

## PERSONALITY AND WORKPLACE CONFIDENCE: A STUDY OF NEUROTICISM AND OCCUPATIONAL SELF-EFFICACY AMONG OMANI EMPLOYEES

Jameela Khatoon<sup>1</sup>, Afraa Issa Almaani<sup>2</sup>, Rusna Mohamed Anverdeen<sup>3</sup>,  
Al Baljaa Nasser Alhabsi<sup>4</sup>

<sup>1</sup>Assistant Professor, <sup>2</sup>, <sup>3</sup>, <sup>4</sup>, student, Humanities Department, Mazoon College, Oman

**Corresponding Author:** Jameela Khatoon Corresponding Email: jameela.khatoon@mazcol.du.om

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### Abstract

*The current study examined the relationship between occupational self-efficacy and neuroticism among Omani workers, with an emphasis on whether demographic variables like gender and work experience influenced this relationship. Standardized self-report questionnaires were used in a quantitative, cross-sectional design to gather data from a convenience sample of 67 workers from various companies in Oman. The Big Five Inventory's Neuroticism subscale (BFI-44; John & Srivastava, 1999) was used to measure neuroticism, while the Occupational Self-Efficacy Scale (Schyns & Von Collani, 2002) was used to measure occupational self-efficacy. Employees with higher neuroticism scores expressed less confidence in handling activities connected to their jobs, according to the results, which showed a significant, moderate, negative association between neuroticism and occupational self-efficacy ( $r = -0.327$ ,  $p = .0068$ ). This link was further substantiated by regression analysis ( $\beta = -0.747$ ,  $p = .007$ ), which explained 10.7% of the variance in occupational self-efficacy. Gender ( $p = .209$ ) and work experience ( $p = .899$ ) did not significantly affect this connection, according to moderation analyses. These results demonstrate the psychological processes via which personality traits impact workplace functioning and imply that employees with greater levels of neuroticism may benefit from therapies targeted at improving emotional regulation and self-efficacy.*

**Key words:** Occupational self-efficacy, neuroticism, employees

### Introduction

Neuroticism is a core dimension of the Big Five personality traits, which is characterized by emotional instability, heightened sensitivity to stress, and a tendency toward negative emotional states such as anxiety and depression. Individuals who have high neuroticism often perceive everyday situations as threatening (Liu et al., 2024). For example, they might view a routine meeting with their manager as a greater source of stress. This heightened emotional reactivity can have a great impact on workplace settings. In such an environment, effective stress management and emotional resilience are critical for performance and well-being. In contrast, occupational self-efficacy means an individual's belief in their ability to manage job-related tasks and challenges effectively. High levels of self-efficacy are linked to proactive coping strategies such as seeking social support and problem-solving, emotional resilience, and better stress regulation factors that boost job performance and satisfaction (Liu et al., 2024b). On the other hand, the individuals with low self-efficacy may perceive workplace demands as overwhelming, adopt passive coping strategies, and become more susceptible to stress and burnout.

Recent research has examined the relationship between neuroticism and occupational self-efficacy, particularly in connection with stress perception and coping strategies. Findings indicate that self-efficacy may mediate the link between neuroticism and perceived stress, suggesting that enhancing self-efficacy could lessen the effects of neuroticism (Liu et al., 2024). For instance, studies of nurse

anaesthetists have identified a notable negative correlation between neuroticism and self-efficacy in high-stress professions.

Understanding the relationship between neuroticism and occupational self-efficacy is important for developing strategies aimed at supporting employee well-being and productivity. Analysing how these psychological factors interact allows organizations to implement interventions that may benefit employees, particularly those with higher levels of neuroticism. Performance at the workplace and the well-being of employees are hugely impacted by personality traits and self-beliefs. One of the traits of the Big Five personality is neuroticism. These traits predispose human beings to negative emotional levels such as stress and anxiety, which can create problems in performing the job effectively. On the other hand, occupational self-efficacy means a person's ability to manage work-related tasks effectively and confidently. This has been shown to influence problem-solving, resilience, and coping strategies. Whereas the previous research suggests a potential negative relationship between self-efficacy and neuroticism, there is limited knowledge of how consistently this relationship appears across different occupational groups. Without a comparative study, the organizations will face challenges in developing evidence-based findings to tackle the relationship between self-efficacy and personality traits in a heterogeneous work environment.

### Hypothesis

- Employees with a greater degree of neuroticism will exhibit notably lower levels of occupational self-efficacy relative to employees with lower levels of neuroticism.

- There is no notable variation in occupational self-efficacy between employees with higher levels of neuroticism and those with lower levels of neuroticism.

