
VALUE ORIENTATION EVALUATION AND PSYCHOLOGICAL REGULATION BASED ON PERSONALITY TRAITS

Xin Wen*, Dongkui He

Abstract

One of the key issues in organizational development is to find employees that share the core traits with the organization. Hence, this paper attempts to develop an objective evaluation method for the value orientation of employees in an organization. Based on the index system of the overall value orientation of the organization, the 360-degree feedback method was adopted to collect the relevant data from each member of the organization, and determine his/her value orientation. Specifically, the weight distribution vector of the data of a person in the index system was adopted as his/her value orientation vector. According to the value orientation and development strategy of the organization, the specific steps of psychological regulation strategy were put forward for the members of the organization, in the light of the regulatory focus theory and the regulatory fit theory. The proposed strategy was successfully applied in a local enterprise. The application proves the effectiveness and people-first idea of our strategy. This research provides organization managers an effective tool for employee selection and evaluation.

Key words: Personality Traits, Personality Trait Identification, Value Orientation, Psychological Adjustment.

Received: 17-03-19 | Accepted: 18-06-19

INTRODUCTION

With the continuous development of the social development process, the issue of talent resources has become increasingly prominent, and the selection of persons that match the organization development has gradually become the focus of attention. With the continuous development of the Internet and the arrival of the era of big data, applying the new concept of big data to the field of human resource management has brought great opportunities and challenges (Wang & Zhu, 2015). The personality of employees will be more prominent in this new era. To this end, organizations must develop effective talent strategies, dig deep into employee potential, and match personal traits with organizational

development and value.

The core concept of the modern organizational talent strategy is humanistic management. The principle of humanistic management is based on the initiative of human resources, which is also inseparable from the individual's emotions, thinking, and needs. Therefore, it's necessary to start from understanding the employees, respect individuality, and motivate their internal motivation. Affected by various factors, there are often large differences between organizational individuals. The personality differences of employees in different aspects determine their value orientation in the organization. Decision makers usually expect to understand the individual's personality superiority so that the individuals can be reasonably matched and complementary to each other in the organization, and further promote the sustainable development of the organization. Thus, it's crucial to master and

School of Management, Shenyang University of Technology,
Shenyang 110870, China.
E-Mail: wenxin@sut.edu.cn

rationally apply personality traits for personal progress and organizational development.

As the core of human resource management, human post matching can provide scientific and reasonable basis for enterprises to make human resource planning (Dai, Jiang, & Li, 2018). At present, with the increasingly fierce survival and development environment for enterprises, it has attracted wide attention to recruit employees matching the organizational development in terms of the core personality traits rather than only the skills and specific positions (Bowen, Ledford, & Nathan, 1991). (Kristof, 1996). The individuals highly matching with the organizational development and organizational value can better contribute to the development of the organization, and lead the healthy development of the organization, which is conducive to enhancing the flexibility of the organization, and constantly adapt to the needs of work changes, thereby improving the overall effectiveness of the organization. In addition, the dynamic environment also requires organizations to recruit employees who can respond flexibly in the organization and coincide with the concept of organizational development, which can help the organization respond to environmental changes and maintain organizational competitive advantage.

Personality trait of individuals affects the sustainable development of the organization. It's a nonnegligible factor for organizational development goals and strategies. Due to differences and changes of individuals in individuality, attitudes, values, etc., organizations need to constantly rationally allocate, adapt to the personality traits of individuals, and establish and develop a human-centred management approach. Therefore, an organization should fully understand and grasp the personality traits of existing talents before formulating a talent strategy. This is the premise and foundation for ensuring the effectiveness of talent strategy, and also the requirement for implementing humanistic management. Based on relevant research on personality traits, this paper defines the connotation and classification of personality traits. Then, it introduces the evaluation method of personal value orientation based on personality trait identification, and proposes to apply this method to measure the status of human resources in the organization; the relevant theories of psychology were also introduced to effectively adjust the personality

traits of employees, and then ensure the effectiveness of the talent strategy formulated by the organization.

LITERATURE REVIEW

Personality traits

The word "personality" comes from Latin, which means people's psychological characteristics. The study of personality can be traced back to the era of Greek civilization. In recent years, scholars at home and abroad have done a lot of research on personality traits (Spinella, 2005), (Knoblich & Prinz, 2001), (Ward, 2004), and achieved great achievements. The traits of personality can be generated by inheritance, or influenced by acquired environment with certain individual differences. Its formation has certain stability, e.g., a person's eccentric temperament and introversion, which can be evaluated through its external behaviour by a period of observation. The commonly used methods of personality research in the world include experimental methods, test methods, comprehensive research methods, and content analysis methods etc.

Combined with China's unique cultural background and values, domestic scholars have carried out indigenous research on personality traits. Liu Ligang put forward practical application strategies for the value chain theory of human resources, and believed that it should be people-oriented with the development of individual advantages (Liu & Sui, 2005); Li Yi believes that there is a close relationship between customer personal value and customer service experience, which has an important impact on consumer behavior orientation (Li, Wang, & Yuan, 2015); Li Yi and Wang Lili think that the personal characteristics of consumers affect their choice of luxury purchase channels from the perspective of consumer psychology (Li & Wang, 2015).

