CEO'S PERSONALITY AND THEIR IMPACT ON AN ORGANIZATIONAL PERFORMANCE

Ndricim Ciroka, PhD Candidate
Agricultural University of Tirana,Faculty of Economics & Agribusiness

Abstract

People have different personality. Personality differences in people are very important, because it determines the conditions for living and working together. From the perspective of business organizations, personality in general and that of the Chief Executive Officer (CEO) in particular has a significant increase because he/she is the leader of the organization. At this starting point, we want to present a theoretical approach of personality theories. We will be considering the integration of the Big 5 personality factors (Big Five) theory with the role of CEO's personality, and their impact on the organizational performance. The CEO's personality has a direct impact on an individual's behavior. It plays an important role in the group relations and interpersonal relations. It affects work motivation and job satisfaction, and as a whole, it reflects in the performance of the organization. Considering the Albanian business reality that began in the 90's with a 20-year-old history and not having a very wide structure and relatively intense interpersonal relationships, the importance of the study of CEO's personality became very important. Therefore, this paper emphasizes the importance of the personality theories, and the role of CEO's personality in an organization.

Keywords: Personality theories, Chief Executive Officer (CEO)

Introduction

The economic development of any country in general and any business in particular will not strive unless an overall progress of human resources and an acceptable performance of human resources are made. Businesses are more sensitive to performance, i.e. individual and group performance of employees. The performance focuses on the combination of interest. Thus, this motivates employees and business leaders themselves. The performance comprising of all its problems, represents a major issue of the treatment of employees. These set of problems have made performance a complex issue. The effective management performance is of utmost

importance. It increases the responsibilities of managers by improving their work to harmonize the interests of employees with the organization's objectives. For this reason, the study of CEO's personality is of immense importance.

A study by Lieberson, & O'Connor (1972) and Salancik & Pfeffer (1977) suggested that leadership plays a minor role in the overall performance of an organization. Likewise, many other studies found great and important impact CEO's has accomplished in an organizational performance (Thomas, 1988). However, a number of researchers are engaged in studies on the personality of CEO and their role in an organizational performance.

Objective: The objective of this paper is to introduce some basic knowledge about personality from the perspective of organizational behavior through theoretical explanations.

Methodology: This paper was supported through a previously defined methodology. The Methodology includes the table work referring to a secondary data collected from the study of literature, mainly in a foreign language.

Personality
Personality refers to models and theories, which indicates the importance that is directly related to an organizational behaviour.

All people are different. They differ in character and characteristics such as dignity, ambition, loyalty, nobelity, hypocrisy, precision, sanguine, choleric, melancholic, phlegmatic, extravers and intravers, optimistic and pessimistic, with complexes and without complexes, positivist and negativist, leader and sharp mind, creative and adventurer, critical and egocentric, with disorders and without disorders, with symptoms and syndromes, with anxiety and schizophrenia etc. Therefore, the large masses of the society are indistinguishable.

These characteristics and others are probably interesting to every one of us. This will enable us distinguish them clearly and correctly. It would enable us also to know better the people around us, and with whom we have work relationships.What are some of the types and theories of personality? How are they divided and what are their characteristics? How do the theorists divide these concepts?

Some of the theories discussed in this study include: Jungian theory on extraversion and intraversion, the theory of inferiority and superiority complex of Adler, the theory of libido or sexual energy of Freud, internal and external locus by Rotter, people as classical environmental products of Pavlov and Watson or operant of Skinner, and modeling products of Banduras. Finally, before explaining the semantic concept of the word

PERSONALITY, we can say that the total constituent of a person is personality.

The Meaning of Personality

Many researchers studied this concept, but the most emphasized and concise engagement was given by Gordon Allport. He concluded that the word "personality" comes from the Latin word "People", and arose in the theaters of Ancient Rome from the actors who played different roles with masks (I Erdogan Bot, 1997 Isle Dav.). Personality is the entirety of an individual's behaviors.