### Literature Review

The relationship between personality traits and occupational psychological constructs has been a central theme in organizational research. Among the Big Five dimensions, neuroticism, characterized by anxiety, moodiness, and emotional instability, has been consistently linked to adverse occupational outcomes. Likewise, occupational self-efficacy, or the belief in one's ability to handle work tasks successfully, plays a pivotal role in shaping job behavior, performance, and stress response. While literature provides considerable insight into how these constructs interact, direct comparative analysis remains limited. Tannous and Alkordi (2017) investigated the relationship between the Big Five traits, job stress, and burnout among government managers in Saudi Arabia. Their study revealed that neuroticism positively correlated with job stress and negatively with job satisfaction and efficacy-related outcomes, highlighting the impact of personality traits on occupational well-being in a governmental context. This suggests that individuals high in neuroticism are more vulnerable to workplace stress, which may undermine their perceived competence and control. O'Sullivan et al. (2012) investigated individuals with disabilities and reported a negative correlation between neuroticism and self-efficacy. Their research underscores that emotional instability can undermine confidence in one's abilities, regardless of demographic factors or employment history. In contrast, traits such as conscientiousness and extraversion were positively associated with self-efficacy, further emphasizing the distinct challenges presented by neuroticism. Zhang et al. (2025) studied nursing interns in China and identified perceived stress and self-control as mediators in the relationship between neuroticism and career anxiety. The findings demonstrated that neuroticism indirectly reduced self-efficacy by elevating stress and diminishing self-control, which subsequently heightened career-related anxiety. This illustrates the intricate cognitive and emotional mechanisms linking personality traits with occupational confidence. Similarly, Skowronski and Bartoszewski (2016) examined probation officers and observed that neuroticism was inversely correlated with occupational self-efficacy. They also found that a strong sense of coherence—defined as perceiving work as comprehensible, manageable, and meaningful—served as a moderating factor. This suggests that job coherence can mitigate the adverse effects of neuroticism on self-efficacy. While not exclusively focusing on neuroticism or self-efficacy, Al Huseini et al. (2025) explored emotional intelligence and burnout among first-year medical residents in Oman. Their study indicated that emotional instability and poor emotional regulation, traits often linked to neuroticism, contributed to burnout and indirectly lowered occupational confidence and performance. These results further highlight the critical role of emotional regulation in sustaining self-efficacy. Overall, evidence from diverse professional and cultural contexts consistently demonstrates that neuroticism

is negatively associated with occupational self-efficacy. Elevated levels of neuroticism are related to increased stress, diminished emotional regulation, and reduced confidence in task performance. Although existing literature provides important insights, there remains a paucity of research directly contrasting individuals with high versus low neuroticism regarding their occupational self-efficacy. The present study seeks to address this gap through a targeted comparative analysis, thereby contributing to both theoretical understanding and practical interventions in workplace psychology.

### Methodology

In order to investigate the connection between neuroticism and occupational self-efficacy among Omani workers, this study used a quantitative, cross-sectional, correlational methodology. In order to facilitate statistical examination of correlations between the two psychological constructs at a particular moment in time, this design was chosen (Creswell & Creswell, 2018). The study involved 67 employees in total (N = 67). Convenience non-probability sampling techniques were used to select participants from a variety of Omani public and private organisations. Participants had to be at least eighteen years old and currently working in order to meet the inclusion requirements. A variety of genders, occupations, and degrees of work experience were represented among the participants. Before taking part, each subject gave their informed consent, and confidentiality was guaranteed.

#### Tools

##### Neuroticism

The Big Five Inventory's Neuroticism subscale (BFI-44), created by John and Srivastava (1999), was used to gauge neuroticism. Items like "I see myself as someone who worries a lot" and "I get nervous easily" are included in the scale. A 5-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree," was used to score responses. Greater emotional instability and neurotic tendencies are indicated by higher scores. Strong cross-cultural reliability and internal consistency ( $\alpha = .84$ ; Soto & John, 2017) have been shown for the BFI-44.

##### Occupational Self-Efficacy

The Occupational Self-Efficacy Scale (OSE-6), created by Schyns and von Collani (2002), was used to measure occupational self-efficacy. This six-item test assesses how well workers believe they can manage issues at work (e.g., "I can remain calm when facing difficulties in my job because I can rely on my abilities"). A 6-point Likert scale, ranging from 1 (\*strongly disagree\*) to 6 (\*strongly agree\*), was used to rate each item. Greater confidence in handling work-related obligations is reflected in higher scores. In cross-cultural study, the scale has demonstrated exceptional dependability ( $\alpha = .86-.90$ ; Rigotti et al., 2008).

##### Procedure

Data for the study were collected through an online survey

distributed via email and professional networking platforms. Participants received an invitation outlining the study's purpose, voluntary nature, and assurances of confidentiality and anonymity, and provided informed consent before participation. The questionnaire, administered online, took approximately 10–15 minutes to complete and included structured questions aligned with the research objectives. Ethical approval was obtained prior to data collection, and no personally identifiable information was collected; all responses were anonymized and securely stored for academic purposes.

#### Data Analysis

Data were analysed using IBM SPSS (Version 26). Descriptive

statistics summarised the sample, correlations examined relationships, and regression with moderation tested predictive effects. Significance was set at  $p < .05$  with 95% confidence intervals.