Personality trait identification

At present, there are many methods for identifying personality traits, including data envelopment analysis (Lee & Parka, 2009). (Anouze & Thanassoulis, 2010), psychological evaluation (Meyer, Finn, Eyde et al., 2001). (Collins & Labott, 2007), management assessment centre method (Thornton lii & Gibbons, 2009). (Anderson, Lievens, van Dam et al., 2006), and statistical analysis methods (Chen

& Ho, 2008). (Adhikari, Ramachandrarao, & Pedrycz, 2008), and so on. The DEA method can evaluate the relative validity of things and objectively reveal the tendency of individual traits. Cooper et al. added a non-zero limit on the value parameter to the method, which is more conducive to obtaining the individual feature information of the evaluated object (Cooperabb, Ruiz, & Sirvent, 2009), (Cooper & Tone, 1997), (Charnes, Cooper, & Rhodes, 1978). Asim Roy et al. proposed an interactive optimization model that can achieve the individual preference characteristics of each evaluation object and use the information to determine the optimal decision (Roy, Mackin, Wallenius et al., 2008). Psychological assessment is a method of measuring an individual's psychological features according to the pre-made scale, then assessing, identifying the type of the individual, and identifying the individual traits of the subject. Common scales include occupational aptitude test, personality assessment scale, Holland occupational interest scale, etc. Different scales can identify the individual's personality traits in different aspects. The assessment centre method was first studied and used by American psychologist Douglas Bray in 1956 (Gaugler, Rosenthal, Thornton et al., 1987). This method can reflect the ability and quality of employees in different aspects by simulating specific work situations and environmental pressures, and is highly targeted to identify their individual characteristics.

In short, the existing research methods of personality trait identification are mostly qualitative, but not sufficiently from the perspective of quantitative research. Thus, this paper proposes a method for evaluating the value orientation of individuals based on personality trait identification.

Person-organization value fit

The members of the organization behave differently based on the individual's value orientation. The behaviour of the members in the organization matching the organizational value can help the organization to obtain competitive advantage in the fierce market competition. Therefore, it is necessary to find the value orientation of the employee behaviour. Person-organization fit refers to the consistency and compatibility of employees and organizations in terms of values (Kristof, 1996). Values are the common principles and beliefs of

the organizations shared by the members of the organization as the most basic and stable content in organizational culture (O'Reilly, Chatman, & Caldwell, 1991). Value fit is the consistency of individual and organization in the culture, goals and atmosphere etc (Cable & Judge, 1994). It's an important part of person-organization fit (Verquer, Beehr, & Wagner, 2003). Many studies have shown that person-organization value fit can be seen as person-organization fit (Chatman, 1989), (Meglino & Ravlin, 1998). Therefore, it's the key to effective person-organization value fit to effectively evaluate the value orientation of employees.

Psychological adjustment strategies

Psychological problems of employees are unavoidable. Psychological contract is a mutually beneficial relationship between employees and organizations, which is generated by the understanding of organizational policies, systems and the perception of various commitments of managers at all levels. Psychological contract affects employees' value orientation and work attitude, and affects the performance and management cost of enterprises (Wang & Yang, 2011). It can clearly be seen that how to effectively solve the psychological problems of employees is vital.

Psychological adjustment is a psychological term, referring to the psychological reaction caused by contradictions and events in life. This reaction is closely related to the individual's objective understanding and evaluation, and self-evaluation. Psychological adjustment can help the organization members to develop their own psychological potential. Through the adjustment of mental factors such as intelligence and emotions, the organization members can improve the efficiency of work, study, research and creation, and continuously promote the matching and development of individuals and organizations. The theory of psychological adjustment in psychology was introduced, aiming at psychologically adjusting the value orientation of persons with different personality traits in the organization.

Individuals strive to change or control their thoughts and reactions in order to achieve specific goals. This process is called self-regulation (Geers, Weiland, Kosbab et al., 2005). Individuals may exhibit a particular way or tendency in achieving self-regulation of the goal, i.e., regulatory focus. The regulatory focus

theory (RFT) (Higgins, 1997) can effectively explain the basic motivations of individual behavioural reasons, and has two separate self-regulatory orientation: promotion focus and prevention focus; the former is more oriented towards the pursuit of goals, and tends to adopt a close approach to achieve the desired goals; while the latter pays more attention to whether there are negative results in the goal pursuit process, and tends to achieve the goal by avoiding losses. The RFT suggests that individuals can regulate their goals, emotions, and behaviours through the promotion and prevention focus.

Based on this, Higgins proposed the regulatory fit theory. According to this theory, individuals with different regulatory orientations can achieve a fit when using their respective preferred behavioural strategies (Higgins, 2000). Regulatory fit can enhance individual behavioural motivation, and has a wide-ranging impact on individual decision-making behaviour, task performance, and evaluation attitude (Avnet & Higgins, 2003).

By the theory of regulatory fit, when the regulatory focus is consistent with people's cognition and tendency, it is more conducive to their positive actions and the effective use of regulatory fit, thereby promoting the healthy development of organizational persons and making them being consistent with the organizational development strategies and values.

PERSONAL VALUE ORIENTATION BASED ON PERSONALITY TRAIT IDENTIFICATION

The connotation of personality traits

In psychology, the personality trait is a complex and broad concept. Different psychologists have different definitions of personality traits. Allport as the first psychologist to systematically consider the concept of traits. He believed that personality is a dynamic organization within the individual's psychological system, and a subject with self-awareness and self-control ability as well as feelings, emotions, wills, etc. (Allport, 1966). Boden believes that personality traits refer to the unique characteristics of individual behaviour in different contexts (Boden, 1996). In addition, Funder holds that personality traits are the true qualities of individuals, and they produce behaviours related to traits. When

evaluators observe and analyse these trait-related behaviours and obtain the trait information, they will detect and use this information to form judgments (Funder, Kolar, & Blackman, 1995).

