

# EVALUATING PERSONALITY MODELS IN EMPLOYEE RECRUITMENT AND PLACEMENT: A SYSTEMATIC REVIEW OF WESTERN AND EASTERN APPROACHES

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## Abstract

This study presents a Systematic Literature Review (SLR) evaluating personality models used in employee recruitment and placement from both Western and Eastern perspectives. Drawing upon a fixed corpus of 30 peer-reviewed studies published between 2020 and 2025, the review compares the predictive validity, fairness, and cultural adaptability of the Big Five model, BaZi (Four Pillars of Destiny), and Wu Xing (Five Elements) frameworks. The findings reaffirm the Big Five's empirical robustness, particularly the role of Conscientiousness as a consistent predictor of performance and reliability, while also acknowledging that its constructs—developed in individualistic contexts—may require recalibration in collectivist cultures. Eastern paradigms such as BaZi and Wu Xing, although conceptually rich and culturally resonant, remain underexplored empirically and therefore require operationalization into measurable behavioral indicators. Bridging frameworks such as the Two-Polarities and Cross-Cultural Big Two models demonstrate potential for integration, and they form the basis of a proposed “Spine-and-Context” model that combines predictive precision with cultural sensitivity and explicit ethical governance. The review concludes that future research should employ qualitative and mixed-method approaches in order to map conceptual correspondences, validate behavioral indicators, and evaluate fairness perceptions in cross-cultural HR assessments. Overall, the synthesis contributes both theoretical and practical insights toward the development of a scientifically grounded, culturally attuned approach to modern personnel selection.

**Keywords:** *Personality models, Big Five, BaZi, recruitment, employee placement, HRM*

## 1. Introduction

Recruitment and employee placement sit at the intersection of two imperatives: predictive accuracy and procedural fairness. Organizations need assessment tools that not only predict performance reliably but are also scientifically and ethically defensible. Over the past decades, the Big Five has emerged as one of the most established approaches in industrial and organizational psychology, owing to its consistent predictive power across work contexts (Lievens et al., 2021; Zell & Lesick, 2022; Kang et al., 2023).

However, the continuing forces of globalization, workforce diversity, and data transformation raise a critical question: can a tool rooted in Western psychology remain universally valid in Eastern cultural settings? Or does it require an integrative approach that bridges local wisdom and cultural constructs such as BaZi and Wu Xing (the Five Elements)

with modern psychometric frameworks (Fan et al., 2021; Zhang, 2025; Bao, 2020; Montag et al., 2022)?

At the same time, the labor market often favors non-scientific or semi-scientific typologies that are popular in HR practice because of their perceived simplicity and practicality, even though their validity remains a matter of debate (Wang, 2023; Andersson et al., 2021). Recent research also cautions against social bias and stereotyping, including astrological stereotypes, which can subtly influence recruitment and promotion decisions if not rigorously controlled (Lu et al., 2020; Soto & Jackson, 2020).

In this context, a systematic review that maps the strengths, limitations, and integrative potential of Western and Eastern approaches has become increasingly important. Such a review not only fills an academic gap in cross-cultural personality research but also provides evidence-based guidance for HR practitioners who seek fairer and more context-sensitive tools for selection and placement (Schröder et al., 2021; Lievens et al., 2021). Therefore, this study systematically evaluates personality assessment models, focusing on Western frameworks (particularly the Big Five) and Eastern paradigms (BaZi and Wu Xing), in order to explore how each contributes to predicting work performance, aligning cultural values, and supporting ethical decision-making in personnel selection and placement.

## **2. Literature Review**

### **2.1 Western Personality Models in Recruitment and Selection: The Big Five and Psychometric Foundations**

In the field of organizational psychology, the Big Five Personality Model (OCEAN) has long been regarded as the cornerstone of personality assessment for employee selection and placement. It describes human personality along five dimensions: Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism. Each dimension provides unique predictive value for work performance, job satisfaction, and adaptability.

Across decades of research, the Big Five has shown robust predictive validity, particularly for Conscientiousness, which consistently correlates with job performance across industries (Lievens et al., 2021). Other dimensions, such as Agreeableness and Extraversion, often align with teamwork and leadership effectiveness, while Openness predicts creativity and learning adaptability (Zell & Lesick, 2022; Kang et al., 2023).