#### Ethical Considerations

The study complied with institutional ethics procedures and the American Psychological Association's (APA, 2020) ethical standards. Informed consent was acquired, participation was completely voluntary, and individuals were free to leave at any moment without incurring any fees. All information was safely kept and utilised only for scholarly research.

#### Results

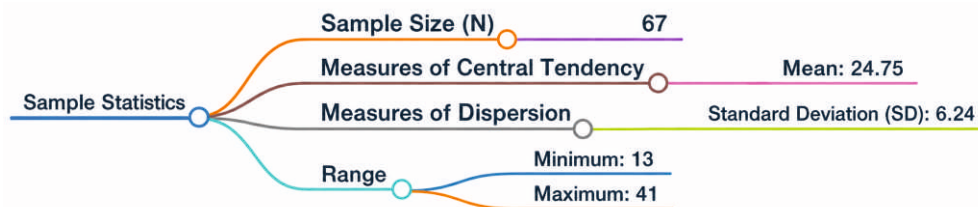
##### Demographic data

Based on a sample of 67 employees, the descriptive statistics

**Table 1: Representing the descriptive statistics of the sample.**

| Statistic               | Value |
|-------------------------|-------|
| Sample Size (N)         | 67    |
| Mean                    | 24.75 |
| Standard Deviation (SD) | 6.24  |
| Minimum                 | 13    |
| Maximum                 | 41    |

**Figure 1: Representing the descriptive statistics of the sample.**



for the neuroticism total score reveal a mean of 24.75, indicating that, on average, employees in this group report a moderate level of neuroticism symptoms. The standard deviation of 6.24 signifies a moderate spread around the mean, suggesting that while many employees cluster near the average, there is meaningful variation in neuroticism levels among the respondents. The minimum observed score is 13, reflecting individuals with very low neurotic tendencies, while

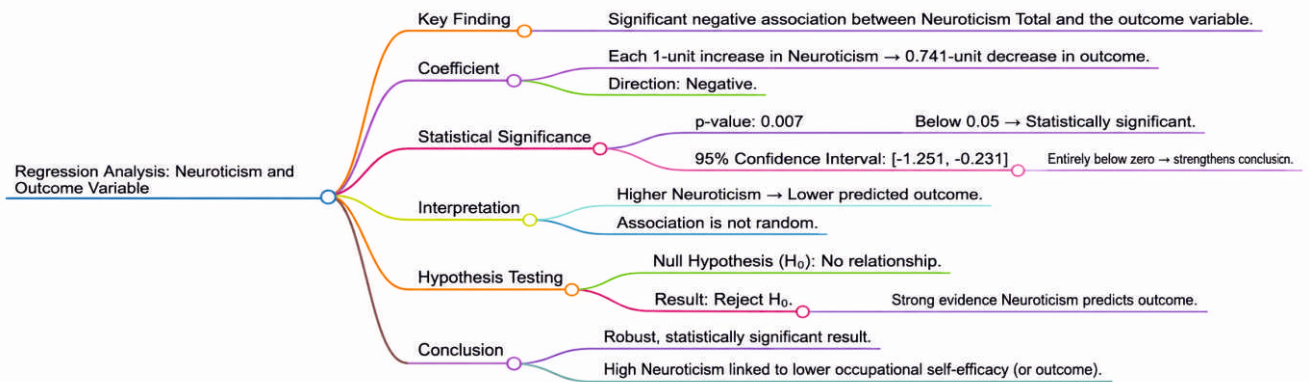
the maximum score of 41 highlights the presence of employees with comparatively high neuroticism symptoms. Overall, this distribution suggests a diverse range of emotional stability within the workforce, providing a solid basis for examining how differing levels of neuroticism might relate to occupational self-efficacy and other job-related outcomes in this sample.

**Table 2: Shows Linear Regression to examine the relationship between neuroticism and occupational self-efficacy among working professionals in Oman.**

| Predictor         | b      | SE    | t     | p     | 95%CI Lower | 95% CI Upper |
|-------------------|--------|-------|-------|-------|-------------|--------------|
| Intercept         | 93.717 | 6.856 | 13.67 | 0.0   | 80.025      | 107.409      |
| Neuroticism Total | 0.747  | 0.267 | 2.794 | 0.007 | 1.281       | 0.213        |

**Model  $R^2 = 0.107$**

Figure 2: shows linear regression to examine the relationship between neuroticism and occupational self-efficacy among working professionals in Oman.