The personality traits studied above were all based on certain specific individual in the organization, aimed at describing whether the assessed person has a certain personality trait, without considering the relationship between the personality traits of the assessed person and the organizational development needs on the macro level, and also without describing the relative superiority of the individual's personality traits in the organization. Therefore, based on the previous research, this paper deeply explores the connotation of personality traits, and found that the personality traits are mainly reflected in its value orientation or value concept, and it's the key to identify or characterize the personality traits of social affairs from the perspective of value. For this, the personality trait is defined in this paper as the value orientation which is the most favourable to the assessed persons by directly examining and analysing their behaviours within the scope of the surveyed group based on the index system and macro value orientation under the social group consensus.

Description and classification of personality traits

In the related theory of psychology and organizational behaviour, it has been found that there are many differences between individuals, which also indicates different personality traits among different individuals or groups in the organization.

With regard to the description and classification of personality traits, the most representative and widely used research results are: Myers-Briggs Type Indicator (MBTI) and the Big Five trait model. MBTI is a library of personality indicators used to identify individuals' basic preferences in cognitive and processing information. It combines four dichotomous pairs of personality: sensing /intuition, thinking /feeling, judging/perceiving, and introversion/ extroversion, and summarizes them into 16 types of clear personality traits; the Big Five trait is to classify and compress a large number of personality trait terms, and finally define them in five dimensions: agreeableness, neuroticism, openness, extroversion and

conscientiousness (Briggs, 1992).

These studies above on the description and classification of personality traits well explain the characteristics of individuals or groups in the organization, which lays a solid foundation for further in-depth exploration and research. Based on this, the author studied the personality traits from the perspective of the organization as a whole. Therefore, different from previous studies, the personality traits in this study were classified into strong features and weak features which refer to the characteristics that are most favourable or the most unfavourable to the person being assessed under certain standard. The "certain standard" here means the index system set according to the needs of the organizations for certain target, and the ideal value for each index in the indicator system.

Identification of personality traits

According to the above analysis for the connotation of personality traits, it can be seen that the personality of individuals, groups and organizations itself are of great significance to personal development, organizational progress and social coordination. On the basis of meeting the common value orientation pursued on the macro level, it is necessary and imperative to identify these personality traits and guide or use these to maintain organizational interests and promote social harmony. In this way, the society shall make progress.

Identification model of personality traits

From the previous analysis, individuals, groups, and entire organizations are generally described by a multi-indicator system. Therefore, based on the macro public interest value, this paper establishes the mathematic model that is most favourable or most unfavourable to the status of the assessed object in the group using the distance in the 2-norm sense under the condition of social rationality, so as to objectively identify the strong and weak features of individuals, groups, and organizations themselves.

Assuming that the personality traits of n objects to be assessed (such as individuals, groups in the organization or organizations) need to be identified, then the indicator system consisting of p dimensional vector indicators \bar{x} was used for assessment. And assuming that the standardized value of the i -th subject is \bar{x}_j , $j = 1, 2, \dots, n$, w is the weight coefficient, and \bar{x}^*

is the target vector in certain tendency of the assessed group, i.e., the value of the assessed object was measured by the distance in the 2-norm sense. It's expressed as:

$$d(\bar{X}, \bar{X}^*) = \sqrt{\sum_{i=1}^p w_i^2 (x_i^* - x_i)^2} \quad (1)$$

Identifying the personality traits of individuals, groups, and organizations in an organization is for the purpose of finding good or abandoning bad. People generally want to get close to good outcomes and away from the bad outcome. Therefore, the formula (1) is as follows:

(1) If \bar{x}^* is an ideal outcome, each component can select the actual optimal value of the indicator, e.g., the i -th component is $x_i^* = \max_{1 \leq j \leq n} \{x_{ji}\}$, $j = 1, 2, \dots, n$, x_{ji} is the i -th index value of the j -th object to be assessed, and x_i^* is the best theoretical value obtained according to the actual problem, such as 100 points under the hundred-mark test system;

(2) If \bar{x}^* is abandoned, each component can select the actual worst value of the indicator, e.g., the i -th component is $x_i^* = \min_{1 \leq j \leq n} \{x_{ji}\}$, $j = 1, 2, \dots, n$, x_i^* is the theoretical worst value obtained according to the actual problem, such as 0 points under the hundred-mark test system.

If \bar{x}^* is the best outcome, then it shall be better with the smaller distance measured by equation (1); if \bar{x}^* represents the worst outcome, it's on the contrary. Therefore, the mathematical model proposed in this paper for identifying the strong or weak features of personality is given as:

$$\begin{aligned} \min_w \{d(\bar{X}_j, \bar{X}^*)\} &= \sqrt{\sum_{i=1}^p w_i^2 (x_i^* - x_{ji})^2} \\ \text{s.t.} \quad \sum_{i=1}^p w_i &= 1 \\ w_i &\geq 0, i = 1, 2, \dots, p \end{aligned} \quad (2)$$

where, x_{ji} is the i -th indicator value of the j -th object to be assessed.

