



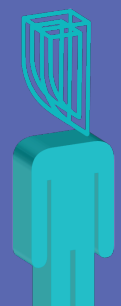
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V Encontro Internacional  
de **Formação na Docência**

5th International Conference  
on **Teacher Education**

**incte'20**  
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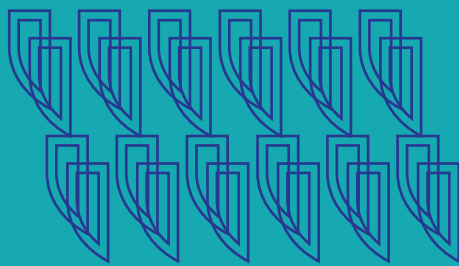
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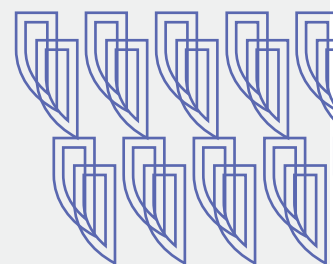
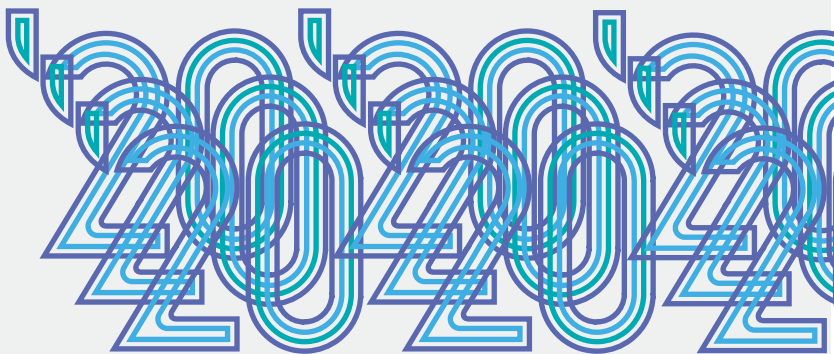
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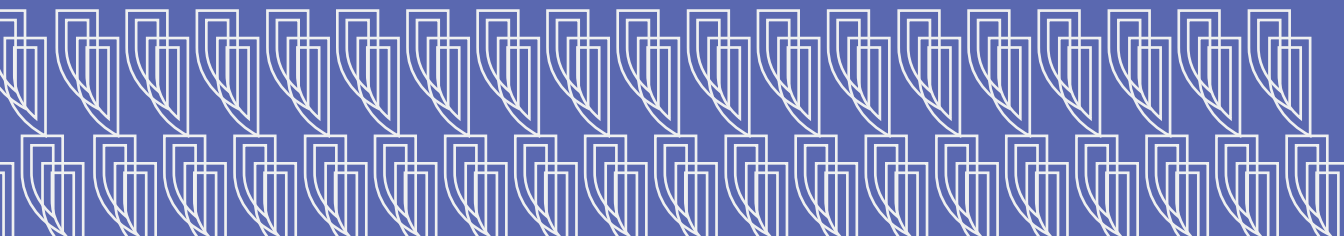
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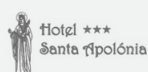
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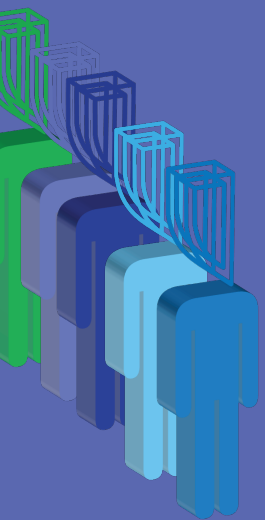
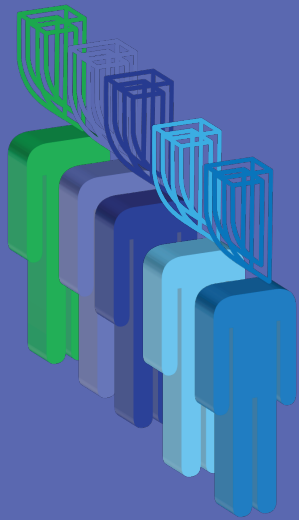
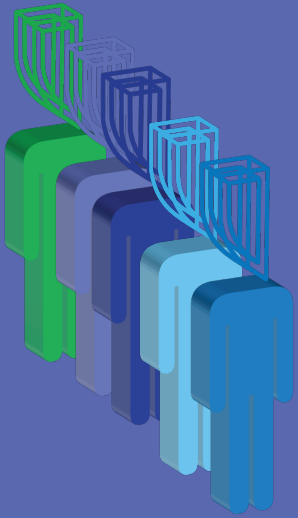
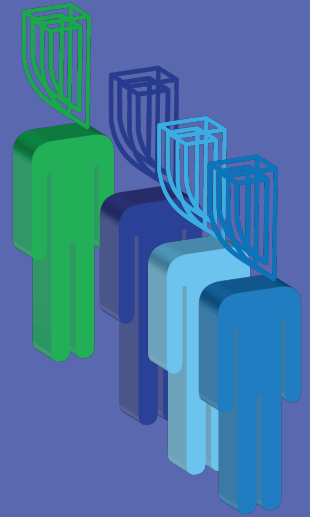


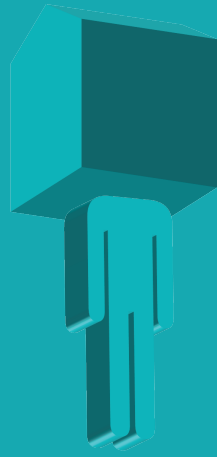
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resumos

abstracts



## Personality traits and organizational performance of Portuguese higher education institutions

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This research aims to study the role that managers' personality traits have in the decision-making process and their relationship on the performance outcomes of Portuguese higher education institutions (HEIs), through a literature review that supports the presentation of a research model proposed by the authors. Nowadays, organizations in general and their managers are increasingly pressured to achieve certain goals and levels of performance to ensure the financial sustainability of their institutions and to remain competitive in the markets. Sometimes these goals are somewhat ambitious and difficult to achieve, which means that decision-makers must have certain personality traits to show resistance and resilience in dealing with obstacles and strengthen their capacity to solve problems in the adversities that arise in the day to day business. This research proposal assumes that the personality traits of managers, namely extroversion, pleasantness, neuroticism, conscientiousness, and openness to experience, will have a relevant impact on decision making, which will be reflected in organizational performance. The literature on personality traits is broad, focusing particularly on the analysis of the relationships between the characteristics of managers and their attitudes and behaviors in a professional context. In methodological terms, a qualitative study is expected to be carried out, using quantitative techniques. The data related to personality traits and leadership styles will be obtained through the application of a questionnaire prepared by the authors, in order to assess the different dimensions of the proposed conceptual model. Regarding the organizational performance indicators of HEIs, these will be obtained using a database of a research project developed by the authors. The sample will be for convenience, composed of elements of the executive boards of Portuguese universities and polytechnic institutes, from the public and private sector. In the treatment of quantitative data, the use of the structural equations model (SEM) is considered, to investigate the possible relationships between the different dimensions incorporated in the model.

**Palavras-chave:** higher education; personality traits; leadership styles; organizational performance