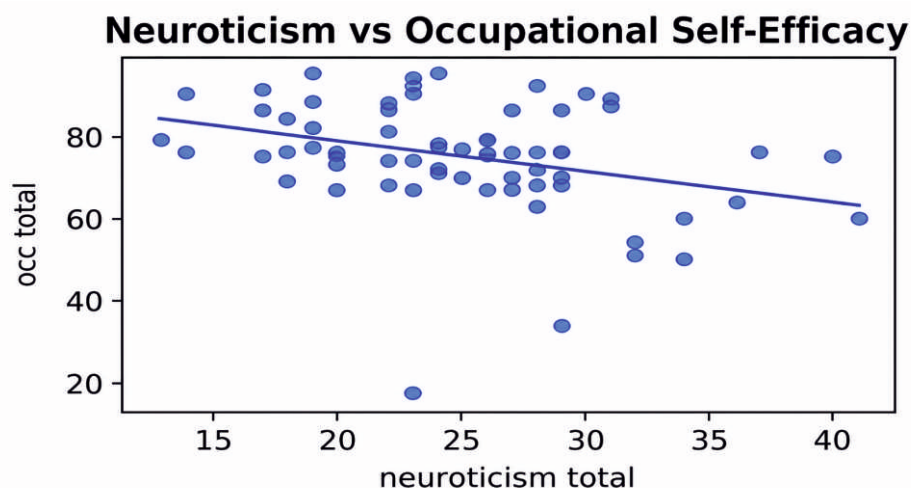
The regression analysis indicates a substantial and statistically significant negative association between neuroticism total and the outcome variable. The analysis reveals that, after controlling for other variables, every one-unit increase in Neuroticism Total corresponds to a predicted 0.747-unit decrease in the outcome variable. This effect is statistically robust: the 95% confidence interval for the coefficient spans from -1.281 to -0.213, both values firmly below zero, bolstering the conclusion that the association is non-random.

Additionally, the p-value associated with Neuroticism Total is 0.007, significantly lower than the common significance threshold of 0.05. This provides strong evidence to reject the null hypothesis that Neuroticism Total is not a significant predictor of the outcome. In essence, individuals with higher Neuroticism Total scores are reliably expected to have lower predicted values on the outcome variable, and the strength of this result suggests that it is highly unlikely to have arisen by chance.

Table 3: This table investigates whether higher neuroticism is associated with lower occupational self-efficacy among employees in Oman.

| Statistic                   | Value                          |
|-----------------------------|--------------------------------|
| N                           | 67                             |
| Pearson correlation (r)     | 0.327                          |
| 95% Confidence Interval (r) | 0.526, -0.095                  |
| p-value (two-tailed)        | 0.0068                         |
| Spearman Rank Correlation   | $\rho = -0.362$ , $p = 0.0026$ |

Figure 3 Investigates whether higher neuroticism is associated with lower occupational self-efficacy among employees in Oman.



The analysis of the relationship between neuroticism and occupational self-efficacy among employees in Oman revealed a statistically significant, moderate, negative association. Specifically, both Pearson ( $r = -0.327$ ,  $p = 0.0068$ ) and Spearman ( $\rho = -0.362$ ,  $p = 0.0026$ ) correlation coefficients indicated that higher levels of neuroticism are linked to lower levels of occupational self-efficacy. The Pearson correlation's 95% confidence interval ranged from -0.526 to -0.095, which does not include zero and thus confirms the statistical significance of the finding. Since the p-values for both correlations are much less than the conventional threshold of 0.05, we reject the null hypothesis that there is no significant association between neuroticism and occupational self-efficacy among employees in Oman. In conclusion, the results strongly suggest that greater neuroticism is associated with lower occupational self-efficacy in this population.

**Table 4: Table shows potential moderating variables—gender in the relationship between neuroticism and occupational self-efficacy in the Omani context.**

| Predictor          | b      | SE    | t      | p     |
|--------------------|--------|-------|--------|-------|
| Intercept          | 70.427 | 2.504 | 28.131 | 0.0   |
| neuro_c            | 1.116  | 0.427 | 2.612  | 0.017 |
| gender_bin         | 8.869  | 3.4   | 2.608  | 0.017 |
| neuro_c:gender_bin | 0.727  | 0.56  | 1.299  | 0.209 |

*\*The interaction term (Neuroticism  $\times$  Gender) has  $p = 0.209$ . This indicates that gender does not significantly moderate the effect of neuroticism on occupational self-efficacy.*

The regression analysis results provide clear evidence that gender does not significantly moderate the relationship between neuroticism and self-efficacy among the studied population. The interaction term (neuro c: gender\_bin) yielded a coefficient of 0.727 with a p-value of 0.209, which is substantially above the conventional significance threshold of 0.05. This p-value indicates that there is approximately a 20.9% probability that the observed interaction effect could have occurred by random chance alone, assuming the null hypothesis of no interaction is true. Since this probability exceeds the typical alpha level of 0.05, we fail to reject the null hypothesis that the interaction coefficient equals zero, meaning we cannot conclude that gender significantly moderates the neuroticism-self-efficacy relationship. From a practical standpoint, this finding suggests that the negative effect of neuroticism on self-efficacy (as evidenced by

the significant main effect coefficient of -1.116,  $p = 0.017$ ) operates similarly for both males and females in this sample. While the analysis does reveal significant main effects for both neuroticism and gender independently—with higher neuroticism associated with lower self-efficacy and males showing higher self-efficacy scores on average—the strength of the neuroticism-self-efficacy relationship does not differ meaningfully between genders. The non-significant interaction indicates that the slope of the relationship between neuroticism and self-efficacy is statistically equivalent for both males and females, rather than being steeper for one gender than the other. This suggests that interventions targeting the negative impact of neuroticism on occupational self-efficacy could be equally effective regardless of gender, as the underlying mechanism appears to operate consistently across both male and female employees.