Model solving

When there are variable coefficients equal to 0 in the function, the sum of the variables corresponding to these coefficients is 1, and the variables corresponding to the other coefficients are all 0; otherwise, when there is no variable

coefficient equal to 0 in the objective function, it's calculated as:

$$\left. \begin{aligned} w_{ji}^* &= \frac{\lambda_j^*}{(x_i^* - x_{ji})^2}, \quad i = 1, 2, \dots, p \\ \lambda_j^* &= 1 / \sum_{i=1}^p \frac{1}{(x_i^* - x_{ji})^2}, \quad i = 1, 2, \dots, n \end{aligned} \right\} \quad (3)$$

where, w_{ji}^* is the i -th value parameter of the j -th object to be assessed; when \bar{x}^* takes the ideal outcome, a strong feature is obtained; when it takes the abandoned outcome, the weak feature is obtained.

Analysis and provisions of personality traits

Due to its connotation and the requirements in line with the macro value of the organization or group, it can be considered that the specific result of Equation (5) is the value orientation that the object being assessed actually admires or rejects, although equation (2) can separately conclude its personality traits from the perspective of the most favourable and most unfavourable to the objects being assessed. However, the personality performance of the assessed objects in the reality still needs to be compared in the group, and finally determined based on the comparison results.

(1) Analysis of strong features. When \bar{x}^* is the ideal outcome, \bar{w}_{jS}^* is denoted as the optimal solution of the object j to be assessed in equation (2), which is the value orientation most beneficial to them, i.e., the evaluation standard preferred by the object j in the practical use. Substituting \bar{x}^* and \bar{w}_{jS}^* into (1), the evaluation scores of n assessed object from the perspective of j are $d_{ij}, i = 1, 2, \dots, n$ respectively.

The provisions of the solving results: $d_{ij} (i = 1, 2, \dots, n)$ is sorted in ascending order; if the assessed object j is in the top 5%, it is determined that it has outstanding personality traits, and obvious strong features; if in the top 20%, it is considered to be a common performance of personality traits; otherwise, j has no strong features.

(2) Analysis of weak features. When \bar{x}^* takes the abandoned outcome, \bar{w}_{jW}^* is denoted as the optimal solution of j in equation (2), which is the value orientation most unfavourable to j . Then, when j understand n objects to be assessed with a pessimistic attitude, the

evaluation scores of n assessed objects from the perspective of j are $d_{ij}, i = 1, 2, \dots, n$ respectively by substituting \bar{x}^* and \bar{w}_{jW}^* into (1).

The provisions of the solving results: $d_{ij} (i = 1, 2, \dots, n)$ is sorted in descending order, if j is in the top 5%, it is considered that it has obvious weak features; if in the top 20%, it is considered to be a common performance of personality traits; otherwise, j has no weak features.

ORGANIZATIONAL PSYCHOLOGICAL ADJUSTMENT STRATEGY BASED ON PERSONALITY TRAIT IDENTIFICATION

The personality trait identification method can be applied in formulating the talent strategy of the organization. Based on the needs of organizational development, this method can help to obtain the basic situation of talents' personality traits by identifying the personality traits of existing talents in the organization. Using the calculation results, personal superiority and weakness can be identified effectively; according to the specific conditions of organizational development and personal superiority and weakness, relevant talent policies shall be developed, such as the talent type required, and the effective use of talent in the organization, etc., and then the talent strategy of the organization is formulated.

The organization's talent strategy mainly involves talent recruitment, talent placement and use, and talent training. The calculation results of personality identification methods can be used as the basis for talent strategy, and also as a reference for talent management. According to the results, the superiority and weakness characteristics of the organizational person's value orientation as well as the personality traits of different organizations in different aspects were determined, so as to ensure the effective person-organization value fit by enhancing strengths and avoiding weaknesses.

Through the above analysis of psychological adjustment strategies, the theories of regulatory focus and regulatory fit in psychology were introduced to make psychological adjustment of the employees, aiming at the psychological characteristics of employees, creating different incentives for different regulatory orientation employees, and inspiring them to adjust the individual motivation.

Therefore, according to the above method, the steps of organizational psychological adjustment strategies based on personality identification method were proposed:

First, analyse the organizational development strategy, build a talent evaluation index system, and elaborate on each indicator. The identification of personality traits in the organization is based on the relevant multi-indicator system. This step is the basis for the evaluation of the employee's value orientation.

Second, according to the indicator system, obtain the indicators of the talents from multiple angles. The 360-degree evaluation method was used to obtain the relevant data of the personnel, and the indicators of the personnel in multiple directions and at multiple angles to ensure the authenticity and objectivity of the employee identification and evaluation.

Third, analyse the employees according to the obtained index values and determine the superiority and weaknesses of the employees in each indicator. From the perspective the most favourable to the assessed objects, each person's value orientation vector was solved, that is, the weight distribution vector in the indicator system. Then, according to the size of the value orientation vector, the magnitude and extent of the superiority and weaknesses were determined for specific person in terms of specific values.

Fourth, according to the superiority and weakness of employees in different aspects, determine the regulatory focus of employees. It is necessary to actively guide employees who match the organizational value to develop towards the promotion focus, actively carry out relevant induction, and understand employee motivation. For the prevention focus, it is not blind abandonment; in high risk and great uncertainty of the work, the prevention focus can largely avoid risks and reduce unnecessary losses. The relationship between the triggering factors of promotion/prevention regulatory focus and the approach/avoidance motivation is as follows in Figure 1:

Fifthly, according to the organizational value orientation and development strategy, the regulatory focus theory and the regulatory fit theory in psychology were introduced. The psychological control strategy of talents based on the personality identification method was proposed, to carry out psychological adjustment on employees, and to fit the individual and organizational development strategies for employees.