Modern recruitment practices now rely on standardized tools such as the Big Five Inventory (BFI-2) and the NEO-PI-R, which have undergone extensive cross-cultural adaptation and validation (Zhang et al., 2021; Meng et al., 2021). Recent developments also emphasize the concepts of person to job fit and person to organization fit, recognizing that the effectiveness of personality assessment depends not only on trait scores but also on their alignment with job requirements and organizational contexts (Congard et al., 2022; Angelini, 2023).

However, emerging studies also remind practitioners that psychometric instruments are not immune to misuse. Oversimplified personality tests or unvalidated online tools may lead to selection bias or unfair exclusion. These risks highlight the importance of strong ethical governance for assessment practice (Schröder et al., 2021).

### **2.2 Eastern Perspectives: BaZi, Wu Xing, and the Cultural Dimensions of Personality**

In contrast, Eastern traditions offer a rich tapestry of symbolic systems and philosophical frameworks that have long been used to interpret individual tendencies and behavioral patterns. One of the most notable is BaZi (Four Pillars of Destiny), which is deeply rooted in Chinese metaphysics and conceptualizes personality through interactions among the Wu Xing (Five Elements): Wood, Fire, Earth, Metal, and Water. Each element represents specific temperamental tendencies and relational dynamics within human character (Zhang, 2025; Bao, 2020).

Although these systems were historically metaphysical rather than empirical, modern scholars have begun exploring how BaZi and Wu Xing traits might parallel certain psychological constructs. For example, the Wood and Fire elements often reflect creativity and energy, aligning loosely with Openness and Extraversion, whereas Metal and Earth may signify order and stability, which are conceptually akin to Conscientiousness (Fan et al., 2021).

The two-polarities model proposed by Fan et al. (2021) and the Cross-Cultural Big Two framework (Thalmayer et al., 2024) represent efforts to bridge Western and Eastern paradigms. Both suggest that human personality can be viewed through dual axes of self-versus social orientation and stability versus plasticity, each compatible with scientific measurement as well as cultural wisdom.

Nonetheless, Eastern models face a key challenge: operationalization. For BaZi and Wu Xing to be integrated into modern HR assessment, their conceptual insights must be translated into measurable behavioral indicators, namely, indicators that can meet scientific standards of reliability, validity, and fairness (Shahannaz, 2025).

### **2.3 Western vs. Eastern Approaches: Predictive Validity, Fairness, and Bias**

Comparing the two traditions reveals a fundamental difference in emphasis. Western models prioritize empirical measurement and statistical prediction, whereas Eastern systems emphasize contextual harmony and relational balance. The question, therefore, is not which approach is superior but how the two can complement one another.

In Western contexts, the Big Five offers a strong empirical foundation for predicting performance and reducing subjectivity in hiring decisions. However, because its constructs were developed primarily within individualistic cultures, they may require cultural recalibration when applied in collectivist societies (Zhang, 2025).

By contrast, Eastern models embody holistic and relational insights that can enrich understandings of work compatibility and team harmony. Yet, without rigorous empirical validation, their predictive utility remains limited. Consequently, integration through cultural translation and psychometric testing becomes essential.

In addition, the literature on bias and stereotypes cautions that both systems can inadvertently reproduce cultural or social discrimination if used uncritically. Studies indicate that astrological or personality stereotypes may unconsciously affect hiring judgments (Lu et al., 2020; Soto & Jackson, 2020). Therefore, fairness in assessment requires evidence-based practice, bias control, and cultural sensitivity.

### **2.4 Western vs. Eastern Approaches: Predictive Validity, Fairness, and Bias**

High-quality personality assessment depends on measurement precision. Cross-cultural adaptations of tools such as the BFI-2 and NEO-PI-R in China and Southeast Asia show that

even validated Western models require careful language and cultural calibration (Zhang et al., 2021; Meng et al., 2021).

These studies underscore the need for measurement equivalence so that the same personality construct is interpreted consistently across cultural groups. Furthermore, in applied settings, for example in medical education (Peters et al., 2024) and university recruitment (Wenzheng & bin MD Zadli, 2025), Big Five dimensions correlate not only with performance but also with professionalism, empathy, and mental well-being.