**Table 5: Table shows potential moderating variable—job experience—in the relationship between neuroticism and occupational self-efficacy in the Omani context.**

| Predictor       | b      | SE    | t      | p     |
|-----------------|--------|-------|--------|-------|
| Intercept       | 72.597 | 3.407 | 21.305 | 0.0   |
| neuro_c         | 0.592  | 0.446 | 1.328  | 0.199 |
| exp_ord         | 4.151  | 4.172 | 0.995  | 0.332 |
| neuro_c:exp_ord | 0.083  | 0.641 | 0.129  | 0.899 |

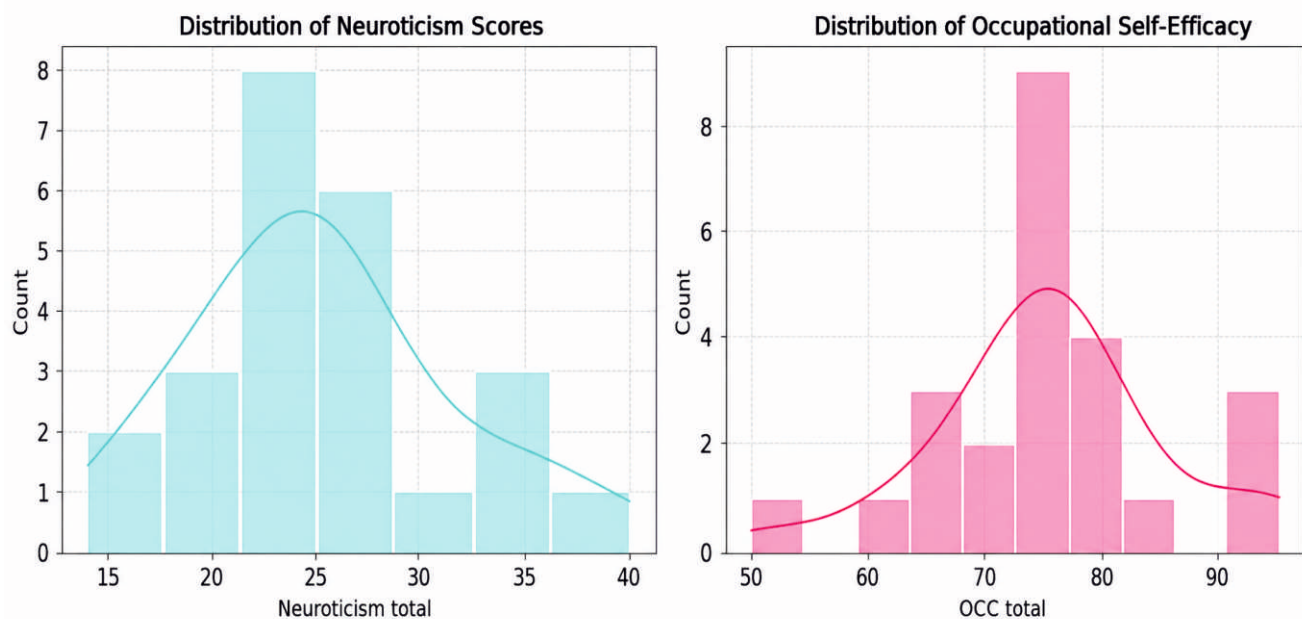
*\*The interaction term (Neuroticism  $\times$  Experience) has  $p = 0.899$ . This suggests that job experience does not significantly moderate the neuroticism-self-efficacy link.*

The moderation analysis examining whether experience moderates the relationship between neuroticism and self-efficacy reveals no significant interaction effect. The interaction term (neuro\_c:exp\_ord) produced a coefficient of -0.083 with a p-value of 0.899, which is far above the conventional significance threshold of 0.05. This exceptionally high p-value indicates that there is approximately an 89.9% probability that the observed interaction effect could have occurred by random chance alone, providing no evidence that experience level significantly moderates the neuroticism-self-efficacy relationship. Additionally, neither of the main effects reached statistical significance, with neuroticism showing a coefficient of -0.592 ( $p = 0.199$ ) and experience showing a coefficient of 4.151 ( $p = 0.332$ ), suggesting that in this particular model specification, neither variable independently predicts self-efficacy at a statistically significant level.