In summary, the steps to determine the psychological adjustment strategy of organizational talent based on personality identification method was determined, as shown in Figure 2:

Figure 1. Relationship between the triggering factors of promotion/prevention regulatory focus and the approach/avoidance motivation

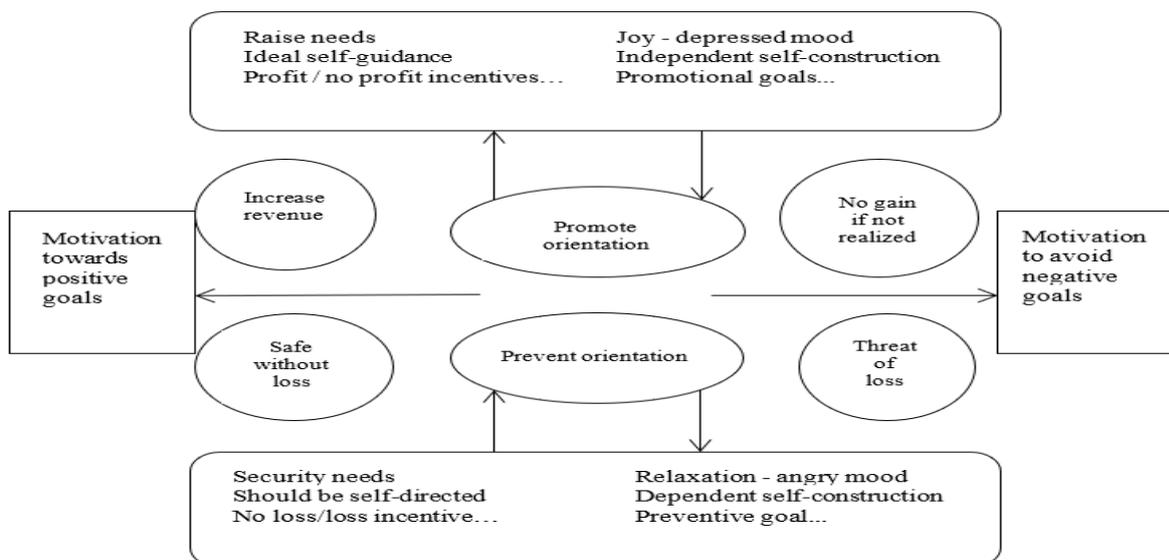


Figure 2. Steps of organizational talent psychological adjustment strategy based on personality identification method

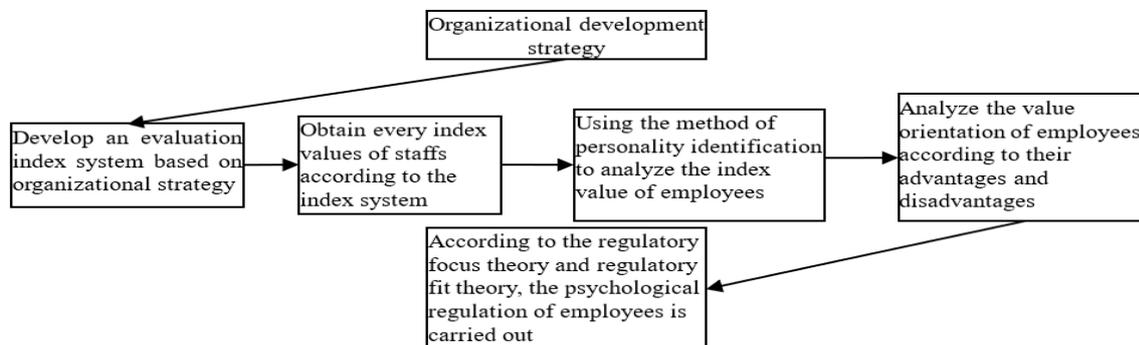


Table 1. Capability evaluation scores of 30 team members

	X ₁	X ₂	X ₃	X ₄	X ₅	X ₆		X ₁	X ₂	X ₃	X ₄	X ₅	X ₆
1	5.03	4.69	4.71	4.29	4.73	4.71	16	5.72	5.67	5.67	5.45	5.67	5.73
2	4.65	3.92	4.09	3.69	4.73	4.15	17	5.23	5.12	5.50	5.35	5.00	4.68
3	4.85	4.68	4.94	4.35	4.35	4.93	18	5.50	5.40	5.42	5.58	5.27	5.07
4	5.14	5.00	5.46	4.81	4.57	4.76	19	4.61	4.95	4.70	4.77	4.47	4.74
5	5.07	4.82	5.05	4.76	4.58	5.00	20	5.75	5.10	5.25	5.38	5.60	5.80
6	4.81	4.40	4.75	4.43	4.38	4.37	21	5.08	5.09	4.97	5.27	4.79	4.87
7	5.06	5.17	4.94	4.57	4.76	4.92	22	4.82	4.48	4.83	4.83	4.55	4.77
8	5.05	4.58	4.86	5.00	4.68	4.60	23	4.91	4.87	5.00	4.92	4.76	4.72
9	5.08	4.92	4.94	5.25	4.97	4.78	24	5.01	4.83	5.03	5.21	4.93	4.53
10	4.72	4.49	4.52	4.82	4.50	4.25	25	4.92	4.85	4.34	4.93	5.23	4.77
11	5.49	5.29	5.43	5.47	5.26	5.21	26	5.52	5.07	5.48	5.38	5.23	5.37
12	5.22	5.20	5.42	5.50	5.00	5.33	27	5.50	5.44	5.25	5.20	5.52	5.48
13	4.92	5.30	6.00	5.5	4.80	4.70	28	5.33	4.97	5.00	5.13	4.83	4.77
14	5.17	4.78	5.00	5.25	5.11	5.00	29	3.96	3.60	3.79	3.95	3.96	3.65
15	5.37	5.56	5.20	5.30	5.44	5.44	30	4.23	3.95	3.47	4.06	3.79	3.50