Furthermore, it is obvious that there is a direct connection between the representations of the characteristics with the role played according to the mask type.

Personality represents some characteristics that appear when it is between people. Thus, these characteristics are truly their own individual characteristics. These individual characteristicses includes skills, building relationships, attitudes, capacity etc. All these data make up what is called individual distinctiveness. Hence, we can identify them, and be able to distinguish them by differentiating.

Factors that Influences the Formation of Personality

The family has a major role to play in the formation of personality. Naturally, an individual spends the longest period of time with his family as a child. Therefore, his family means everything to him.

Furthermore, heritage undoubtedly affects the behavior of an individual, in either direct or indirect directions. The role of the family is irreplaceable. The education that the child gets from the family comes naturally without being noticed by the child. If we consider the concept of psychoanalysis in early childhood, memories and life experiences which the child can memorize, we would understand their direct influence on the formation of personality. This includes the opinion of A. Bandures with the theory of modeling by which the child has a tendency to imitate.

Culture has a significant impact **in the formation of personality**. We often say: writing as doctors, as military discipline, speaking as a politician etc. This therefore shows the influence of the profession on one's personality. Other times, we say English humor such as: is correct like a German, is host as a person from Gjirokastra, is funny as a person from Shkodra etc. Personality takes place in a cultural environment where social, economic institutions, schools etc are a cultural foundation. Thus, their support to a common foundation affects the formation of personality traits.

Some Theories of Personality

There are many theories of personality ranging from ancient philosophers to today's schools of psychology. Hence, many of the top figures in the history of humanity like Hippocrates or Ibn Sina and Socrates, studied them.

Temperaments are regarded as the theories of personality. The four most famous personality types are: Sanguine, Choleric, Melancholic and Phlegmatic.

Sanguine: This type is smiling and optimistic, pleasant in the society, comfortable in the work that he does. Sanguine is derived from the Latin word *sanguis* which means blood.

Choleric: They are rash persons, have aggressive nature, and emotional. Choleric means the gall that is produced by the glands of gallbladder in the digestive process. In the face, he usually looks pale with tense muscles.

Melancholic: They are pessimistic and depressed people. Melancholic means sad.

Phlegmatic: Cold, slow, and sad people.

Consequently, in this study, some theories of science-based personality from Freud to Jung and from Watson to Skinner and Bandura will be discussed. The main aim of these theories is not only to highlight the personality characteristics, but at the same time, to organize and structure characteristics from emotionality, intelligence, associability and aggression, creativity, and up to the problems of personality. Therefore, a better understanding of personality will make it easier in building relationships, organize works, find the right job for the right person, identify those who are able and unable, distinguish healthy personality from unhealthy ones, and those promising career from those which are destined to fail.

Some theories of personality studies human beginning from the childhood stage with a form of unconscious development, while others are shaped as a product of the environment.

Let us start with Freud's Psychoanalysis which gave a contribution that highlighted that the psychoanalysis had many problems which is still been criticized today.

Freud with the Psychoanalytic Theory

Freud's theory of personality consists of three parts id, ego, and superego. According to him, personality is the result of the interaction of these three components. Ego acts according to reality, and is aware and conscious of the supposedly conflict between id and superego. id consists of the bestial and unconscious instincts, while superego employs moral and ethical values cultivated by family culture.

Another part of the studies of Freud is libido. According to Freud, libido is a sexual-based psychic energy which guides man in most of the life processes. This concept was criticized and is still been criticized today. In addition, Freud in his book and theories on the interpretation of dreams was based on the idea of libido. However, relating Freud's study to that of personality, we mention the psychosexual stages studied by him. These stages are the basis of Freudian interpretation on personality or character.

Oral Stage: Oral Stage lasts until the period of 18 months, and every child obtains pleasure through the mouth.

Anal Stage: Last from 3 to 7 years, and pleasure is obtained through the anus.

Phallic Stage: This stage begins from 3 to 7 years, and pleasure is obtainable through the male genital.