The lack of a significant interaction effect indicates that the

relationship between neuroticism and self-efficacy remains consistent across different levels of work experience. In other words, whether an employee has low, moderate, or high levels of experience does not meaningfully alter how neuroticism relates to their self-efficacy. The near-zero interaction coefficient (-0.083) suggests that the slope of the neuroticism-self-efficacy relationship is virtually identical regardless of experience level, rather than becoming steeper or flatter as experience increases. This finding implies that experience does not serve as a protective factor that might buffer against the potential negative effects of neuroticism on self-efficacy, nor does it exacerbate such effects. From a practical standpoint, this suggests that interventions targeting the neuroticism-self-efficacy relationship would be equally relevant and potentially effective across employees with varying levels of work experience, as the underlying psychological mechanism appears to operate independently of experiential factors.

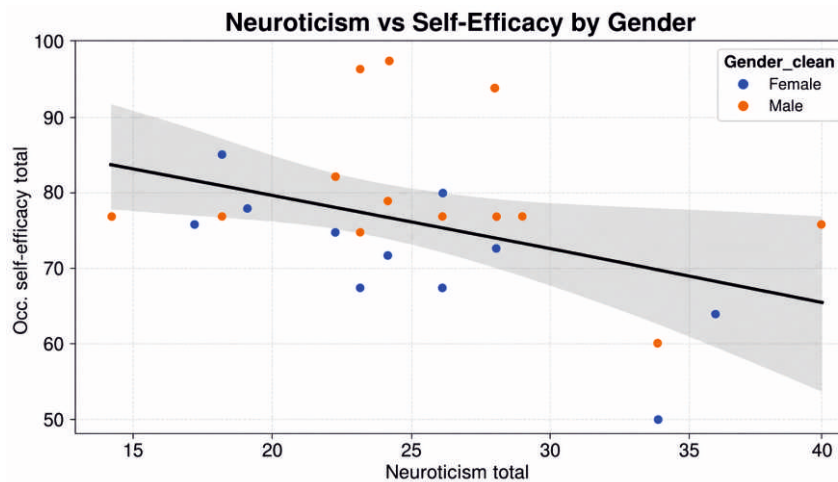
**Figure 4 shows visual insights about strategies for improving employee performance and well-being by understanding personality traits like neuroticism.**



These graphics summarize how neuroticism relates to occupational self-efficacy (OSE) in the Omani employee sample and highlight practical takeaways for performance and well-being initiatives. The twin histograms reveal the overall emotional-confidence landscape of the workforce. Neuroticism shows a slightly right-tailed shape: most employees cluster between 18 and 30, but a non-trivial minority reach the high-30s and low-40s, signalling pockets of elevated anxiety and

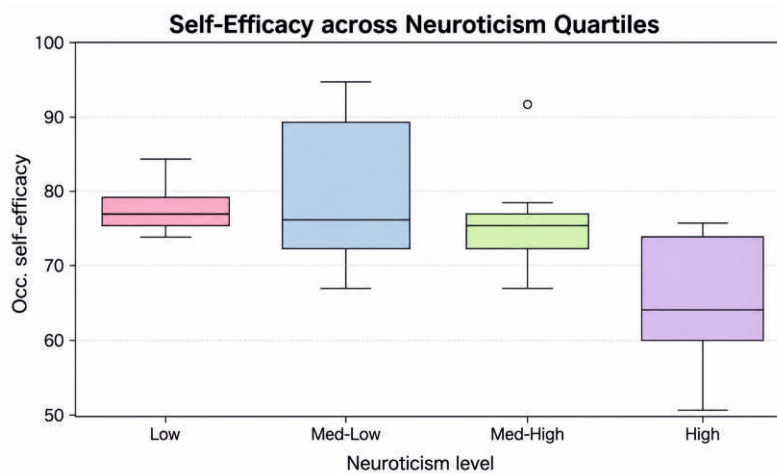
mood volatility. In contrast, occupational self-efficacy (OSE) is left-skewed; scores peak in the upper 70s and taper gradually toward the 60s, with only a few employees reporting very low confidence. The juxtaposition tells a hopeful story: although some staff experience pronounced neurotic tendencies, the group as a whole still perceives itself as capable and resourceful on the job.