From a methodological standpoint, scholars advocate multi-method assessment that combines psychometrics with behavioral data and work simulations (Schröder et al., 2021). This approach increases ecological validity and mitigates the weaknesses of self-report measures.

## **2.5 Personality, Job Performance, and Burnout**

A consistent finding across the literature is that personality matters: it matters not only for who gets hired but also for who thrives. The Big Five traits show robust relationships with job performance, engagement, and well-being (Zell & Lesick, 2022; Kang et al., 2023).

High Conscientiousness predicts achievement and dependability, whereas high Neuroticism often signals vulnerability to stress and emotional exhaustion (Angelini, 2023; Liu et al., 2022).

Recent studies extend this insight to burnout prevention, suggesting that understanding an employee's personality profile can support better person–job matching and reduce long-term strain (Alkharani et al., 2024). Moreover, decision-making styles interact with personality traits and influence career decision difficulties and adjustment (Aydemir & Bayram, 2025).

At the team level, compositional diversity in personality (for example, heterogeneity versus homogeneity) affects collaboration quality and innovation outcomes (Stackhouse et al., 2024). Taken together, the literature advocates a multi-layered assessment strategy that combines validated personality inventories, fit analysis, and ongoing well-being monitoring.

## **2.6 The Status of MBTI and Other Popular Typologies**

Although instruments such as the MBTI remain popular for corporate training and team-building, the empirical literature questions their reliability and predictive validity for recruitment (Wang, 2023; Andersson et al., 2021). These tools can facilitate self-awareness and interpersonal communication; however, they lack the psychometric rigor required for high-stakes personnel decisions. Therefore, the MBTI and similar typologies should be treated as developmental aids rather than selection criteria.

## **2.7 Toward an Integrative East–West Framework**

The convergence of Eastern and Western views presents a promising direction. An integrative model would not discard one tradition in favor of another, rather, it would combine their strengths:

1. The empirical precision of the Big Five as the predictive backbone, and
2. The cultural insight and value orientation of BaZi and Wu Xing as contextual layers.

Such integration requires three key steps:

1. Conceptual mapping  
Align BaZi and Wu Xing dimensions with modern trait frameworks through bridging models such as the two-polarities or the Big Two (Fan et al., 2021; Thalmayer et al., 2024).
2. Operationalization  
Develop measurable behavioral indicators to ensure reliability and criterion validity.
3. Ethical governance  
Establish bias control, informed consent, and fairness audits to maintain integrity in HR decision-making (Schröder et al., 2021; Lievens et al., 2021).

In summary, Western evidence validates the Big Five as a robust and predictive model for recruitment and placement, while Eastern systems offer contextual wisdom that enriches cultural understanding. The potential lies in building an integrative, culturally sensitive, and scientifically grounded framework for modern human resource management.

### **3. Material and Method**

#### **3.1 Study Design**

This section outlines the process of conducting the Systematic Literature Review (SLR) to evaluate personality models used in employee recruitment and placement. The review compares Western frameworks (primarily the Big Five) with Eastern paradigms (BaZi, Wu Xing, and bridging models). Three key guiding questions were addressed in the review:

1. Predictive Validity: To what extent do Big Five-based assessments predict selection and placement outcomes, such as performance, fit, readiness, and well-being, across different cultural contexts (Lievens et al., 2021; Zell & Lesick, 2022; Angelini, 2023; Alkharani et al., 2024)?
2. Eastern Approaches: How are BaZi and Wu Xing, as well as related Eastern models, conceptualized and evaluated in employment contexts (Zhang, 2025; Bao, 2020)?
3. Integration: What opportunities exist for integrating East–West approaches that remain evidence-based, culturally sensitive, and ethically governed (Fan et al., 2021; Shahannaz, 2025; Thalmayer et al., 2024; Schröder et al., 2021)?

The study focuses on Western and Eastern frameworks, evaluating their effectiveness and cultural applicability in modern HR practices. This comprehensive review provides an understanding of the strengths and limitations of these models in predicting work-related outcomes and highlights the potential for integration across cultures.

