Big Five Personality Traits and Organizational Resilience: The Mediating Role of Innovation

Organizational resilience becomes a significant capability for businesses operating in uncertain, volatile, ambiguous and complex environments, especially in businesses exposed to disruptions in supply chain and unpredictable risks. Recent changes such as geopolitical conflicts causes big challenges for global trade and disrupt supply chains. It requires companies to be well-prepared, adaptable, and resilient to sustain productions and satisfy their clients. This study investigates the impact of employees' Big Five personality traits (agreeableness, conscientiousness, extraversion, neuroticism, and openness to experience) on organizational resilience and innovation, and whether innovation has a mediating role between employees' personality traits and resilience. The study takes Mazoon Dairy Company in Oman as a case study, where continuous production, availability of products, and stability of supply chain are strategically significant. A quantitative research design was used by collecting data from 283 employees through a convenience sampling technique. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to examine the proposed relationships. The results show that innovation has a significant, positive impact on organizational resilience. Regarding employees' personality traits, openness to experience has a significant, positive direct impact on resilience, while conscientiousness, agreeableness, extraversion, and neuroticism do not unveil significant direct impacts. Regarding innovation, openness to experience, conscientiousness, and extraversion have a significant impact on innovation, whereas agreeableness and neuroticism do not have. Innovation significantly mediates the impacts of openness to experience and conscientiousness on organizational resilience. This research integrates individual-level resources which is personality traits with an organizational capability which is innovation and reveal that innovation is an important factor through which employees' personality traits can contribute to organizational resilience.

Keywords: *openness to experience, conscientiousness, agreeableness, neuroticism, extraversion, organizational resilience, organizational innovation*

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Introduction

Businesses have recently operated in environments featured by supply-chain uncertainty, disruption, rapid technological change, changing customer expectations and geopolitical tensions (Bednarski et al., 2025). These conditions demand organizations to be resilient which includes recovering after a crisis; having a capacity to anticipate emerging threats, adapting existing routines, responding effectively to disruption, and learning in ways that support future viability (Peart & Reid, 2026; Steen et al., 2024). Duchek (2020) defines resilience as a capability that is characterized by anticipation, coping, and adaptation, while Hillmann and Guenther (2021) assert that organizational resilience has increasingly become a significant construct to explain how organizations sustain survival and develop under disruptions.

The challenge is very critical for food and dairy businesses due to interruptions of operations can impact the production continuity, products availability and products

distribution (Khan et al., 2022). This research focuses on Mazoon Dairy Company in Oman. This company operates in an environment suffering from geopolitical conflicts which causes disruptions in supply chain process due to occasional Strait Hormuz closure that affects continuity of production (Saidi et al., 2026). Therefore, resilience becomes strategic capability which enables Mazoon company to sustain its operations.

Organizational resilience has been explored by many researchers and has been found to be affected greatly by people who interpret changes, generate ideas, solve problems, exchange knowledge (Evenseth et al., 2022), implement new alternatives, and keep trying when established routines are disrupted (Heredia et al., 2022). Lengnick-Hall et al. (2011) argue that human resources with their cognitive capabilities, behavioral and emotional characteristics affect organizational resilience that enable businesses to sustain success.

Big five personality traits provide a framework for classifying personalities of individuals into five broad dimensions namely conscientiousness, agreeableness, extraversion, openness to experience, and neuroticism (Sangwan, 2023; Vanhaltren, 2026). Existing researches have uncovered that employees' personalities are a big predictor of employees' innovative and creative behaviors, but the direction and strength of relationships vary depending on trait and context. For instance, George and Zhou (2001) highlighted the importance of openness to experiences and conscientiousness for enhancing creative behaviors, while recent systematic review indicates that openness to experience, extraversion, and conscientiousness are connected with innovation behaviors (Wang et al., 2025). These researches suggest that personality traits influence what employees do and impact their capabilities and willingness to generate, develop and implement innovative solutions.

Innovation is another critical factor for success of any business because it can transform individual capabilities into organizational asset (Mardikaningsih et al., 2024). Crossan and Apaydin (2010) define organizational innovation as a multidimensional construct including processes and outcomes. In an unstable environment, innovation helps businesses reinvent routines, processes, technologies, and products as a response to instability and disruption (Ma, 2023). Also, Recent researches support a positive relationship between innovation and organizational resilience, highlighting that innovative capabilities can assist businesses adapt to external environmental changes (Garrido-Moreno et al., 2024; Wang et al., 2026). Thus, innovation can act as a mediator between employees' characteristics and organizational resilience.