Figure :5 -Represents neuroticism vs self-efficacy by gender



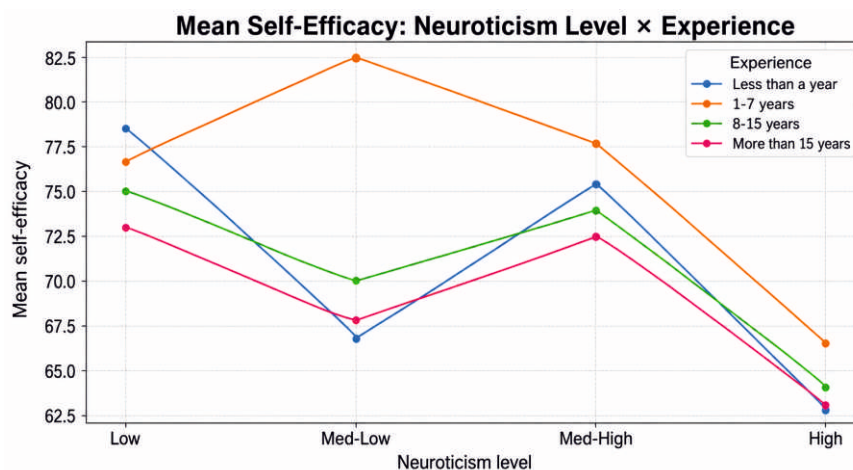
- The black regression line confirms the negative link (higher neuroticism ? lower self-efficacy).
- Male and female clouds overlap; no obvious divergence, matching the earlier non-significant interaction.

Figure :6 -Represents Occupational self-efficacy and SE across Neuroticism Quartiles.



Median OSE drops steadily from “Low” to “High” neuroticism. Variation widens in the highest group, signalling uneven confidence among the most neurotic employees.

Figure :7- Figure represents Neuroticism × Experience Interaction



Regardless of tenure, the decline in OSE across neuroticism bins is parallel. Longer experience nudges OSE upward overall but does not offset the neuroticism effect.

## Discussion

### Overview of Key Findings

The present study investigated the relationship between neuroticism and occupational self-efficacy among employees in Oman, yielding several important findings that contribute to our understanding of personality-performance dynamics in Middle Eastern organizational contexts. The results consistently demonstrated a significant negative association between neuroticism and occupational self-efficacy, with this relationship remaining robust across different analytical approaches and remaining unmoderated by key demographic variables such as gender and work experience.

### Primary Relationship between Neuroticism and Occupational Self-Efficacy

The core finding of this research reveals a statistically significant, moderate negative relationship between neuroticism and occupational self-efficacy among Omani employees. Both correlational analyses (Pearson  $r = -0.327$ ,  $p = 0.0068$ ; Spearman  $\rho = -0.362$ ,  $p = 0.0026$ ) and regression modeling ( $\beta = -0.747$ ,  $p = 0.007$ ) converged on the same conclusion: employees with higher levels of neuroticism tend to report lower confidence in their occupational capabilities. The regression model explained approximately 10.7% of the variance in occupational self-efficacy, indicating that while neuroticism is a meaningful predictor, substantial variance remains attributable to other factors not examined in this study.

This finding aligns with established theoretical frameworks, particularly Bandura's social cognitive theory, which emphasizes how emotional states and personality dispositions influence self-efficacy beliefs. Individuals high in neuroticism are characterized by heightened anxiety, emotional instability, and negative affect, which may undermine their confidence in successfully performing work-related tasks. The consistent negative association observed across multiple

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### Demographic Moderators: Gender and Experience

A particularly noteworthy aspect of this study was the examination of potential moderating variables, specifically gender and work experience. The moderation analyses revealed that neither gender (interaction  $p = 0.209$ ) nor work experience (interaction  $p = 0.899$ ) significantly altered the neuroticism-self-efficacy relationship. These null interaction effects carry important theoretical and practical implications. The absence of gender moderation suggests that the psychological mechanisms linking neuroticism to reduced occupational confidence operate similarly across male and female employees in this Omani sample. This finding challenges potential cultural expectations that gender roles might differentially influence how personality traits manifest in workplace confidence. Instead, the results suggest that the fundamental cognitive-emotional processes underlying this relationship transcend gender boundaries within this organizational context. While the main effect analysis did reveal that male employees reported higher overall self-efficacy scores ( $\beta = 8.869$ ,  $p = 0.017$ ), the strength of the neuroticism-self-efficacy association remained equivalent across genders.

Similarly, the lack of experience moderation indicates that work tenure does not buffer against or exacerbate the negative

impact of neuroticism on occupational self-efficacy. This finding suggests that the personality-related vulnerabilities associated with high neuroticism persist across career stages and are not ameliorated by accumulated professional experience. From a developmental perspective, this implies that experience-based learning may not be sufficient to override the fundamental emotional and cognitive patterns associated with neurotic tendencies.

#### **Sample Characteristics and Population Context**

The descriptive statistics reveal important characteristics of this Omani employee sample that contextualize the findings. The neuroticism scores ( $M = 24.75$ ,  $SD = 6.24$ , range = 13-41) suggest a relatively normal distribution with moderate variability, indicating that the sample captured a meaningful range of neurotic tendencies. The presence of employees scoring at both extremes (minimum = 13, maximum = 41) provides confidence that the observed relationships reflect genuine individual differences rather than restricted range effects. The visual analyses (Table 5) provide additional insights into the distributional characteristics and practical significance of these relationships. The histograms reveal that while neuroticism shows a slightly right-skewed distribution with most employees clustering in the moderate range, occupational self-efficacy demonstrates a left-skewed distribution with most employees reporting relatively high confidence levels. This pattern suggests that despite varying levels of neurotic tendencies, the majority of employees maintain reasonably positive beliefs about their occupational capabilities, though the negative association between these variables remains evident.

