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Managerial Personality and the Adoption of Sustainability Reporting: A Conceptual framework Integrating Personality Traits into Behavioral Intention

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Background: Despite the growing emphasis on Sustainability Reporting (SR), particularly in emerging economies, existing literature has focused on organizational and institutional factors, often overlooking the role of individual managerial characteristics. The influence of personality traits on SR adoption remains underexplored, especially in these contexts.

Objective: This study proposes a conceptual model that integrates personality traits into the Theory of Planned Behavior (TPB) to better understand managerial intention towards SR adoption based on a review of prior literature on TPB and personality psychology within sustainability contexts, including over 50 peer-reviewed research. The framework seeks to extend the traditional TPB by incorporating insights from the Upper Echelon Theory (UET) and the Big Five Personality Traits model.

Methods: This study conceptually synthesizes prior frameworks to propose the Personality-Based TPB. The model suggests that personality traits (*openness, conscientiousness, extraversion, agreeableness, and neuroticism*) shape TPB's components; attitude, subjective norms, and perceived behavioral control thereby influencing SR intentions. The framework is intended for empirical validation through structured surveys of managers.

Results: In the proposed conceptual model, managerial psychological factors namely attitude, subjective norms, and perceived behavioral control, along with underlying personality traits, are theorized to influence the intention to adopt SR. Conscientious managers are likely to feel more capable and committed to adopting SR. Open-minded managers may develop more positive attitudes. Agreeable and outgoing managers may be more influenced by others' expectations. On the other hand, managers with higher neuroticism may feel less confident about adopting SR.

Conclusion: This framework offers an innovative lens on managerial-level drivers of sustainability. It highlights the significance of personal attributes in shaping corporate behavior. Practically, it informs leadership development, recruitment using personality assessments, and policymaking, especially in developing economies where individual traits strongly affect organizational practices.

Keywords: Personality-based TPB, Sustainability Reporting