Although there have been many researches concerning personality traits, innovation and resilience (Nguyen et al., 2023; Zhu et al., 2025; De Haro & Vena, 2025; Nguyen et al., 2023; Lengnick-Hall et al., 2011; Fawzy & Mahrous, 2020; Zaker & Rashtchi, 2025), there is a still research gap regarding innovation as a mediator between employees' personality traits and organizational resilience. Existing literature investigates personality traits in relation to innovation or individual innovative behavior. However, examining the three variables (employees' personality traits, innovation, and organizational resilience) in one model would provide a more integrated explanation of how individual-level variables can enhance organizational-level variables (innovation, resilience).

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Therefore, this research examines the direct effect of big five personality traits on innovation and organizational resilience and the effect of innovation on organizational resilience. It also examines innovation as a mediator between employees' personality traits and organizational resilience based on Mazoon Dairy Company in Oman.

Theoretical Background and Hypotheses

Dynamic capabilities Theory

One of the theories that can be used as a basis to explain this research framework is dynamic capabilities theory which justifies how innovation can relate employees' personality traits to organizational resilience. Teece et al. (1997) define dynamic capabilities in relation to organizational processes that help businesses integrate, build, and reinvent internal and external capabilities in rapid environmental changes. Based on this perspective, organizational resilience depends on the ability to mobilize and exploit resources as conditions change.

Likewise, Duchek (2020) defines organizational resilience as a capability including anticipation, coping, and adaptation. Innovation contributes to each of these stages by enhancing organizations to look for new knowledge, develop ideas, experiment alternatives, and implement tested solutions. The relationship between innovation and organizational resilience which is proposed by this research is consistent with dynamic capabilities theory which interprets innovation as a mechanism which converts employees' traits, knowledge and ideas into adaptive capability.

Employees' personality traits (agreeableness, conscientiousness, extraversion, neuroticism, and openness to experience) impact the behavioral tendencies of employees which contribute to dynamic organizational processes (Askim et al., 2022). Open to new experiences employees are willing to explore novel approaches; conscientious employees are more likely to be persistent in implementing ideas; and extroverted employees contribute through social interaction and communication (Eshete et al., 2025). However, these traits do not necessarily produce resilience. Their effect depends on whether the organization enhances innovation processes which increase organization adaptation capabilities.

Big Five personality traits and Innovation

Prior researches have investigated the relationship between big five personality traits and innovation (Nguyen et al., 2023; Kwang et al., 2002; Zhu et al., 2025; De Haro & Vena, 2025; Nguyen et al., 2023). Among the big five personality traits, openness to experience has the strongest association with exploration and innovative behaviors because it has features of imagination, curiosity, receptiveness to novelty and intellectual exploration (DeYoung, 2015). Scholars have found that employees who are openness to experience is more likely to produce innovative behavior and convey their novel ideas (George & Zhou, 2001; Liu & Sun, 2025; Javed et al., 2020; Ghafar et al., 2022). A systematic review reveals a strong positive relationship between openness to

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experience and innovation (Wang et al., 2025) because open to experience employees question conventional routines, adopt alternative approaches, and explore new alternatives. Thus, the following hypothesis is proposed:

H1: Openness to experience has a significant impact on innovation.

Conscientiousness relates to organization, dependability and persistence. It focusses on achievement (Wilmot & Ones, 2019). Conscientious employees have persistence which is required in developing and implementing innovative alternatives. Existing literature reveals that conscientiousness contributes to innovation (George & Zhou, 2001, Stock et al., 2016; Wang et al., 2016) because employees are more likely to translate ideas into innovative actions. Thus, the following hypothesis is proposed:

H2: Conscientiousness has a significant impact on innovation.

Extroversion includes interpersonal engagement, sociability, and energy (Walker, 2020). When we look at innovation, it depends on knowledge sharing, communication, persuasion, and interaction with others (Abou-Shouk et al., 2022). Extroversion has been found to enhance innovation (Luo et al., 2018; Arun Kumar & Lavanya, 2024; Wang et al., 2025). Extroverted employees have more opportunities to exchange ideas and utilize support for new actions. Thus, the following hypothesis is proposed:

H3: Extroversion has a significant impact on innovation.