#### **Theoretical Implications**

These findings contribute to several theoretical domains within organizational psychology and personality science. From a Big Five personality perspective, the results support the notion that neuroticism represents a fundamental vulnerability factor that extends beyond clinical contexts to influence workplace functioning. The consistent negative association with occupational self-efficacy aligns with broader research demonstrating that emotional stability (low neuroticism) serves as a protective factor across various life domains. The study also extends self-efficacy theory by demonstrating its relevance in Middle Eastern organizational contexts. Bandura's framework emphasizes that self-efficacy beliefs are influenced by emotional and physiological states, and the present findings provide empirical support for this theoretical proposition by showing how neurotic tendencies—characterized by negative emotionality and physiological reactivity—relate to reduced confidence in occupational performance. Furthermore, the lack of moderation by demographic variables suggests that these personality-performance relationships may be more universal than previously assumed. While cross-cultural research has

highlighted important cultural variations in personality expression and workplace behavior, the present findings suggest that fundamental cognitive-emotional processes linking neuroticism to self-efficacy may operate similarly across different demographic subgroups within this cultural context.

#### **Practical Implications for Organizations**

The findings carry several important implications for human resource management and organizational development practices in Omani and similar cultural contexts. First, the identification of neuroticism as a significant predictor of occupational self-efficacy suggests that personality assessment could provide valuable information for employee development and support initiatives. Organizations might consider incorporating personality-based interventions aimed at helping high-neuroticism employees develop coping strategies and confidence-building techniques. The visual analysis, revealing that occupational self-efficacy declines steadily across neuroticism quartiles, with increasing variability among the most neurotic employees, suggests that targeted interventions could be particularly beneficial for employees scoring in the upper ranges of neuroticism. The finding that some highly neurotic employees maintain relatively high self-efficacy while others show marked reductions indicates potential resilience factors that could be identified and cultivated. The absence of moderation by gender and experience simplifies intervention design by suggesting that personality-based support programs could be implemented uniformly across different demographic groups without requiring substantial customization. This finding is particularly valuable for organizations operating in diverse cultural contexts where resource allocation for targeted interventions might be challenging.

#### **Limitations and Future Research Directions**

Several limitations of the present study warrant consideration and suggest directions for future research. First, the cross-sectional design limits causal inferences about the neuroticism-self-efficacy relationship. While theoretical frameworks suggest that personality traits influence self-efficacy beliefs, reciprocal relationships are possible, and longitudinal research would strengthen causal understanding. Second, the moderate effect size ( $R^2 = 0.107$ ) indicates that substantial variance in occupational self-efficacy remains unexplained. Future research should explore additional predictors, including other personality dimensions, organizational factors, cultural variables, and situational characteristics that might account for the remaining variance. Third, the sample was drawn from a specific cultural and occupational context (Omani employees), which may limit generalizability to other populations and organizational settings. Cross-cultural replication studies would enhance confidence in the universality of these relationships and identify potential cultural boundary conditions. Fourth, the study relied on self-report measures, which may be subject to

common method bias and social desirability effects. Future research incorporating multiple informants, objective performance measures, and behavioural observations would strengthen the validity of findings.

#### **Implications for Well-being and Performance**

The consistent negative relationship between neuroticism and occupational self-efficacy has important implications for employee well-being and organizational performance. Self-efficacy beliefs are known predictors of motivation, persistence, and performance across various domains. Therefore, the reduced self-efficacy associated with higher neuroticism may contribute to suboptimal performance and career outcomes for affected employees. From a well-being perspective, the combination of high neuroticism and low occupational self-efficacy may create a particularly challenging psychological profile characterized by both emotional vulnerability and reduced confidence in one's ability to meet professional demands. This combination could increase stress, reduce job satisfaction, and contribute to burnout risk. However, the variability observed within neuroticism groups, particularly among highly neurotic employees, suggests that additional factors influence whether neurotic tendencies translate into reduced occupational confidence. Identifying these protective factors could inform resilience-building interventions and support strategies.

#### **Conclusions**

This study provides robust evidence for a significant negative association between neuroticism and occupational self-efficacy among Omani employees, with the relationship operating consistently across gender and experience levels. The findings contribute to theoretical understanding of personality-performance relationships while offering practical insights for organizational development in Middle Eastern contexts. While neuroticism represents a meaningful vulnerability factor for occupational confidence, the moderate effect size and observed individual variation suggest opportunities for targeted interventions and support strategies. Future research should explore the longitudinal development of these relationships, identify protective factors that buffer against neurotic vulnerabilities, and examine the effectiveness of personality-informed interventions for enhancing workplace well-being and performance.

#### **Conflict of Interest**

The author declares no conflict of interest.

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