

ORIGINAL ARTICLE

The Personal Activity Styles Questionnaire: construction and psychometric properties

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BACKGROUND

People management constitutes a fundamental pillar of an organization. It is crucial for organizational success and the creation of efficient teams. The tool described here, along with its construction and psychometric properties, aims to explore aspects of management, focusing primarily on the so-called personal activity styles employed by leaders.

PARTICIPANTS AND PROCEDURE

The study group consisted of 660 individuals. The mean length of work experience was over 8 years. The average number of employees reporting to the respondents was high, at nearly 294 individuals. The study was conducted at the turn of 2024/2025 and was mainly carried out on an individual basis, although some respondents completed it in groups in the training rooms of the respective organization. The entire procedure lasted approximately 20–25 minutes. Respondents were also asked to complete a short set of additional research instruments, including a demographic questionnaire, a personality-trait assessment, and a measure of social competence.

RESULTS

It can be concluded that the Personal Activity Styles Questionnaire is a reliable instrument with satisfactory psychometric properties. Most of the Cronbach's α values exceeded the recommended threshold of 0.8. Based on the consistency between the distribution of test items and the theoretical assumptions, the questionnaire demonstrated evidence of internal validity. The data confirm significant associations between the results of the PROKOS and scores on the NEO-FFI and the questionnaire.

CONCLUSIONS

The presented Personal Activity Styles Questionnaire is a reliable and valid tool that enables measurement of the intensity of personal activity styles, with a particular emphasis on social relations.

KEY WORDS

relationships; management; questionnaire; organization; personal activity

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BACKGROUND

People management is an important part of organizational functioning. Contemporary organizations increasingly require managers not only to demonstrate

Table 1

List of Personal Activity Styles Questionnaire adjectives with scales

Test item	Adjective	Latent variable
1	Persuasive	Social communication skills (K)
5	Self-confident	
9	Approachable	
13	Kind	
17	Formal	
21	Cold	
25	Hostile	
29	Nervous	
18	Flexible	Entrepreneurial openness (O)
22	Resourceful	
26	Perceptive	
30	Active	
2	Rigid in thinking	
6	Inaccessible	
10	Inflexible	
14	Inhibited	
3	Pragmatic	Independence and self-reliance (S)
7	Organised	
11	Independent	
15	Responsible	
19	Indecisive	
23	Submissive	
27	Fearful	
31	Self-conscious	
20	Persistent	Ambition (A)
24	Determined	
28	Enterprising	
32	Inspiring	
4	Indifferent	
8	Lazy	
12	Slow	
16	Stubborn	

formal competencies, but also to adapt to changing interpersonal and situational demands.

The personal activity styles refer to relatively stable yet situationally adaptive patterns of functioning in everyday organizational interactions. Unlike classical personality models, which focus primarily on dispositional characteristics, activity styles reflect the dynamic expression of behavioural, motivational, communicational, and organizational tendencies in occupational settings.

Personal activity styles were conceptualized as an integrative construct referring to the operational expression of managerial functioning in organizational settings. Thus, it was intended to complement rather than replace existing personality or leadership models.

The questionnaire was designed as a brief adjective-based self-report instrument intended for efficient organizational assessment.

The present study aimed to construct and psychometrically verify the Personal Activity Styles Questionnaire (KOSA), designed to assess four theoretically derived dimensions of managerial activity: social communication skills, entrepreneurial openness, independence and self-reliance, and ambition.

The conceptualization of these dimensions relied on literature concerning leadership, managerial functioning, organizational behaviour, personality psychology, and social competences, as well as on the professional experience and research observations of the authors.

RESEARCH OBJECTIVE

There was therefore a need to construct an instrument that would allow for examination of preferred activity styles in organizational contexts.

The initial pool contained approximately twice as many adjectives as the final version. It was developed using a literature review, professional experience, and consultations with HR specialists and managers.

Based on the available literature and professional experience, it was decided to construct a measure assessing four dimensions of activity:

- social communication skills (K),
- entrepreneurial openness (O),
- independence and self-reliance (S),
- ambition (A).

The measure was developed primarily for the purpose of diagnosing organizational functioning.

The final version of the questionnaire consisted of 32 adjective-based items grouped into four dimensions, each represented by eight adjectives (see Table 1). Each dimension contained both positively and negatively worded descriptors in order to reduce acquiescence bias.

Respondents were asked to indicate the extent to which each adjective described them using a 4-point scale from 1 (*strongly disagree*) to 4 (*strongly agree*).