Latency Stage. A stage which is characterized by the age of 5-12 years. It is a stage where the individual focuses on learning and cooperation experiences.

Genital Stage: Begins with the age of maturity, and continues taking pleasure in sexual relations.

Furthermore, Freud has built his interpretation of personality or character on the concept below:

Oral-Passive Type: A type that is dependent on others. Type of oral based pleasure includes smoking, eating, drinking etc.

Oral-Aggressive Type: A type which is hostile, and an aggressive type in any argumentative discussions.

Anal-Exclusionary Type: Disorganized persons, dirty, cruel, and perhaps disastrous.

Anal-Carrying Type: stubborn nature, perfectly clean, grasping, and perhaps dictatorial.

Thus, these types are Freud's observation on personality. Although Freud was radical in his opinions on these divisions, it may happen that the above-mentioned types in certain moments can demonstrate the exact opposite of the characteristics defined by Freud. Therefore, this fact might result to obvious implications thereof, and at the same time disappointment for scientists.

Carl G Jung

The most famous studies by Jung in psychology were unconsciousness, collective unconsciousness, extraversion, and introversion. Jung believes that if man is guided by libido according to Freud, he is guided by unconsciousness.

The collective unconsciousness according to Jung has a special importance to people in many ways. If we observe a few people who have

made a history in the world today, they still hold their head up because of their achievements.

Our concentration will be the work of Jung on extraversion and intraversion and their branches that are directly related to the commentary of personality theories. In the treatment of concepts on progression and regression, Jung in the book "On the human psyche", (edition of Plejad (2002), Tirana) writes:

"Progression and regression can be treated also in relation to extraversion and intraversion. This is progression as adaptation to external conditions, and thinking as extraversion; while regression as adaptation to internal conditions, and thinking as Introversion. However by such parallelism, a large conceptual elaboration may arise from progression and regression in the best case, and can be seen as vague resemblances of extraversion and intraversion" (Jung Plejad, 2002, pg 55).

Therefore, to pass to the separation and treatment of Jung typologies, it would be appropriate to mention 4 functions which Jung treated. They are:

Sensorial: This means to receive information through the senses.

Intellective: This means evolved information or reasonable logical ideas.

Intuitive: This means processing out of the function of consciousness and perceptive.

Affective: This means evolved information and emotional based response.

Furthermore, if we add 2 typologies extraversion and 2 typologies intraversion to the above four functions, then, we will have 8 possibilities of typology.

Individual Psychology of Adler

Adler's individual psychology is based on the concept of the sense of inferiority and superiority.

As seen above, different researchers have provided various studies on human psychology and theories of personality. Thus, Adler who was a former student of Freud, has given different concepts on personality. This theory focuses mainly on the individual devaluating the thought that sexuality is the basis of personality development. Adler believes that the feeling of inferiority and superiority (which were then called inferiority complex and superiority complex) is the basis in the formation of personality. Simultaneously, it directly affects the psychological disorders. Some fragments on inferiority and superiority taken from "What life should mean to you" (Alfred Adler, edition Plejad 2003, Tirana), would be more clarifying on these concepts. Hence, the movement toward superiority would be a movement towards the useless side of life. The actual problem will be

left aside. Individuals will try to limit their field of action, and they will be more interested in avoiding the defeat than the promotion towards success (p. 50).

Inferiority complex can be observed easily on the criers, as well as those who suffer from timidity, shame and guilt. These people easily recognize their weakness and inability to care for themselves. They would like to hide the obsessive scope of supremacy, and their desire to be the first at any cost. On the other hand, if we examine the behavior more than words for the braggart children who displays superiority complex at first sight, we will soon discover those unrecognized feelings of inferiority (Adler, 2003).

However, inferiors can expressed themselves as pseudo superior, but they hide their feelings of inferiority. Others might seem has though everything is prefect with them, but will not discuss any of their areas of weakness. Therefore, this reflects a deep and powerful sense of inferiority. In schools, we observed that some students claimed to be absolute, and never accept a grade below the absolute (Adler, 2003, p. 53).