Agreeableness is linked with consideration, cooperation, trust, and interpersonal harmony (Şahin et al., 2026). These characteristics facilitate teamwork and knowledge exchange (Hsieh et al., 2011; Zhou & Tang, 2023). However, agreeableness might reduce the tendency to challenge existing ideas and practices and difficult to convince others (Zare & Flinchbaugh, 2019). Thus, the following hypothesis is proposed:

H4: Agreeableness has a significant impact on innovation.

Neuroticism is connected with anxiety, sensitivity to stress, and emotional instability (Widiger & Oltmanns, 2017). Neuroticism might decrease the desire to experiment because experimentation can involve instability and failure. Some researches revealed non-significant relationship between neuroticism and innovation (Zhu et al., 2025); whereas,) some researches revealed negative relationship (Zhou & Tang, 2023; Nguyen et al., 2023) reveal negative relationship. Thus, the following hypothesis is proposed:

H5: Neuroticism has a significant impact on innovation.

Big Five personality traits and organizational resilience

Organizational resilience relies on how businesses identify threats, cope with disruption and instabilities, and adapt after instabilities and disruption (Duchek, 2020).

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Employees contribute greatly to these threats and disruptions through paying attention and anticipation, decision-making, persistence, learning, communication and problem solving and innovation (McCann & Selsky, 2012). Resilience depends on employees' behaviors and competencies as they contribute to organizational capacity to absorb changes (Lengnick-Hall et al., 2011; Fawzy & Mahrous, 2020; Zaker & Rashtchi, 2025). Organizational resilience depends on employees' characteristics, emotions, and traits (Chowdhury et al., 2025; Весоловська & Карковська, 2024).

Openness to experience strengthens organizational resilience because open employees are more successful dealing with changes, having alternative explanations, and proposing unfamiliar solutions (O'Herlihy, 2016). In an unstable business environment, this trait facilitates adaptation rather than conventional routines. Thus, the following hypothesis is proposed:

H6: Openness to experience has a significant impact on organizational resilience.

Conscientiousness trait also leads to organizational resilience through persistent actions, responsible work, and disciplined execution (Stander, 2022). Conscientious employees are reliable and prepared. They have the capability of resource utilization, facilitation, and conservation. They have the capability to learn from mistakes (Meskauskas, 2025). Thus, the following hypothesis is proposed.

H7: Conscientiousness has a significant impact on organizational resilience.

Extroversion supports organizational resilience through their capabilities of communication, interpersonal networks, and quick mobilization of support. Extroverted employees are socially oriented people, so they are more likely to contribute to flexibility and resilience through enjoyment and being away from depression and workload stress (Londero & da Rocha, 2024). Thus, the following hypothesis is proposed:

H8: Extroversion has a significant impact on organizational resilience.

Agreeableness facilitates cooperation and social cohesion during conflicts (Mih & Mih, 2025). It increases group cohesion (Reizer et al., 2023). Khosbayar et al. (2022) argue that agreeableness personality trait facilitates resilience. At the same time, agreeableness employees do not have the capabilities of dealing with constructive challenges and rapid changes (Akande et al., 2025) which resilience requires. Thus, the following hypothesis is proposed:

H9: Agreeableness has a significant impact on organizational resilience.

Neuroticism is connected with greater sensitivity to threats and neuroticized individuals are more stressful and emotional instable (Mei et al., 2023). Khosbayar et al. (2022) argue that neuroticism personality trait does not have a significant relationship with resilience. It reduces confidence in uncertain times. Thus, the following hypothesis is proposed:

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H10: Neuroticism has a significant impact on organizational resilience.

Innovation and organizational resilience

Innovation fosters organizational resilience by helping organizations innovating their products, technologies, processes, and routines as existing processes and procedures become saturated. Crossan and Apaydin (2010) assert that organizational innovation relates to innovating processes and outcomes, which is significant for resilience because adaptive capability relies on generating ideas and implementing them. Recent research likewise reveals that innovation and resilience as mutually relevant to organizational capabilities in unstable environments (Garrido-Moreno et al., 2024). Some researches indicate that innovation can influence organizational resilience positively (Wang et al., 2026, Liu et al., 2024; Saemaldaher & Emeagwali, 2025; Sindakis et al., 2025). Thus, the following hypothesis is proposed:

H11: Innovation has a significant impact on organizational resilience.