PARTICIPANTS AND PROCEDURE

CHARACTERISTICS OF THE STUDY GROUP

The study group consisted of 660 individuals aged 32-58 years ($M = 46.62$, $SD = 6.05$). The age distribution did not significantly deviate from normality ($KS = 0.09$, $p > .05$). The respondents were predominantly male ($n = 481$; approximately 73%). Their average work experience exceeded 8 years ($M = 8.39$, $SD = 8.46$). Most participants held managerial or directorial positions. The average number of employees reporting to the respondents was high, at nearly 294 individuals ($M = 293.82$, $SD = 29.56$).

The study was conducted in late 2024 and early 2025. Respondents completed the questionnaire individually or in small groups in organizational training rooms. Participation was voluntary and anonymous. All participants provided informed consent prior to participation.

Additionally, participants completed measures of personality traits and social competences in order to verify the convergent validity of the questionnaire.

Cronbach's α coefficients ranged from .79 to .83, indicating satisfactory internal consistency of the proposed dimensions. Most discriminatory power coefficients reached statistically significant and acceptable values (Hornowska, 2001; Konarski, 2014).

VALIDITY

To assess the validity of the Personal Activity Styles Questionnaire, theoretical validity criteria were applied, focusing primarily on convergent validity.

EXPLORATORY FACTOR ANALYSIS

Although the questionnaire was conceptualized theoretically as a four-dimensional measure, a preliminary exploratory factor analysis (principal axis factoring with oblimin rotation) was additionally conducted.

The results generally supported the theoretically assumed four-factor structure, with most factor loadings exceeding 0.40 and relatively low cross-loadings.

RESULTS

RELIABILITY AND DISCRIMINATORY POWER OF ITEMS

Table 2 presents for each scale of the instrument the values of Cronbach's α , as well as the discriminatory power (point-biserial correlation coefficient) of individual items obtained from the preliminary study.

CONFIRMATORY FACTOR ANALYSIS

To verify the consistency between the distribution of questionnaire items and the theoretical assumptions, confirmatory factor analysis was conducted using structural equation modelling with AMOS 25 software.

Consistent with recommendations concerning theory-driven psychometric models (Bollen, 1989; Henson & Roberts, 2006; Thompson & Daniel, 1996), confirmatory factor analysis was the primary ana-

Table 2

Reliability of the Personal Activity Styles Questionnaire scales and discriminatory power of test items

Social communication skills (K)		Entrepreneurial openness (O)		Independence and self-reliance (S)		Ambition (A)	
Scale reliability (α)							
.82		.83		.79		.81	
Test item	DP	Test item	DP	Test item	DP	Test item	DP
1	0.68	18	0.62	3	0.51	20	0.51
5	0.54	22	0.69	7	0.54	24	0.49
9	0.62	26	0.5	11	0.51	28	0.52
13	0.66	30	0.67	15	0.61	32	0.49
17	0.71	2	0.68	19	0.58	4	0.59
21	0.66	6	0.59	23	0.49	8	0.48
25	0.56	10	0.61	27	0.48	12	0.61
29	0.65	14	0.59	31	0.55	16	0.55

Note. DP – discriminatory power.

Table 3*Global model fit indices*

$\chi^2(454) = 501.77, p = .060$	RMSEA = 0.04	CFI = 0.90	TLI = 0.90	SRMR = 0.05
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Note. RMSEA – root mean square error of approximation; CFI – comparative fit index; TLI – Tucker-Lewis index; SRMR – standardized root mean square residual.

lytical approach to test the theoretically predefined structure of the questionnaire.

The proposed four-factor model demonstrated acceptable and interpretable fit to the empirical data (see Table 3 and Figure 1).

The fit indices supported acceptable model fit of the proposed structure ($\chi^2(454) = 501.77, p = .060$, RMSEA = 0.04, CFI = 0.90, TLI = 0.90, SRMR = 0.048).

The parameters supported the interpretability and structural validity of the questionnaire (Konarski, 2014).

Most factor loadings exceeded 0.60 and demonstrated satisfactory interpretability. The percentage of explained variance exceeded or closely approached the desirable value of 0.40 for most items.

Moderate intercorrelations between factors additionally suggested acceptable discriminant distinctiveness of the proposed dimensions.

BIG FIVE PERSONALITY TRAITS AND ACTIVITY STYLES

Personality traits were expected to correlate with activity styles because personality influences the preferred manner, intensity, flexibility, and motivational characteristics of activity expression in occupational settings.