CASE ANALYSIS

Data Processing

A is a company with software technology as its core, mainly involving in the business areas such as software and services, digital medical, IT education and training. After years of development, it has become a solution provider integrated with software research, design, development, manufacturing, sales and training and services. More than 95% of the company's employees are engaged in technology research and development, and their work is often carried out in the form of a project team. Thus, how to objectively and effectively identify the superiority of team members is crucial to the cultivation and improvement of team capabilities. In the process of completing a specific task, the team needs to be capable in six aspects, denoted as $x = (x_1, x_2, \dots, x_6)^T$; a total of

30 knowledge-based employees participated in the completion of the task. In order to form a team with complementary advantages, it is necessary to identify the superiority characteristics of the team members. Table 1 lists the scores of 30 team members on the six competency items.

According to the individual superiority identification method proposed in this paper, the evaluation program (program code is omitted) was developed independently to ensure the efficiency of the data processing process and the accuracy of the processing result. It should be noted in two aspects: First, in the choice of preference outcomes, choose to expand the ideal outcome, and the expansion range is 10%; secondly, in the choice of q-norm, take $q=2$, corresponding to the distance in the usual sense. The data processing results are shown in Table 2.

Table 2. Superiority characteristics parameters of 30 team members (weight coefficient)

	X1	X2	X3	X4	X5	X6		X1	X2	X3	X4	X5	X6
1	0.2313	0.1774	0.1568	0.0953	0.1621	0.1771	16	0.19	0.259	0.0488	0.0909	0.259	0.1522
2	0.2052	0.1172	0.1433	0.0866	0.291	0.1568	17	0.1229	0.1401	0.2115	0.3812	0.09	0.0544
3	0.1604	0.1743	0.2164	0.1034	0.0906	0.2548	18	0.1078	0.1167	0.0571	0.6195	0.0633	0.0356
4	0.1705	0.1845	0.3371	0.1286	0.0706	0.1086	19	0.1019	0.2759	0.1468	0.198	0.1015	0.1759
5	0.1867	0.1649	0.1902	0.1508	0.093	0.2144	20	0.3446	0.0245	0.0219	0.0814	0.183	0.3446
6	0.1986	0.1524	0.2199	0.1546	0.1256	0.149	21	0.1214	0.1889	0.1062	0.3917	0.0846	0.1073
7	0.1617	0.3267	0.1415	0.0947	0.1117	0.1636	22	0.1496	0.1261	0.1816	0.2327	0.1187	0.1914
8	0.1959	0.1203	0.1558	0.2854	0.1203	0.1222	23	0.138	0.189	0.1823	0.2217	0.1311	0.1379
9	0.1309	0.1377	0.1093	0.3904	0.132	0.0997	24	0.127	0.1309	0.1433	0.3827	0.1374	0.0787
10	0.1554	0.1579	0.1511	0.2812	0.1359	0.1184	25	0.1195	0.1543	0.0664	0.1927	0.3404	0.1266
11	0.1728	0.1292	0.0982	0.4153	0.1027	0.0818	26	0.236	0.0811	0.132	0.2909	0.1104	0.1496
12	0.0709	0.104	0.1026	0.5491	0.0534	0.1201	27	0.1648	0.2123	0.0602	0.1044	0.2928	0.1655
13	0.0183	0.075	0.583	0.2878	0.0184	0.0174	28	0.2655	0.1548	0.1212	0.2601	0.0994	0.099
14	0.1473	0.0943	0.108	0.3512	0.1673	0.132	29	0.1449	0.1449	0.185	0.1893	0.172	0.1638
15	0.0929	0.3865	0.0523	0.1472	0.1833	0.1377	30	0.186	0.1934	0.1385	0.205	0.1385	0.1385

Analysis of results

(1) The superiority characteristic parameter of member 18 was $w = (0.1078, 0.1167, 0.0571, 0.6195, 0.0633, 0.0356)^T$. For the member 18, its greatest advantage was reflected in the fourth ability. In terms of this ability, the other 29 members can't match with it. So, it's in absolute superiority.

(2) The superiority characteristic parameters of member 27 was $w = (0.1648, 0.2123, 0.0602, 0.1044, 0.2928, 0.1655)^T$. Its superiority was mainly concentrated on the second and fifth ability. Although member 27 ranked the top in this dominant feature parameter, member 16 performed better than it. This just illustrates the objectivity of the method. Even if it's evaluated from the perspective the most favourable to the member 27, it does not mean that its performance is necessarily the best. But since such an evaluation model was built from the perspective the most favourable to member 27, member 27 is more likely to accept such evaluation results and actively consider member 16 as a benchmark for learning compared to the traditional evaluation model. This proactive learning will continue to improve the ability of team members and further enhance the capabilities of the entire team.