#### **3.2 Data Analysis**

After selecting the articles for the Systematic Literature Review, the next step was to compile and synthesize the data gathered from the 30 relevant studies included in the corpus. The studies ranged from 2020 to 2025, covering Western and Eastern frameworks, as well as cross-cultural perspectives.

For the analysis, a quantitative synthesis was performed using vote-counting to identify directionality and significance patterns of findings across studies. Additionally, effect harmonization was conducted, aligning the effects conceptually with performance, fit, and

burnout outcomes. This allowed for a clearer understanding of how personality traits (especially those from the Big Five) correlate with job performance and other key workplace outcomes.

A qualitative thematic synthesis was also performed, focusing on key themes across the studies:

1. Big Five related to performance, fit, and fairness (Lievens et al., 2021; Zell & Lesick, 2022; Congard et al., 2022),
2. Burnout pathways linked to personality profiles and placement (Angelini, 2023; Liu et al., 2022; Alkharani et al., 2024),
3. Assessment enhancement in selection through multi-method, contextualized measures (Schröder et al., 2021),
4. Eastern constructs and bridging models (Fan et al., 2021; Thalmayer et al., 2024; Zhang, 2025; Bao, 2020).

Additionally, priority-weighted interpretation was utilized to balance breadth and depth, giving special focus to six key studies, which served as anchor points for the discussion:

1. Selection and Psychometrics: Lievens et al. (2021); Schröder et al. (2021)
2. Eastern Integration: Zhang (2025); Fan et al. (2021); Shahannaz (2025)
3. Career Decision Dynamics: Aydemir & Bayram (2025)

This comprehensive analysis highlighted the complementary strengths of Western and Eastern models in assessing personality traits and their application in personnel selection, while also pointing out the challenges in integrating the two approaches in a culturally sensitive and ethically sound way.

## **4. Result**

### **4.1 Descriptive Overview of the Corpus**

The systematic literature review (SLR) of 30 studies conducted between 2020 and 2025 reveals two dominant patterns. Firstly, the Big Five continues to be the core model for personality-based assessment in recruitment and placement, with Conscientiousness consistently showing strong predictive links to performance and reliability across various contexts (Lievens et al., 2021; Zell & Lesick, 2022; Kang et al., 2023). Secondly, Eastern frameworks, notably BaZi and Wu Xing, provide culturally rooted interpretations that emphasize relational harmony and the balance of energy dynamics. However, these frameworks require operationalization and empirical validation before they can be used in high-stakes HR decisions (Zhang, 2025; Bao, 2020; Shahannaz, 2025).

The corpus also highlights the growing interest in hybrid or integrative models, such as the Two-Polarities model (Fan et al., 2021) and the Cross-Cultural Big Two framework (Thalmayer et al., 2024), which aim to bridge the divide between Western and Eastern paradigms. This indicates that the future of personality assessment may involve combining Western empirical precision with Eastern cultural insights for a more comprehensive understanding of individual and organizational dynamics.

## 4.2 Quantitative Patterns

### 4.2.1 Co-occurrence Analysis

Across the corpus, we found that:

1. Big Five × Performance consistently shows a dominant association, with a median correlation ( $r$ ) of approximately 0.20 to 0.35, confirming the strong predictive link between personality traits and job performance.
2. Big Five × Selection/Placement was frequently mentioned in applied psychology and HR journals (Lievens et al., 2021; Febriansah, Firdaus, & Junaedi, 2022), emphasizing its role in selecting and placing candidates.
3. Big Five × Burnout emerged in a smaller subset of studies (Angelini, 2023; Alkharani et al., 2024; Liu et al., 2022), demonstrating that personality traits, particularly Neuroticism, are related to burnout risk.

### 4.2.2 Statistical Indicators

Most studies report medium effect sizes, reinforcing the idea that personality traits do contribute to performance prediction, although they are not the sole determinants. The quantitative results across studies revealed:

1. Conscientiousness showed positive correlations ( $r \approx .25-.40$ ) with both job and academic performance.
2. Neuroticism was negatively correlated with satisfaction and well-being ( $r \approx -.20$  to  $-.35$ ).
3. Agreeableness and Extraversion varied by context and often predicted teamwork and leadership effectiveness.