According to the Big Five theory (Costa & McCrae, 1999), personality consists of five major factors: neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness. These traits are associated with different patterns of interpersonal and organizational functioning.

It was hypothesized that significant correlations would exist between the Big Five traits measured using the NEO Five-Factor Inventory developed by Costa and McCrae (1992; Polish adaptation by Zawadzki et al., 2010) and the results of the Personal Activity Styles Questionnaire. A supplementary verification procedure was conducted using a pilot study sample and Pearson's r correlation coefficient.

Several statistically significant correlations were observed between the NEO Five-Factor Inventory and the Personal Activity Styles Questionnaire, providing support for convergent validity of the proposed measure.

Respondents with higher neuroticism scores simultaneously demonstrated lower levels of communicativeness ($r = -.32, p < .001$), openness ($r = -.42, p < .001$), independence ($r = -.53, p < .001$), and ambition ($r = -.49, p < .001$).

Extraverted respondents proved to be more socially open ($r = .44, p < .001$), communicative, independent, and ambitious ($r = .40, p < .001$).

Additionally, individuals with higher conscientiousness scores demonstrated greater persistence and motivational engagement ($r = .31, p < .001$ and $r = .34, p < .001$).

Respondents with high levels of agreeableness primarily reported a tendency towards social communication ($r = .68, p < .001$) and openness to others ($r = .38, p < .001$).

The relationships between personality traits and activity styles suggest that personal activity styles may reflect broader dispositional tendencies observable in organizational functioning.

SOCIAL COMPETENCES AND ACTIVITY STYLES

The present study used the PROKOS Questionnaire developed by Matczak and Martowska (2013) to diagnose the level of social competences in the study group. This questionnaire enables assessment of assertiveness, cooperation, social mindedness, resourcefulness, and community awareness.

It was hypothesized that significant correlations would exist between the level of social competences measured using the PROKOS Questionnaire and the results of the Personal Activity Styles Questionnaire.

Several statistically significant correlations were observed between the results of the PROKOS Questionnaire and the Personal Activity Styles Questionnaire, providing additional support for the convergent validity of the proposed measure.

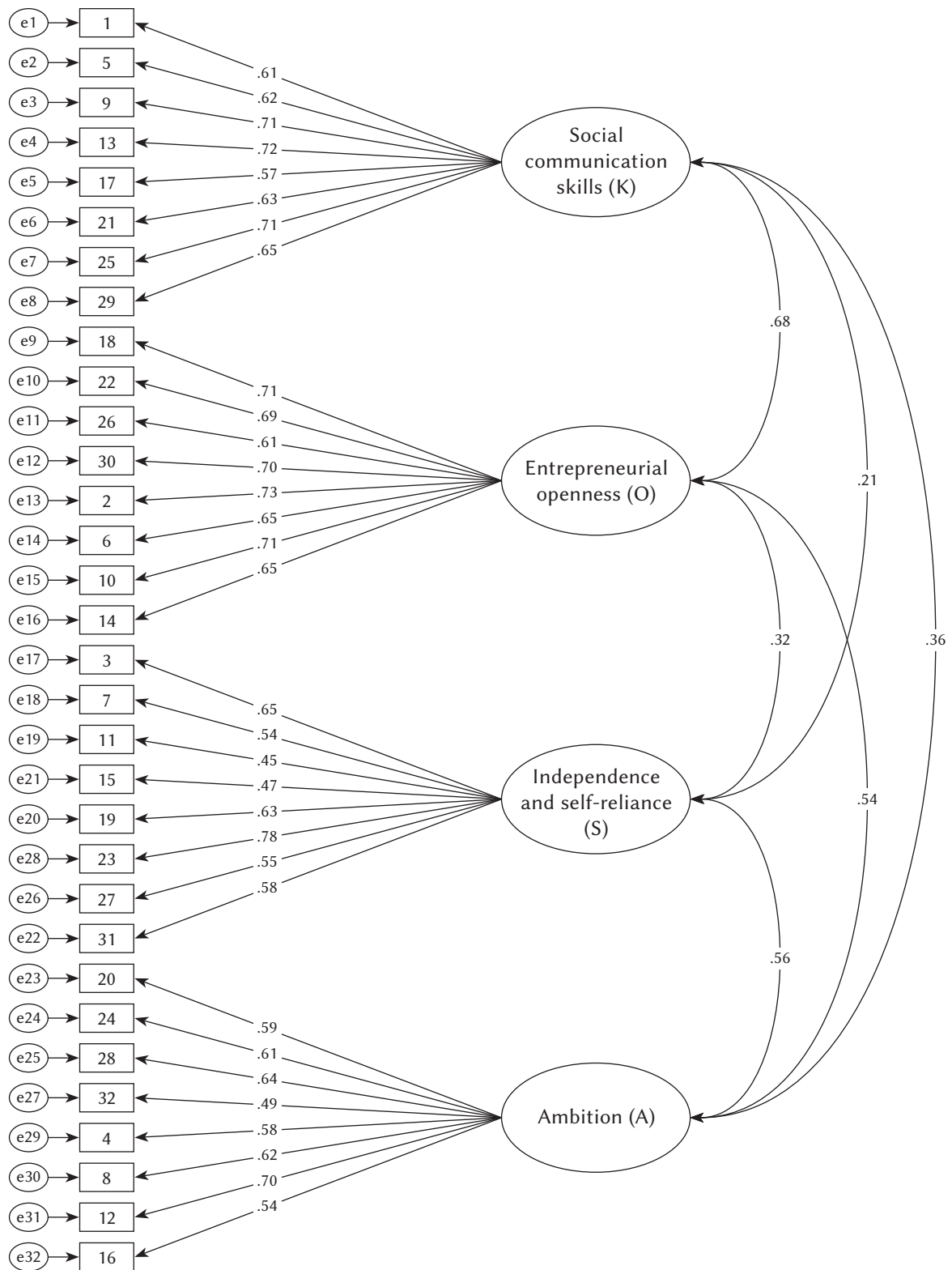
Respondents with higher levels of assertiveness, cooperation, social resourcefulness, and community-oriented competences simultaneously demonstrated higher levels of communicativeness ($r = .30, p < .001$), openness towards others ($r = .53, p < .001$), independence and self-reliance ($r = .39, p < .001$), as well as ambition and engagement in task performance ($r = .41, p < .001$).