Innovation as a mediator

The mediation of innovation is based on the argument that employees' personality traits produce innovative ideas and foster organizational innovation by their inventions, creative approaches and different thoughts. This would provide organizations with flexibility, resilience and adaptability. Existing literature revealed that openness to experience, conscientiousness, and extraversion enhance innovation-related behaviors (De Haro & Vena, 2025; Nguyen et al., 2023), and innovation in turn enhances resilience (Saemaldaher & Emeagwali, 2025; Sindakis et al., 2025). This indicates an indirect connection between employees' personality traits and organizational resilience. Thus, this research proposes that innovation mediates the relationship between employees' personality traits and organizational resilience, so the following mediation hypothesis are proposed:

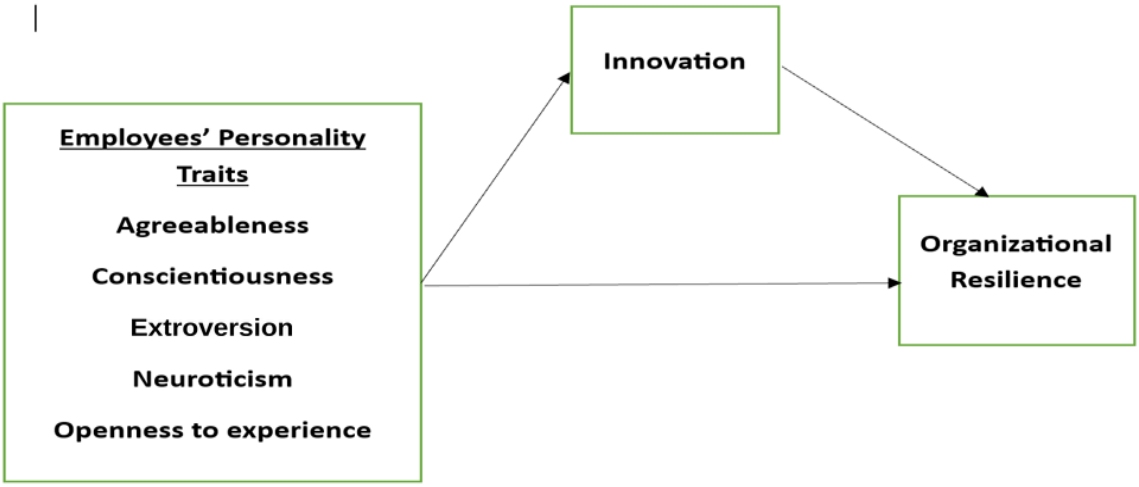
H12: Innovation mediates the relationship between agreeableness and organizational resilience
H13: Innovation mediates the relationship between conscientiousness and organizational resilience
H14: Innovation mediates the relationship between extroversion and organizational resilience
H15: Innovation mediates the relationship between neuroticism and organizational resilience
H16: Innovation mediates the relationship between openness to experience and organizational resilience

Conceptual model

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Figure 1 summarizes the proposed conceptual model which proposes that big five personality traits are antecedents for innovation and organizational resilience, and innovation is also a mediator between big five personality traits and organizational resilience.

Figure 1. *Proposed conceptual model*



Source: authors' own work.

Methodology

Research design and data collection

This research adopted a quantitative research design conducted in Mazoon Dairy Company in Oman. The choice of this dairy company is because of disruptions occur due to geopolitical conflicts in gulf region. Disruptions in supply chain, logistics, and market conditions might affect production and distribution continuity. So organizational resilience is a necessity to overcome those disruptions.

The scale used in this research is adopted from existing literature and modified to meet the research goals. The big five personality test is adopted from Azis et al. (2024). It consists of 13 items measuring five personality traits– agreeableness, conscientiousness, extroversion, openness to experience and emotional stability. Organizational Resilience scale is adopted from Kantur & Say (2015) and it consists of 9 items. Organizational innovation scale was developed by Azeem et al. (2021) and it consists of 4 items. Participants responded to a five-point Likert-scale ranging from 1 (strongly disagree) to 5 (strongly agree). Data were gathered from 283 employees using a convenience sampling approach.