In other cases, we often encounter people who say: "I would have done so", "How can I make that work?", and "I can pass him, but". However, all these assertions of type "yes, but" are signs of strong sense of inferiority. Understanding this allows us to see in a new way some emotions, such as suspicion. Apparently, the man who suspects usually remains in doubt and achieves nothing. When the man says: "I cannot", then it is very likely that his actions would be appropriate (A. Adler, 2009 p. 35).

In the course of his studies, Alfred Adler discoverd some psychological types based on the level of energy. Thus, he divides them in this form:

The Ruler type (cleric) which has an aggressive nature and a prevalence trend; Dependent type (phlegmatic) which has a low level of energy base or support from others; Diverting type (melancholic) and the low level of energy usually lives in survival conditions; and type 4 is useful in society with energy compared to warm and wet sanguine type.

Hans Eysenck

Eysenck stated some points which were similar to Carl Jung for extraversion and introversion in the practical context of these two terms. Eysenck believed that extraversion - introversion are matters of balance between inhibition and stimulation in the brain. In the book "Theories of Personality" by George Boeree published in Tirana (George, 2004, p.145), Eysenck stated that "Someone who is extravert has better and stronger inhibition. When faced with a traumatic stimulus such as car crash, the brain of the extravert inhibits himself. Thus, he inhibits to trauma. You could say that as a result, he will remember a little of what happened. After the car

crash, the extravert seems as if he had a turbulence during the event. Hence, he would ask others to update him about what had happened. Also, they might be willing to travel the next day, since they do not feel the full mental effect of the collision.

The introvert on the other hand has a poor inhibition when going through such a trauma as a car crash. Their brain does not process fast enough. But they are very alarmed, and so, they remember everything that took place. Also, they might even slowly illustrate how they witnessed the entire event. They probably would not travel again at that time after the accident, and they can stop driving at the same time. Therefore, the idea and the concept of Eysenck for the extravert and introvert were very clear.

Karen Horney (Theory of Neurotic Needs)

Horney's theory of neuroses is another theory on personality studies. Unlike many other psychology researchers who see neuroses as a disorder, she sees neuroses as continuity in everyday life. Perhaps, we can say that Horney viewed them as life endurance between people. Horney initially spotted the 10 forms of neuroses we all need e.g. the need for sensation or affection, enjoyment of anxiety, etc. Thus, this constitutes the neurotic needs according to Horney.

However, the 10 neurotic needs according to Horney are:
1. Neurotic need for affection
2. Neurotic need for a partner
3. Neurotic need to restrict one's life and content with little
4. Neurotic need for power
5. Neurotic need to benefit or exploit others
6. Neurotic need for prestige and popularity
7. Neurotic need to be admired by others
8. Neurotic need to be the first everywhere, and obsessed in this form.
9. Neurotic need for independence, and individual authonomy.
10. Neurotic need for perfection, and are fearful of having shortcomings (they are terrified if they are wrong).

Then, Horney during her studies reviewed these opinions by grouping them in three strategies as shown below:
1. Subjection that includes needs 1, 2, 3
2. Aggression that includes needs 4-8
3. Withdrawal when the person closes himself up, and we take into account needs 9 and 10

In the framework of these studies, it seems that Horney considers the lack of parental warmth or negligent, as to what results in the above-mentioned neuroses for the child. Hence, it influences an individual's personality.

Theory of Self-Analysis

Man in his ideals must take into account the objectives: What "should" be and what is their ideal? This treatment seems to create opportunities for people to move ahead in a progressive manner without the assistance of specialists in this circumstances.Nevertheless, this book written by Horney was criticized by psychologists.

John Watson

The most radical behaviorist known as the founder of one of the most famous and massive trends in the fields of psychology after psychoanalysis (Behaviourism) is John Watson.

Watson believes that man is an empty being which forms and structures everything depending on the environment. However, this was similar to Darwin. The study consists of classical learning process and the classical conditionality as Pavlov Study.