These findings suggest that individuals with higher levels of social competence also demonstrate greater organizational flexibility and interpersonal engagement.

The observed relationships between social competences and activity styles suggest that personal activity styles may reflect broader interpersonal and organizational competences.

Figure 1

Resulting path diagram of latent variables and test items for the confirmatory factor analysis model of the Personal Activity Styles Questionnaire



DISCUSSION

The present study aimed to develop a concise and practically applicable instrument for assessing preferred patterns of managerial and interpersonal activity in organizational contexts.

The psychometric results generally support the reliability, factorial validity, and convergent validity of the proposed questionnaire.

The observed relationships between KOSA dimensions, personality traits, and social competences appear theoretically coherent and support the convergent validity of the questionnaire.

Importantly, the proposed construct should not be construed as equivalent to classical personality traits or leadership styles. Instead, personal activity styles may be understood as reflecting patterns of everyday managerial functioning that may vary across situational contexts.

This perspective may be particularly useful in organizational assessment contexts where observable patterns of managerial functioning are of primary practical importance.

The practical value of the questionnaire lies primarily in its concise format and organizational applicability.

At the same time, the present findings should be interpreted cautiously, as the questionnaire requires further validation in broader and more diverse occupational populations.

LIMITATIONS

Several limitations of the present study should be acknowledged.

First, the study relied exclusively on self-report measures, which may increase susceptibility to common method variance and socially desirable responding.

Second, some overlap between the dimensions measured by the questionnaire and existing personality or leadership constructs may be expected.

Third, the study sample consisted predominantly of managers and directors, most of whom were male, which limits the generalizability of the findings.

The study did not include analyses of predictive validity, temporal stability, or measurement invariance.

Future studies should therefore focus on cross-cultural validation, predictive utility, and measurement invariance of the questionnaire.

CONCLUSIONS

The Personal Activity Styles Questionnaire may be considered a reliable and psychometrically promising instrument for assessing preferred patterns of

managerial and interpersonal activity in organizational contexts.

This questionnaire enables assessment of communicational functioning, openness, independence, and ambition in organizational contexts.

The psychometric findings generally support the internal consistency and factorial validity of the proposed structure.

Further studies are necessary to examine predictive validity, temporal stability, and cross-cultural applicability of the instrument.

DISCLOSURES

This research received no external funding. Institutional review board statement: Not applicable. The authors declare no conflict of interest.

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