Adjustment strategy

Personality traits are relatively stable and not easily changed. Faced with the same thing, people with different personality will have different psychological orientations, and also produce different psychological results. So, it is

very important to achieve the person-organizations value fit by effectively adjusting the employees' psychology. According to the regulatory fit theory, when the individual's regulatory focus is consistent with their cognition and tendency, it is more conducive to the development of the organization. Therefore, the regulatory fit of the personality traits of the organization personnel can effectively promote the common development of persons and organizations.

From the perspective of internal factors, organizational members should not only strengthen individual cognition, reinforce individuality, build a good personality model, and improve self-regulation, but also effectively adjust their goals, emotions, and behaviours by promotion and prevention focus. Taking the member 27 above as an example, although member 27 has obvious superiority feature, it's still not as good as member 16 from the perspective the most favourable to member 27. Thus, member 16 will bring some promotion focus to member 27, promoting their pursuit of goals, and the organization should guide it to match the group development strategy. Prevention focus is more concerned with whether there are negative results, to achieve their goals in a way of avoiding losses, which seems to be stuffy, but in reality, it is also a regulatory measure; when faced with risky things, prevention focus can effectively avoid losses and circumvent negative results.

In terms of the external factors, the organization should properly implement organizational intervention to regulate the

employee's psychology. Organizational intervention measures include employee communication, participation and support. The employee's perception of organizational intervention can reduce the negative impact of employee psychology, and also help employees to restore their psychological adjustment ability, thus effectively reducing their psychological negative impacts, and enabling employees to regain confidence, trust and positive attitude towards the organization. In addition, the organization should study the regulatory focus and individual motivation of employees, accurately locate the target personnel, and select promoters with self-improvement motivation and prevention focused-employees with altruistic motivation. According to the psychological characteristics of employees, different incentives are created for them with different regulatory orientation, and individual motivations are adjusted to match their orientation.

CONCLUSIONS AND PROSPECTS

Managers in an organization have two important tasks: decision-making and the employee management. For correct selection, distribution and promotion of employees, it is necessary to have a comprehensive study of their personality qualities. Identifying the personality traits of the individuals in the organization, can effectively achieve the complementarity of individual advantages, and screen those employees who match with the organizational development strategy, thereby greatly improving the development level and comprehensive ability of the organization.

Based on the personality trait identification method, using the distance in the 2-norm, the mathematical model that is most favourable or most unfavourable to the object to be assessed in the group was established to objectively identify the strong feature and weak feature of the individual, group and organization. The person-organization value fit can help to effectively screen out the employees who can match the development of the organization/post needs. Besides, through the rational use of the regulatory focus theory and regulatory fit theory in psychology, it is possible to psychologically adjust the organization personnel. From the internal and external aspects, it also puts forward the psychological adjustment strategy

for the personnel in the organization.

Taking a specific company as an example, the superiority characteristics of 30 team members that are most beneficial to individual members were identified in terms of the six capabilities. Using our method of personality trait identification in this study, the application research was conducted, which proves the effectiveness of the method, and also shows that this method has both objectivity and humanistic features. This provides a way for managers in the organization to select, match, analyse, and evaluate employees. It helps to truly achieve the complementarity of individual superiority in team theory, and thus greatly improve the performance level of the team.

With the psychological adjustment and human development becoming closer, psychological adjustment strategies have been more popular in humanistic management. This paper only analyses the regulatory focus theory and regulatory fit theory in psychology, but its specific regulation mechanism and influence path weren't deeply studied. In the subsequent study, it needs further thinking and improvement on how to use the relevant theory of psychological adjustment specifically and reasonably.

Acknowledgement

This paper is supported by project of Liaoning Planning Office of Philosophy and Social Science (L19BJY037), Natural Science Foundation of China (71402104).

REFERENCES

- Adhikari, A., Ramachandrarao, P., & Pedrycz, W. (2008). Efficient Clustering of Databases Induced by Loc-al Patterns. *Decision Support Systems*, 44(4), 925-943.
- Allport, G. W. (1966). Traits revisited. *American Psychologist*, 21(1), 1-10.
- Anderson, N., Lievens, F., van Dam, K., & Born, M. (2006). A construct-driven investigation of gender differences in a leadership-role assessment center. *Journal of Applied Psychology*, 91(3), 555.
- Avnet, T., & Higgins, E. T. (2003). Locomotion, assessment, and regulatory fit: Value transfer from "how" to "what". *Journal of Experimental Social Psychology*, 39(4), 525-530.