Watson in his studies found that man is a product of the Formula SR Stimulus –Reaction, and the learning process in life is built on this formula. On this basis, one can easily build or create a personality. Watson has a famous saying: "Give me a classroom with children, and tell me what you want to do with their professional life, and I will do it".

Simultaneously, Watson found that neuroses were conditional and not innate, and can be unconditioned.

Watson in 1916 became a staff consultant at a large insurance company and began to teach students of management at Hopkins on the subject of "Psychology of advertising". Thus, he left traces in America in the field of advertising. In the world of advertising, he is well-known for his effects that he applied successfully with the behavioral methods. Also, he regards people as machineries.

As a result, he thought that the behaviors of people can be controlled like the reactions of machineries. To control their reaction, the customer is needed to do only one thing: to let him in front of the conditional stimulus or the real feeling, to remember and to arouse feelings of fear, irritation, love or intensely remember a vise.

Watson suggested that the consumer behavior should be scientifically studied in laboratory conditions. He stated that more than advertisement is needed; thus, we should focus on the form and style of new trace to create.

Watson thought that to sell the new products, they should first be promoted by celebrities.

Burrhus Frederick Skinner (known as B F Skinner)

Psychologist researcher Skinner left traces not only for psychology, but to all humanity through his studies. He is a researcher who managed to

teach pigeons how to play ping-pong. Skinner is known differently as the founder of the operant conditioning within the behaviourism in psychology. Different from the classical conditionality of Watson, Skinner with the operant conditioning has given different concepts of the learning processes. He developed many theories and ways of controlling human behaviors, learning machines, automatic devices, techniques, and methods that changes human behaviors.

Skinner focused on the operant conditioning. According to Skinner, the operant behavior occurs without an outside stimulus monitored from outside. Thus, the body's reaction is spontaneous. The behavior is not related to a known or visible stimulus, but here, it is important that the behavior can be displayed without a visible stimulus. However, when the behavior is displayed, we should distinguish between the stimulus. Another difference of the operant behavior from the reacting behavior is that the operant affects the environment of the organism, while the reacting behavior does not. In the study of Pavlov, the dog reacts against the stimulus, while the study of Skinner assisted the mouse in obtaining food. The mouse does not feed until the gurdy is pressed. So, to be fed, the mouse should press the gurdy. According to Skinner, the behavior lies in the operant behavior more than the classic Pavlov. This is because most human behaviors are operant. Therefore, it is important to study the operant behavior conditioning and the extinction.

Apparently, the study of Skinner with a gurdy was done to eliminate the stimulus, but was not the purpose of his study. The mouse was left hungry in a box until it is pressing the gurdy that brings some food and after much repetition, the conditionality is reinforced and accelerated. In this experiment, Skinner formulated the law of arrival. This law show how the task force and the increase of this reinforcing action where followed by the stimulus. The report of repression of the gurdy showed that although it was important, the key was reinforcement variable. However, below are reinforcement programs shown by Skinner:

Continuous Reinforcement: This reinforcement is realized when the mouse is still rewarded with a repetition of behavior.

Fixed Intervals Reinforcement: This process is realized by means of time intervals. When the mouse needs to measure time itself, time would be assigned. Also, if it presses the gurdy this time, he is rewarded; and if otherwise, he is not rewarded. It happens that they receive a reward or a token (some food) when for a certain time interval they have pressed many times. Therefore, this is how mouses slow down the process of finding reinforcements and increased velocity when approaching the time.

Fixed Ratio Program: When determining the ratio of a press, it is rewarded with x amount for three presses 5,7,10,15 etc.

Verbal Behaviour: According to Skinnder, we know that if the listener smile or welcome the words of the speaker, then the speaker can reinforce the proceeding and vice versa. Similarly, if the listener is frown or does not welcome the sayings of the speaker in this proceeding, the speaker can reinforce the behaviors. Skinner linked this opinion to children when they begin to talk, and how they are rewarded or punished by their parents. As such, they are reinforced. Nevertheless, he has summarized these opinions in his publication titled *"Verbal Behaviour"* (1957).