Data Analysis

SPSS is used to prepare data for analysis and Partial Least Squares Structural Equation Modeling (PLS-SEM) is used to examine the measurement and structural

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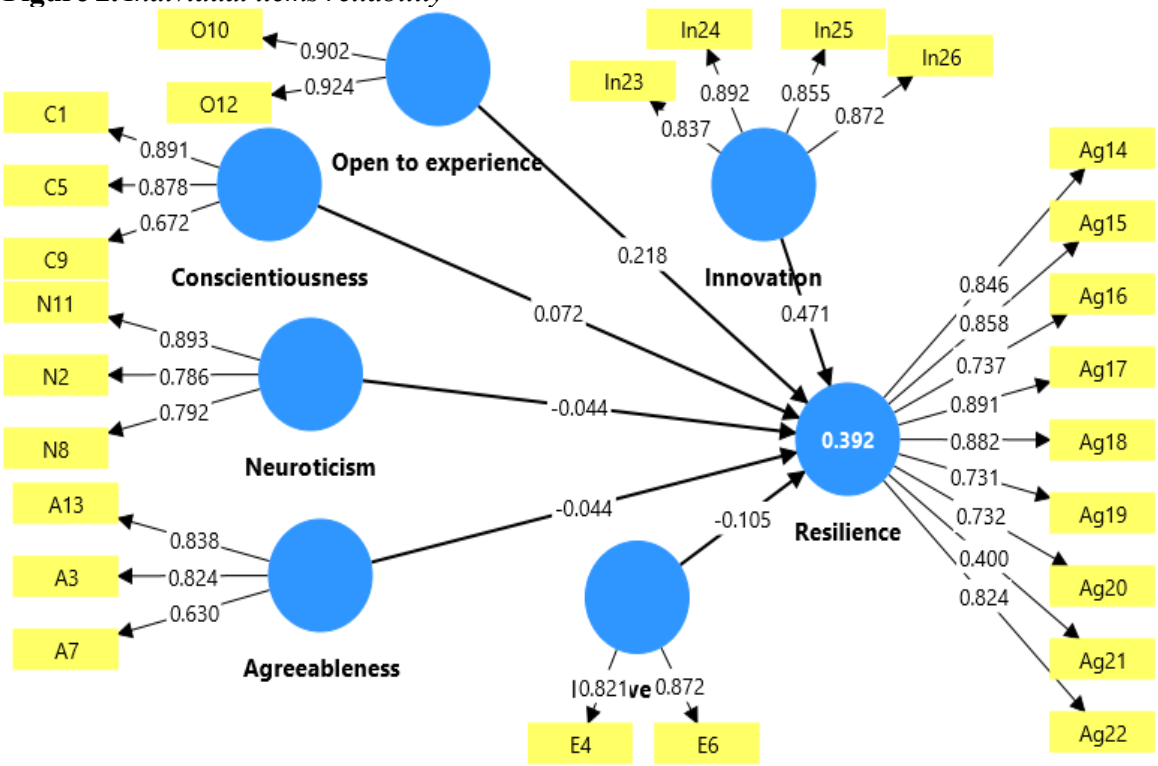
models of this research as it is suitable for examining complex predictive models containing multiple latent constructs and mediation paths (Hair & Alamer, 2022).

Measurement model results

Individual item reliability

Analysis revealed that loadings of all items exceed 0.70 except three items (C9,A7,Ag 21), so they are dropped (Figure 2).

Figure 2. *Individual items reliability*



Convergent validity

Factor loadings, composite reliability and average variance extracted are calculated to examine convergent validity. All loadings of items are greater than 0.70, composite reliability values exceed 0.70 ranging from 0.809 to 0.941, average variance extracted (AVE) of all constructs ranging from 0.589 to 0.834. All values confirm the convergent validity of constructs (Table 1).

Table 1. *Measurement Model - Reflective Construct (authors' own work)*

Construct	Measurement Item	Loadings/ Weight	AVE	CR
Conscientiousness	C1	0.916	0.796	0.886
	C5	0.867		
Neuroticism	N11	0.892	0.681	0.865
	N2	0.786		
	N8	0.794		
Extraversion	E4	0.826	0.718	0.836
	E6	0.868		
Openness to experience	O10	0.902	0.834	0.909
	O12	0.924		
Agreeableness	A13	0.878	0.589	0.809
	A3	0.869		
Innovation	In23	0.838	0.747	0.922
	In24	0.892		
	In25	0.855		
	In26	0.871		
Organizational Resiliency	Ag14	0.848	0.666	0.941
	Ag15	0.863		
	Ag16	0.741		
	Ag17	0.888		
	Ag18	0.885		
	Ag19	0.730		
	Ag20	0.734		
	Ag22	0.822		

Construct validity

Construct Validity is confirmed through computing cross loadings. The result uncovers that items measuring a particular construct loaded highly on that construct and loaded lower on the other constructs (Table 2).