### 4.2.3 Cultural Moderation Effects

Several studies, including Meng et al. (2021) and Zhang et al. (2021), found that cultural context moderated the relationships between personality traits and performance outcomes. For example, the same Big Five dimensions behaved differently in collectivist settings, with stronger social conformity and less emphasis on individual differentiation. These findings suggest that measurement invariance should be tested when applying Western personality tools in Eastern contexts.

## 4.3 Qualitative Themes

### Theme 1: Predictive Validity and Fairness of the Big Five

The Big Five remains the empirical backbone of selection science. Studies consistently identified Conscientiousness as the most universal predictor of effective performance (Lievens et al., 2021; Zell & Lesick, 2022). However, fairness concerns persist when instruments are translated or used without local validation. HR scholars emphasize that psychometric tools must evolve toward evidence-based fairness, not only predictive accuracy (Schröder et al., 2021).

### Theme 2: Personality and Burnout

Three studies explicitly connect personality profiles with burnout risk. Angelini (2023) and Liu et al. (2022) found that individuals high in Neuroticism are more vulnerable to stress, whereas those high in Conscientiousness show greater resilience. Alkharani et al. (2024)

highlight that person-job misfit amplifies burnout, which underscores the need to link assessment results with placement and workload design.

### **Theme 3: Advancing Personality Assessment in Recruitment**

Schröder et al. (2021) argue for enhanced personality assessment that integrates psychometrics with behavioral simulations, situational judgment tests, and digital assessments. This shift reflects a new generation of contextualized selection tools that extend beyond static self-reports.

### **Theme 4: Eastern Constructs and Cross-Cultural Integration**

Zhang (2025) and Bao (2020) revisit the historical roots of BaZi and Wu Xing, reframing them as proto-personality frameworks that emphasize relational harmony and elemental balance. Fan et al. (2021) and Thalmayer et al. (2024) extend this discussion by proposing the two-polarities and Big Two models, which are dual-axis frameworks that simplify cross-cultural comparisons. These offer a potential conceptual bridge between empirical psychometrics and Eastern humanism.

### **Theme 5: Popular Yet Problematic Instruments (for example, MBTI)**

Several studies note ongoing corporate reliance on MBTI and similar typologies despite weak psychometric backing (Wang, 2023; Andersson et al., 2021). These tools persist because of perceived simplicity but should be reserved for team development, not selection, given their limited reliability.

### **Theme 6: Bias and Stereotyping**

A recurrent warning involves astrological or cultural stereotyping in personnel judgment. Soto & Jackson (2020) as well as Lu et al. (2020) document how subconscious stereotypes, such as associating zodiac types with competence, can distort decision-making. This strengthens the call for anti-bias safeguards and training within HR processes.

## **4.4 Comparative Evidence Map: Western vs. Eastern Approaches**

<b>Dimension</b>	<b>Western (Big Five, Psychometric)</b>	<b>Eastern (BaZi, Wu Xing)</b>
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Core Philosophy	Empirical, trait-based, individualistic	Symbolic, relational, holistic
Measurement Basis	Quantitative, standardized scales	Qualitative, pattern interpretation
Predictive Validity	High (Conscientiousness–Performance link)	Low–Moderate (limited empirical testing)
Cultural Adaptability	Requires local validation (Zhang et al., 2021)	Intrinsically culture-specific
Fairness & Bias	Governed by psychometric standards (Schröder et al., 2021)	Potentially biased without operational controls
Value Contribution	Predictive precision	Contextual meaning, relational insight
Integration Opportunity	Use as empirical backbone	Use as cultural “context layer”

The comparative mapping shows complementarity rather than competition. The Big Five provides the scientific spine for prediction, while BaZi/Wu Xing can enrich contextual interpretation if converted into measurable behavioral indicators.

#### 4.5 Synthesis Summary

##### 1. Empirical Core

The Big Five remains the strongest predictor of job performance and professional outcomes.

##### 2. Emerging Cultural Layer

BaZi and Wu Xing contribute narrative depth and cultural sensitivity, though their empirical basis remains limited.

##### 3. Bridging Potential

Frameworks like *two-polarities* and *Cross-Cultural Big Two* offer pathways for integration.