All these concepts consist of human adequacy in learning, and at the same time, in the behavior modification. Thus, this is because Skinner was the designer of the concept of behavior modification. At the same time, his operant conditioning is the column of thinking on remuneration and compensation handling.

Julian Rotter

Perhaps, it makes sense to place the theory of Rotter after Skinner because Rotter stresses the importance of reinforcement and expectation. The theory of Julian Rotter consists of two directions: the external locus and the internal locus. According to the studies of Rotter, the individual attain these conclusions, by undergoing some experiences, expectation, and reinforcement of these experiences. Furthermore, we can see that people with internal locus believe in their power to change their lives, while people with external locus are under fate and the environmental conditions.

The external locus: They believe that their success in work and career is not the product of their work and values, but coincidence or luck with or without a good leader. For any non-progress at work and in their lives, they attributed everything to others around. For example, the director does not understand me, he makes assumptions that I work better, but am not lucky. Thus, these people are usually not preferred.

Internal locus: The individual thinks that success is in his hand. Thus, his progress and success in life is dependent on his preparation and performance. These individuals do not attribute their failures to anyone. Individuals are constantly modifying themselves to their norms and behaviors as a product of positive reinforcements. Thus, they tend to have expectations, motivation, and a high level confidence in themselves.

In conclusion, findings suggest that individuals with internal locus are more successful. They make progress constantly, and they have higher motivation in their professional life. The exact opposite happens with individuals who have external locus. They do not represent expectations and high motivation because they do not think they can influence anyone. They

are dependent on fate, and probably tends to regress depending on the negative reinforcements.

Carl Rogers (psi pettijohn, p. 403) & David Meyers

Big question: Who am I?, How am I?, How do I think I am?, and How do others know me?

However, there are 3 things which are extremely hard: steel, a diamond, and to know one's self (*Benjamin Franklin*)**.**

We often think that we are so and so. Everyone you ask thinks he has more values and is much higher than it is in reality. According to Rogers, the individual is located between the real Unni and the ideal Unni. Hence, this is a situation that has discrepancies between your image and immediate experience, and then, we are in a threatening situation. Here, we were encouraged to ask the same questions we asked at the beginning. Otherwise, we will have what Rogers calls the perception deformation of leaving reality and remaining in subjectivity.

Roger's conclusions were in some point when the individual reaches objectivism of himself with a better understanding of "I" and "me".

1. Open to experience.

2. Has an existential living.

3. Organic confident that assumes that you are in contact with the actualizing trend.

4. Freedom based on the experience.

5. Creative abilities.

Consequently, Roger`s psychotherapy emphasizes emapthy as a significant factor.

Self-Efficacy Bandura

Bandura resulted in many studies and research on the process of modeling. According to the results issued by him, our greatest impact comes from people of the same sex, and of the same age. Simultaneously, we have the highest premises to influence and model the people with high status and prestige. The aggressive and hostile behaviors are the behaviors that are imitated mostly, which is especially among children (Bandura, 1986). Therefore, in our daily life, the mind constantly affects our behavior modeling. In Bandura study on the behavior in social environments, the theory was called "*social learning theory*".

Every year, millions of people who want to quit smoking cigarette and lose weight are treated by professionals. Though, these people only quit smoking for at least several weeks or several months. Nevertheless, as times passes by, they still see themselves smoking again. According to Bandura, what distinguish these people from other people is just self-efficacy,

confidence, and self-sufficiency. When people manage to convince themselves and believe they can succeed, they would really succeed.

So for Bandura, a very important concept is the self-concept. If you are successful in life, it would result to a high self-esteem. Similarly, if you fail, your self-concept would create a low self-esteem. According to behaviourism, these outcomes are reinforcements Bandura divides into three self-penalties:

1. *Compensation-* theory of Adler for superiority complex.