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Table 2. *Construct validity (authors' own work)*

	Agreeableness	Conscientiousness	Extraversion	Innovation	Neuroticism	Open to experience	Resilience
A13	0.878	0.372	0.495	0.277	-0.540	0.445	0.238
A3	0.869	0.526	0.615	0.410	-0.669	0.466	0.230
Ag14	0.248	0.351	0.293	0.566	-0.370	0.429	0.848
Ag15	0.245	0.406	0.298	0.485	-0.412	0.496	0.863
Ag16	0.149	0.280	0.261	0.384	-0.230	0.313	0.741
Ag17	0.202	0.266	0.227	0.550	-0.364	0.444	0.888
Ag18	0.194	0.343	0.259	0.514	-0.417	0.458	0.885
Ag19	0.233	0.395	0.260	0.589	-0.392	0.432	0.730
Ag20	0.185	0.214	0.282	0.309	-0.269	0.299	0.734
Ag22	0.284	0.317	0.292	0.406	-0.334	0.357	0.822
C1	0.414	0.916	0.496	0.546	-0.596	0.479	0.395
C5	0.514	0.867	0.555	0.384	-0.698	0.473	0.317
E4	0.591	0.443	0.826	0.466	-0.647	0.476	0.261
E6	0.491	0.542	0.868	0.435	-0.655	0.510	0.296
In23	0.365	0.408	0.481	0.838	-0.481	0.443	0.525
In24	0.280	0.422	0.430	0.892	-0.541	0.599	0.583
In25	0.357	0.526	0.450	0.855	-0.540	0.575	0.515
In26	0.365	0.485	0.478	0.871	-0.551	0.572	0.434
N11	-0.506	-0.582	-0.691	-0.631	0.892	-0.693	-0.480
N2	-0.563	-0.660	-0.571	-0.408	0.786	-0.503	-0.274
N8	-0.735	-0.573	-0.633	-0.397	0.794	-0.584	-0.252
O10	0.502	0.431	0.510	0.574	-0.636	0.902	0.433
O12	0.454	0.536	0.552	0.583	-0.698	0.924	0.489

Discriminant validity

The average variance extracted for each construct is greater than correlations squares between the construct and all other constructs which confirms a good score of discriminant validity (Table 3).

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Table 3. *Discriminant validity (authors' own work)*

	Agreeableness	Conscientiousness	Extraversion	Innovation	Neuroticism	Open to experience	Resilience
Agreeableness	0.873						
Conscientiousness	0.513	0.892					
Extraversion	0.634	0.584	0.847				
Innovation	0.392	0.530	0.530	0.864			
Neuroticism	-0.690	-0.717	-0.768	-0.610	0.825		
Open to experience	0.521	0.532	0.582	0.633	-0.732	0.913	
Resilience	0.268	0.403	0.330	0.601	-0.437	0.506	0.816

Structural Model Results

Structural analysis evaluates the direct effects of the five personality traits on innovation and resilience, the effect of innovation on resilience, and the specific indirect effects of each personality trait on organizational resilience through innovation.

Direct effects

The analysis shows that the strongest predictor of innovation is openness to experience ($\beta = 0.405$, $t = 5.750$, $p < 0.001$), followed by conscientiousness ($\beta = 0.195$, $t = 3.158$, $p = 0.002$), and then extraversion ($\beta = 0.150$, $t = 2.058$, $p = 0.040$). Whereas, agreeableness ($\beta = -0.094$, $p = 0.219$) and neuroticism ($\beta = -0.124$, $p = 0.189$) do not have a significant impact on innovation (table. IV).