- Boden, R. J. (1996). Gender and self-employment selection: an empirical assessment. *Journal of Socioeconomics*, 25, 671-682.
- Bowen, D. E., Ledford, G. E., & Nathan, B. R. (1991). Hiring for the organization, not the job. *Executive*, 5(4), 35-51.
- Briggs, S. R. (1992). Assessing the Five-Factor Model of Personality Description. *Journal of Personality*, 60(2), 253-293.
- Cable, D. M., & Judge, T. A. (1994). Pay Preferences and Job Search Decisions: A Person-Organization Fit Perspective. *Personnel Psychology*, 47(2), 317-348.
- Charnes, A., Cooper, W. W., & Rhodes, E. (1978). Measuring the efficiency of decision-making units. *European Journal of Operational Research*, 2(6), 429-444.
- Chatman, J. A. (1989). Matching People and Organizations: Selection and Socialization in Public Accounting Firms. *Administrative Science Quarterly*, 36(3), 459-484.
- Chen, C. H., & Ho, P. G. P. (2008). Statistical pattern recognition in remote sensing. *Pattern Recognition*, 41(9), 2731-2741.
- Collins, C. A., & Labott, S. M. (2007). Psychological assessment of candidates for solid organ transplantation. *Professional Psychology: Research and Practice*, 38(2), 150-157.
- Cooper, W. W., & Tone, K. (1997). Measures of inefficiency in data envelopment analysis and stochastic frontier estimation. *European Journal of Operational Research*, 99(1), 72-88.
- Cooper, W. W., Ruiz, J. L., & Inmaculada S. (2009). Selecting non-zero weights to evaluate effectiveness of basketball players with DEA. *European Journal of Operational Research*, 195(2), 563-574.
- Dai, W. D., Jiang, R., & Li T. X. (2018). Model of measurement on person-job fit of scientist and technologists based on BP neural network. *Journal of Shenyang University of Technology (Social Science Edition)*, 11(2), 160-164.
- Emrouznejad, A., Anouze, A. L., & Thanassoulis, E. (2010). A semi-oriented radial measure for measuring the efficiency of decision-making units with negative data, using DEA. *European Journal of Operational Research*, 200(1), 297-304.
- Funder, D. C., Kolar, D. C., & Blackman, M. C. (1995). Agreement among judges of personality: Interpersonal relationships, similarity, and acquaintance. *Journal of Personality and Social Psychology*, 69, 656-762.
- Gaugler, B. B., Rosenthal, D. B., Thornton, G. C., & Bentson, C. (1987). Meta-analysis of assessment center validity. *Journal of Applied Psychology*, 72(3), 493-511.
- Geers, A. L., Weiland, P. E., Kosbab, K., Landry, S. J., & Helfer, S. G. (2005). Goal Activation, Expectations, and the Placebo Effect. *Journal of Personality & Social Psychology*, 89(2), 143-59.
- Higgins, E. T. (1997). Beyond Pleasure and Pain. *American Psychologist*, 52(12), 1280-1300.
- Higgins, E. T. (2000). Making a Good Decision: Value from Fit. *American Psychologist*, 55(11), 1217-1230.
- Knoblich, G., & Prinz, W. (2001). Recognition of self-generated actions from kinematic displays of drawing. *Journal of Experimental Psychology Human Perception & Performance*, 27(2), 456.
- Kristof, A. L. (1996). Person-Organization Fit: An Integrative Review of Its Conceptualizations, Measurement, and Implications. *Personnel Psychology*, 49(1), 1-49.
- Lee, H., & Parka, Y. (2009). Comparative evaluation of performance of national R&D programs with heterogeneous objectives: A DEA approach. *European Journal of Operational Research*, 196(3), 847-855.
- Li, Y., & Wang, L. L. (2015). Empirical study on selection motivation model of luxury purchasing channel. *Journal of Shenyang University of Technology (Social Science Edition)*, 8(5), 449-457.
- Li, Y., Wang, L. L., & Yuan, F. (2015). Research on propensities of customer personal values. *Journal of Shenyang University of Technology (Social Science Edition)*, 8(3), 248-254.
- Liu, L. G., & Sui X. (2005). The Coupling Analysis for Corporation Performance and Human Resources Strategic Management. *Journal of Liaoning University (Philosophy and Social Sciences)*, 33(4), 108-113.
- Meglino, B. M., & Ravlin, E. C. (1998). Individual Values in Organizations: Concepts, Controversies and Research. *Journal of Management*, 24(3), 351-389.
- Meyer, G. J., Finn, S. E., Eyde, L. D., Kay, G. G., Moreland, K. L., Dies, R. R., Eisman, E. J., Kubiszyn, T. W., & Reed, G. M. (2001). Psychological testing and psychological assessment. A review of evidence and issues. *American Psychologist*, 56(2), 128.
- O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and Organizational Culture: A Profile Comparison Approach to Assessing Person-Organization Fit. *The Academy of Management Journal*, 34(3), 487-516.
- Roy, A., Mackin, P., Wallenius, J., Corner, J., Keith, M., Schymik, G., & Arora, H. (2008). An interactive

- search method based on user preferences. *Decision Analysis*, 5(4), 203-229.
- Spinella, M. (2005). Prefrontal substrates of empathy: psychometric evidence in a community sample. *Biological Psychology*, 70(3), 175-181.
- Thornton Iii, G. C. T., & Gibbons, A. M. (2009). Validity of assessment centers for personnel selection. *Human Resources Management Review*, 19(3), 169-187.
- Verquer, M. L., Beehr, T. A., & Wagner, S. H. (2003). A meta-analysis of relations between person organization fit and work attitudes. *Journal of Vocational Behavior*, 63(3), 473-489.
- Wang, C. H., & Yang, H. G. (2011). Cross-cultural comparison on differences of psychological contract between Chinese and Americans staffs. *Journal of Shenyang University of Technology (Social Science Edition)*, 4(4), 381-384.
- Wang, Q., & Zhu, X. Y. (2015). Thinking of innovation in enterprise human resource management in big data age. *Journal of Shenyang University of Technology (Social Science Edition)*, 8(3), 259.
- Ward, L. M. (2004). Wading Through the Stereotypes: Positive and Negative Associations Between Media Use and Black Adolescents' Conceptions of Self. *Developmental Psychology*, 40(2), 284-294.