##### 4. Ethical Imperative

Fairness and bias management are as crucial as predictive validity in modern selection.

In short, the corpus collectively supports an evolving HR paradigm that blends scientific rigor (West) and cultural resonance (East).

## 5. Discussion

### 5.1 Key Findings

The 30 studies reviewed reveal two central findings regarding the use of personality models in employee recruitment and placement:

### 1. Big Five as the Empirical Backbone

The Big Five remains a robust and consistent predictor of performance, adjustment, and reliability, particularly Conscientiousness, across various contexts (Lievens et al., 2021; Zell & Lesick, 2022; Kang et al., 2023).

### 2. Eastern Systems Provide Cultural Insight

BaZi and Wu Xing offer culturally grounded insights and relational nuances that contribute to understanding individual tendencies and workplace dynamics. However, they require operationalization before they can be effectively integrated into high-stakes HR decisions (Zhang, 2025; Bao, 2020).

The discussion then moves to the integration of these frameworks, highlighting the potential of bridging models like the Two-Polarities model (Fan et al., 2021) and Cross-Cultural Big Two (Thalmayer et al., 2024), which offer a common axis between Eastern and Western perspectives.

## 5.2 Addressing the Gap: Integration of Western and Eastern Models

While Big Five models have been validated empirically, the integration of Eastern models such as BaZi and Wu Xing into modern HR practices presents a challenge. The core issue is not whether integration is necessary, but how to effectively combine the predictive power of Western models with the cultural context and relational insights offered by Eastern paradigms (Schröder et al., 2021). This challenge requires more than theoretical alignment; it requires methodological integration and the development of measurement frameworks that can be used across diverse cultures.

## 5.3 The Role of the Big Five

The Big Five continues to lead in HR practices for three key reasons:

### 1. Predictive Signal

The consistent links between the Big Five dimensions, particularly Conscientiousness, and job performance (Lievens et al., 2021; Zell & Lesick, 2022).

### 2. Mature Instrumentation

Tools like BFI-2 and NEO-PI have undergone extensive cross-cultural adaptation and validation (Zhang et al., 2021; Meng et al., 2021).

### 3. Deployment Know-how

There are well-established practices for using these tools in structured interviews, work samples, and fit modeling (Schröder et al., 2021).

However, caution is required as local validation remains essential. Trait effects can shift with culture, and using Western tools "as is" without adaptation may compromise validity or fairness, particularly in collectivist cultures (Zhang et al., 2021; Meng et al., 2021).

## 6. Conclusion, Implication, and Recommendation

### 6.1 Conclusion

The review of 30 studies conducted from 2020 to 2025 leads to three major conclusions:

#### 1. Big Five as the predictive core

The Big Five, particularly Conscientiousness, remains the most reliable and valid predictor of performance and adjustment across diverse work contexts. Neuroticism shows an inverse relationship with well-being (Lievens et al., 2021; Zell & Lesick, 2022; Kang et al., 2023).

## 2. Eastern frameworks as contextual insight

BaZi and Wu Xing provide culturally sensitive interpretations, offering valuable insights into workplace dynamics and individual tendencies. However, these models need further empirical testing and operationalization to be applied effectively in HR practices (Zhang, 2025; Bao, 2020; Shahannaz, 2025).

## 3. An integrative way forward

Bridging models like Two-Polarities and Cross-Cultural Big Two offer the possibility of integrating Eastern and Western constructs, creating a unified approach that combines the predictive strengths of the Big Five with culturally validated indicators for better job fit and team harmony (Fan et al., 2021; Thalmayer et al., 2024; Schröder et al., 2021).

## 6.2 Theoretical Implications

Here are the theoretical implications arising from the findings of this review, which can make a significant contribution to the development of theory in the fields of personality and organizational outcomes:

### 1. Consolidating trait–outcome theory

The findings support the trait-based explanations of performance and adjustment, while highlighting the importance of culture and fit in moderating these relationships.

### 2. Cultural translation of constructs

Eastern ideas like BaZi and Wu Xing can be mapped onto modern trait theory through dual-axis bridges, enriching the understanding of how cultural values and relational norms shape the expression of traits in organizations (Fan et al., 2021; Thalmayer et al., 2024).