2. *Escape -* arising from problems such as drugs, alcohol, etc., which can probably result to death.

3. *Passivity -* apathy, depression etc.

Modeling is the famous theory of Bandura. Bandura believes that people learn by modeling, especially when this process occurs and is related to persons who we admire in the society e.g. actors, sportsmen etc.

Gordon Allport

The studies of Allport were numerous, but we will treat the concepts that are directly associated with personality, especially in SO. He used the term feature or trend. By this word, it speaks clearly of the concept of the individual tendencies. Then, Allport divided it into three groups: central features, secondary features, and basic features.

Central features: Central features are when you describe someone to be courageous, intelligent, and loyal. Hence, they are the basis of personality.

Secondary features: Secondary features are hobbies or special preferences.

Basic features: Basic features are those essential features of the individual which leads individuals to sacrifice e.g. idealism, religious leaders, leaders of nations or empires, etc.

In addition, psychological maturity is another thought and idea of Allport of which he listed 7 characteristics.

1.Self-expansion

2.Friendly relationship

3.Emotional Security

4.Realistic perception

5.Self-centering (when the individual undertakes to solve the problems around)

6.Self-objectivism when the individual brings everything about himself

7.Defining the philosophy of life

Continuing his studies in the framework of functional autonomy, he argues the importance of values which directly relates to the individual. However, it also relates to his productivity in life and in an organization.

If the organization employs an individual who appreciates the aesthetic side, one situation although may not be beneficial for the organization. This is because the individual would misunderstand. Allport listed 6 concepts of theoretical, economic, aesthetic, social, political and religious values. These are some of the thoughts and findings of Allport regarding personality. However, it is regarding the organizations and expectations in the organizational behavior which are valuable and efficient.

5. Factors of Personality
Big Five Inventory
1. Extraversion, social person, friendly.
2. Agreeableness, person who agrees, has a positivist consensus, a good will.
3. Conscientiousness, systematic person, with goals in life, can sacrifice for work or ideals.
4. Emotional Stability (Neuroticism), anxious person, depressed, angry
5. Openness to Experience, person who progresses, intellectual, sensitive.

1. **Extraversion** is the characteristics of a social person, friendly, and an element that shows a tendency of a person with good interpersonal relationships. In a form of extraversion group, we can understand a synergy tendency or high level of interaction in the organization. Thus, this would have a major impact on the growth of the individual and the organizational performance. If we consider the group stages of development, we understand that extraversion affects the acceleration of the group development.
2. **Agreeableness** is characterized by a person with good will. They can find a compromise. They can agree with the opinion of others. However, in sociometric terms, they are regarded as preferred and collaborative individual in the group.
3. **Conscientiousness** seems to be accompanied by a tendency of responsibility. It is an element that helps people and a collaborative group move towards a better performance.
4. **Emotional Stability & Neuroticism** is a characteristic of passing the situation either at work or outside work with a negative sentiment, depressed, giving you stress and creating a negative climate in the group. Thus, it affects the performance of the group. The emotional stability does the opposite, and creates certainty especially on CEO giving opportunities to the staff and colleagues in expressing their opinions freely.
5. **Openness to experience is** a collaborative alternative tendency that stimulates the exchange of opinions and new ideas, active imagination, and original intellectual progress artistically sensitive to culture.

Therefore, it seems that the large number of studies and theories of personality has led some researchers to employ some narrow but comprehensive concepts, such as the big five personality factors. In fact, if we take and analyze the five factors, they seem to be interwoven with several theories.

Conclusion

From the above, we can conclude that the careful treatment of personality theories in the organization's environment:

➢ Will raise the awareness on the features and traits of personality.
➢ Directly and indirectly influences the improvement of the personality features of CEOs as well as the other members in the levels or departments of the organizational structure
➢ Influences a better climate of organisational collaboration, and increase the group work
➢ Provides opportunities for the employees to analyze which features of personality should be improved
➢ Naturally, CEO creates a positive and synergistic climate or vice versa, which can dissolve the group.

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