Regarding organizational resilience, innovation has the strongest impact on organizational resilience ($\beta = 0.452$, $t = 6.548$, $p < 0.001$). followed by Openness to experience ($\beta = 0.222$, $t = 2.615$, $p = 0.009$). In contrast, the direct effects of conscientiousness ($\beta = 0.103$, $p = 0.283$), agreeableness ($\beta = -0.042$, $p = 0.530$), extroversion ($\beta = -0.089$, $p = 0.262$), and neuroticism ($\beta = -0.020$, $p = 0.874$) are not statistically significant (table 4).

Table 4. *Direct effects*

Path	β (O)	STDEV	t	p	Decision
Agreeableness → Innovation	-0.094	0.077	1.229	0.219	Not significant
Agreeableness → organizational Resilience	-0.042	0.067	0.628	0.530	Not significant
Conscientiousness → Innovation	0.195	0.062	3.158	0.002	Significant
Conscientiousness → organizational Resilience	0.103	0.096	1.075	0.283	Not significant

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Extroversion → Innovation	0.150	0.073	2.058	0.040	Significant
Extroversion → organizational Resilience	-0.089	0.080	1.122	0.262	Not significant
Innovation → organizational Resilience	0.452	0.069	6.548	0.000	Significant
Neuroticism → Innovation	-0.124	0.094	1.315	0.189	Not significant
Neuroticism → organizational Resilience	-0.020	0.127	0.158	0.874	Not significant
Openness to experience → Innovation	0.405	0.070	5.750	0.000	Significant
Openness to experience → organizational Resilience	0.222	0.085	2.615	0.009	Significant

Source: authors' own work.

Mediation analysis

The results of mediation indicate that innovation plays a significant role in mediating relationship between two personality traits (conscientiousness and openness to experience) and organizational resilience. The indirect impact of openness to experience on resilience through innovation is positive, significant, and the highest ($\beta = 0.183$, $t = 4.108$, $p < 0.001$). The indirect impact of conscientiousness is positive and significant ($\beta = 0.088$, $t = 2.903$, $p = 0.004$).

The indirect effect for extroversion is positive but not significant ($\beta = 0.068$, $p = 0.056$). For agreeableness ($\beta = -0.043$, $p = 0.236$) and neuroticism ($\beta = -0.056$, $p = 0.197$) are not significant also. This indicates that the mediating role of innovation is contingent to the type of personality trait.

Table 5. *Indirect impact of personality traits on organizational resilience through innovation*

Indirect path	β (O)	STDEV	t	p	Decision
Agreeableness → Innovation → organizational Resilience	-0.043	0.036	1.186	0.236	Not significant
Conscientiousness → Innovation → organizational Resilience	0.088	0.030	2.903	0.004	Significant
Extraversion → Innovation → organizational Resilience	0.068	0.035	1.910	0.056	Not significant at 0.05
Neuroticism → Innovation →	-0.056	0.043	1.291	0.197	Not significant

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organizational Resilience					
Openness → Innovation → organizational Resilience	0.183	0.045	4.108	<0.001	Significant

Source: authors' own work.

Table 6. *Summary of hypothesis results*

Hypothesis	Relationship	Result
H1	Openness to experience → Innovation	Supported
H2	Conscientiousness → Innovation	Supported
H3	Extroversion → Innovation	Supported
H4	Agreeableness → Innovation	Not supported
H5	Neuroticism → Innovation	Not supported
H6	Openness to experience → organizational Resilience	Supported
H7	Conscientiousness → organizational Resilience	Not supported
H8	Extraversion → organizational Resilience	Not supported
H9	Agreeableness → organizational Resilience	Not supported
H10	Neuroticism → organizational Resilience	Not supported
H11	Innovation → organizational Resilience	Supported
H12	Agreeableness → Innovation → organizational Resilience	Not supported
H13	Conscientiousness → Innovation → organizational Resilience	Supported
H14	Extroversion → Innovation → organizational Resilience	Not supported
H15	Neuroticism → Innovation → organizational Resilience	Not supported
H16	Openness to experience → Innovation → organizational Resilience	Supported

Source: authors' own work.

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Discussion

Regarding employees' personality traits and innovation, the results demonstrated different impacts among employees' personality traits. Openness to experience has been found to be the strongest significant predictor of innovation. This occurs due to the role of openness to experience in exploration, innovative behavior and novelty seeking. This result is consistent with George and Zhou (2001) study that revealed openness to experience is particularly connected to innovative behaviors. Conscientiousness impacts innovation positively too. This finding reveals that innovation depends on disciplined efforts and persistence. Innovation demands

individuals to go beyond generating ideas toward implementation of ideas. The positive impact of conscientiousness complements the strong impact of openness to experience which facilitates exploration and conscientiousness helps in implementation.

