method**

### *Sample and Procedure*

This study was conducted to State Civil Apparatus who work in Central Java Province with a five-year work experience and belong to echelons 3 and 4. Cluster random sampling was used to determine the

research sample from the existing population. Data collection was carried out before the Covid-19 pandemic occurred, and the questionnaire was distributed directly. The total number of subjects was 473, but only 406 returned and completed the questionnaire. The response rate was 85%. The average age of the subjects was 45.07 (SD=8.01), with an average work experience of 18.54 (SD= 8.61). In general, the subjects had an equal percentage of male and female with the minimum education of diploma.

### *Measurement*

#### 1. Political skill

Measurement of political skill was carried out using Political Skill Inventory which had been adapted by (Setyorini et al., 2020) to the subjects of State Civil Apparatus in Indonesia with 18 items and which was a development of PSI constructed by (Ferris et al., 2005) with four dimensions, namely social astuteness (5 items) with coefficient alpha .82, networking ability (6 items) with coefficient alpha .79, interpersonal influence (4 items) with coefficient alpha .84, and apparent sincerity (3 items) with coefficient alpha .83. The alternative answers referred to the Likert scale with five alternate answers (1=Strongly Disagree; 5=Strongly Agree). Some of the samples of the statements were:

*"I always seem to instinctively know the right thing to say or do to influence others,"*  
*"I pay close attention to people's facial expressions."*

## 2. Big Five Inventory

The measurement of personality traits was carried out using BFI, consisting of 44 items from John et al (1991) with five sub-scale comprised of conscientiousness, extraversion, agreeableness, openness, and neuroticism. Likert scale with its five-point answers ranged from "totally disagree" to "totally agree". Some items were valued reversely. The examples were: "can be moody", "does things efficiently". The coefficient alpha for this scale in Indonesia was 0.76.

## 3. Portrait Values Questionnaires

The short form PVQ used by Virginia, Purwoko, & Setyorini (2018) in their research in Central Java had a coefficient alpha of .87. This form used a Likert scale that had 10-point values, which were then classified into four values: open to change, self-transcendence, self-enhancement, and dan conservation. The examples were: "It is important for him to be rich. He wants to have lots of money and expensive things.", "Becoming successful is important to him.

He likes other people to be impressed or admire him."

## Analysis

Hypothesis testing was carried out using regression analysis to discern the correlation between Extraversion, Conscientiousness, Openness, Agreeableness, and Neuroticism (five-factor model) and openness to change, self-transcendence, conservation, and self-enhancement (personal values) with Social Astuteness, Interpersonal Influence, Networking Ability, and Apparent Sincerity (political skill). The collected descriptive data were gender and age classified to millennial and non-millennial generation. The data was analyzed using regression analysis to answer the research question and test the formulated hypothesis.

## Results

The results verify that the hypothesis "There is a positive correlation between Extraversion, Agreeableness, Conscientiousness, Openness to experience and dimensions of political skill" is not all proven as seen on the following table.

Table 1  
*The Correlation between Extraversion, Agreeableness, Conscientiousness, and Openness with The Dimensions of Political Skill*

	<b>Social Astuteness</b>	<b>Interpersonal Influence</b>	<b>Networking Ability</b>	<b>Apparent Sincerity</b>	<b>Political Skill</b>
<b>Extraversion</b>	.147** .003	.368** .000	.139** .005	.044 .378	.240** .000
<b>Agreeableness</b>	-.008 .878	.171** .001	.076 .128	.188** .000	.126* .011
<b>Conscientiousness</b>	.102* .039	.297** .000	.221** .000	.165** .001	.259** .000
<b>Openness</b>	.332** .000	.310** .000	.280** .000	.201** .000	.378** .000
<b>Neuroticism</b>	-.178** .000	-.253** .000	-.162** .001	-.167** .001	-.250** .000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

### Discussion

The analysis results prove a positive correlation between extraversion, agreeableness, openness to change, conscientiousness, and social astuteness, networking ability, interpersonal influence, apparent sincerity. The positive correlation in personality indicates that a person who has an open personality, experiences openness, self-awareness, and receptivity tends to be socially intelligent, build social relationships, and establish a social network with many people. These results are in accordance with the studies by (Munyon et

al., 2015), (Ferris et al., 2001), (Ferris, Treadway, & Perrewé, 2007), (Ferris, Treadway, Perrewé, et al., 2007b), (Gerber et al., 2010)

People with extraversion-dominant personality types have greater interpersonal influence. The most plausible basis is that it is easier for a person who has an easy-going personality to build interpersonal relationships than those who do not have an extroverted personality. A person whose personality is dominantly conscientious has higher political skills than others. Likewise, people with agreeableness personality type

have lower political skills. A person's self-awareness of his existence makes that person have better political skills than those who easily compromise with their environment. An interesting finding demonstrates in the neuroticism dimension that an immature emotional condition will influence a person's political skill. This implies that a person's ability to manage his emotions will significantly affect his ability. In a stable emotional state, people will be calmer in responding to external stimuli allowing them to manage and smartly present themselves socially. It aligns with the notion of (Ferris et al., 2000).

Likewise, openness to change, self-transcendence, and self-enhancement were positively correlated with the dimensions of political skill. This result indicates that irrespective of a person's personal values, these personal values will contribute to his political skill. (Ferris et al., 2000).

Regarding personal values, the findings showed a correlation among dimensions of values, namely openness to experience, self-transcendence, and self-enhancement, with the dimensions in political skill, namely social astuteness, networking ability, interpersonal influence, and apparent sincerity. Among those three values, openness to change had a stronger correlation to social astuteness than the other values. It is consistent with the research results that openness to experience causes people to be more competent socially (Nikolaou et al., 2007). In contrast, self-enhancement had the lowest correlation to apparent sincerity. This can be interpreted that the values based on the individual assessment that a person is more competent, kinder, more attractive, and successful than others have a more negligible effect on the sincerity in accepting others. This result is indeed interesting because self-oriented people find it harder to be sincere to others.

## Conclusion

This study concludes that personality types influence one's political abilities, including one's personal values. Openness to change gives a more significant correlation, whereas neurotic people have lower political skills. Concurrently, openness to change has higher political skill. People with openness to experience have more robust political skills than those who do not have this value. People who have consciousness value have higher political skills than those having agreeableness value. This study contributes mainly to a selection process and one's self-development in the work environment. In the context of selection, political skill can be a significant competence in recruiting an employee and personality background and personal values.

## Future Research

Initially, this research attempted to explore the strengths of the values and patterns of personality on political skill. The

references are still not supported with adequate theories. However, as a preliminary study, the results lead to a comprehension that personality elements still play a role in a person's political skill. This includes personal values. Personal data needs to be examined further to obtain a more comprehensive picture of an individual, including age and level of education.

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