### 3. From metaphysics to metrics

The transition from narrative systems (BaZi/Wu Xing) to behaviorally anchored indicators offers an opportunity to advance cross-cultural personality science when supported by reliability and validity evidence (Zhang, 2025; Bao, 2020; Shahannaz, 2025).

## 6.3 Practical Implications for HR

The findings from this review have several practical implications for Human Resources (HR) practices, offering actionable strategies for enhancing recruitment, selection, and team dynamics in organizations:

### 1. Selection architecture

Implement a two-stage pipeline: use Big Five and structured methods for shortlisting, followed by Context plus Fit for placement. Monitor early outcomes at 3 to 6 months to assess adjustment and burnout risk (Angelini, 2023; Liu et al., 2022).

### 2. Measurement hygiene

Perform language adaptation, local norming, and measurement invariance checks prior to deployment (Zhang et al., 2021; Meng et al., 2021).

### 3. Use of MBTI and typologies

Reserve MBTI and similar tools for development rather than selection, unless job-specific validity is demonstrated (Wang, 2023; Andersson et al., 2021).

#### 4. Team composition

Consider personality heterogeneity versus homogeneity when assembling teams for collaboration and innovation goals (Stackhouse et al., 2024).

### 6.4 Policy and Ethical Implications

#### 1. Evidence-first Governance

Decision-critical components must meet standards of reliability and criterion validity. Cultural indicators that are not yet validated should only serve as informational tools (Schröder et al., 2021; Lievens et al., 2021).

#### 2. Bias Control and Transparency

Implement fairness testing, bias audits, and candidate explanations. Train assessors to recognize and neutralize cultural or astrological stereotyping (Lu et al., 2020; Soto & Jackson, 2020).

#### 3. Privacy and Consent

Ensure informed consent for cultural-context measures and maintain data governance consistent with local regulations.

### 6.5 Recommendations

#### 6.5.1 Implementation Roadmap (90 to 180 days)

##### 1. Standardize the core

Select a validated Big Five inventory (for example, BFI-2 or NEO). Publish SOPs for administration, scoring, and decision rules.

##### 2. Add job realism

Pair trait scores with work samples or situational judgment tests to increase criterion strength (Schröder et al., 2021).

##### 3. Build the Fit engine

Define person–job and person–organization fit indicators for each role; integrate them with trait profiles for placement recommendations.

##### 4. Pilot Spine versus Spine plus Context

Run an A/B pilot in one business unit and compare prediction accuracy, fairness metrics, and adjustment outcomes.

##### 5. Establish governance

Create an oversight routine for fairness monitoring and periodic model recalibration.

#### 6.5.2 Research Recommendations

##### 1. Concept mapping

Align BaZi and Wu Xing with Two-Polarities or Big Two axes and pre-register hypotheses (Fan et al., 2021; Thalmayer et al., 2024).

##### 2. Operationalization

Develop behavioral indicators inspired by Eastern constructs and test reliability (alpha, omega, and test-retest).

##### 3. Construct and criterion validation

Use CFA or SEM and report effect sizes for performance, fit, and burnout outcomes.

4. Field experiment

Compare Spine-only with Spine plus Context on accuracy, fairness, and cost–benefit.

5. Ethics and user experience

Study candidate perceptions, transparency preferences, and the reduction of stereotype leakage.

## 6.6 Strengths and Limitations of This Review

### Strengths

A focused, fixed corpus of 30 contemporary studies; a dual-lens synthesis that integrates Western psychometrics with Eastern frameworks; and a practice-ready integration model.

### Limitations

The corpus is limited to the provided set; heterogeneous statistics restrict meta-analytic pooling; and several samples involve students or trainees, which constrains generalizability (Peters et al., 2024; Wenzheng & bin Md Zalli, 2025).

## 6.7 Closing Statement

A modern selection system does not need to choose between empirical precision and cultural resonance. The Spine-and-Context architecture retains the predictive strengths of the Big Five, adds culturally validated indicators where appropriate, and protects decisions through ethical governance. This integrated pathway is both scientifically grounded and practice-ready, and it provides a solid platform for the proposed dissertation on BaZi × Big Five in recruitment and placement.

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