Extroversion has a smaller but not significant impact on innovation. Employees' energy and communication support exchanging and mobilizing of ideas. Innovation involves discussing ideas, persuading others, getting feedback, and coordinating implementation of ideas. The result is consistent with Wang et al. (2025) research which shows a positive connection between extroversion and innovation behaviors.

Agreeableness and neuroticism do not have a significant impact on innovation. This is because agreeableness facilitates cooperation, but cooperation does not enhance experimentation and challenge existing ideas. Likewise, neuroticism enhances anxiety and stress which suppress inventive capabilities.

Regarding employees' Personality traits and organizational resilience, openness to experience has a significant direct effect on organizational resilience. This result is justified by that resilience enables organizations to adapt to unexpected disruptions and openness to experience is linked with receptiveness to new ideas and alternative solutions. Employees who are considering unfamiliar solutions contribute to organizational capability of adaptation when usual routines are disrupted.

The non-significant impacts of conscientiousness and extroversion on organizational resilience does not mean that these personality traits are not related to organizational resilience but the contribution might be indirect which is supported by this research results. Employees' traits of agreeableness and neuroticism reveal non-significant direct impact on resilience. This supports the notion that organizational resilience is not an outcome of interpersonal or emotional characteristics. But more relevant with experiences and exerting efforts.

Regarding the role of innovation in enhancing organizational resilience, the result strongly supports the relationship. This is because innovation enables businesses to adapt to changes in external environment and consequently adapt products, processes, and routines accordingly. This requires innovation and resilience at the same time. This result is aligned with existing (Garrido-Moreno et al., 2024; Wang et al., 2026).

The findings of mediation clarify that innovation mediates only the relationship between employees' personality traits namely (openness to experience, conscientiousness) and organizational resilience. This indicates that employees' personality trait matters when it generates actions and capabilities that are related to adaptive organizational processes.

Theoretical And Managerial Implications

This research contributes to organizational resilience field by incorporating employees' personality traits into a model along with innovation. Organizational resilience research has often investigated at organizational-level resources and capabilities, or individual-level resources, but this research produce integrated model. It also provides empirical evidence for innovation as a mechanism linking selected individual characteristics with organizational resilience. It also extends dynamic capabilities theory to interpret the model by indicating that innovation is not merely an

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outcome of organizational capabilities but also operates as a mechanism through which employees' characteristics can make difference at the workplace.

For managers, the results have recommended that for building resilience in organizations, managers pay attention to the human characteristics and traits which support innovation. Managers are required to consider individuals' personalities traits in their practices (e.g. recruitment, selection, performance appraisal, benefits) as they make a big difference in facilitating organizational goals. Further, managers are required to adopt work systems that facilitate openness to experience and encourage employees to share their novel ideas. In order for organizations to navigate disruptions, they are advised to focus on their employees' characteristics that reinforce innovation and leads to deal effectively with disruptions.

Limitations and Future Research

This research has some limitations which includes using convenience samples. Consequently, the results cannot be generalized to all dairy companies in Oman or other regions. Alternatively, it is recommended that future research can be carried out in different organizations to extend validity.

Also adapting cross-sectional design might limit strong causal interpretation, so future research could use longitudinal design or using different samples for different variables.

Further, future researches might extend this model to include moderators like leadership, psychological safety, organizational climate, or organizational learning which play a role in facilitating organizational resilience and innovation.

Conclusion

This study investigates the impact of big five personality on innovation and organizational resilience and mediating role of innovation between personality traits and resilience in Mazoon Dairy Company in Oman. By using a quantitative approach design, the results revealed that organizational resilience and innovation are affected differently by employees' personality traits. Openness to experience is the most trait that significantly predicts innovation and resilience. It also has indirect significant impact through innovation. Conscientiousness and extraversion positively impact innovation, but only conscientiousness impacts resilience indirectly through innovation. Agreeableness and neuroticism do not reveal significant associations with innovation and resilience. Most importantly, innovation shows a positive significant impact on organizational resilience. This result supports the argument that organizational resilience is fostered when businesses are able to generate and implement new alternatives to changing environment. Based on these findings, managerial implications are formulated.

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