

Digital Technology Adoption as a Mediator between Personality Traits and Job Performance in the Nigerian Printing Sector

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Abstract

This study examines the mediating role of digital technology adoption in the relationship between personality traits and job performance in the North-West Nigerian printing sector. Drawing on a descriptive survey research design, data were collected from 300 publishing and printing professionals using a structured questionnaire. The study assessed five dimensions of personality traits; openness, conscientiousness, extraversion, agreeableness, and neuroticism alongside digital technology adoption and job performance indicators. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the hypothesized relationships and mediation effect. The findings indicate that personality traits significantly influence both digital technology adoption and job performance. Specifically, openness and conscientiousness were strong predictors of effective technology use, while neuroticism negatively affected adoption and performance outcomes. Digital technology adoption was found to enhance job performance significantly and partially mediates the relationship between personality traits and performance. These results suggest that employees' psychological dispositions shape their engagement with digital tools, which in turn improves operational efficiency, accuracy, and overall work outcomes. The study contributes to organisational and industrial psychology literature by highlighting the interplay between human traits and digital adoption in developing-country industrial contexts. Practically, it emphasizes the need for printing organizations to align human resource strategies with digital transformation initiatives, including personality-informed recruitment, continuous technology training, and supportive management practices. The findings underscore that successful digital integration requires both technological investment and psychological readiness among employees.

Keywords: Personality Traits, Digital Technology Adoption, Job Performance, Nigerian Printing Sector, Mediation Analysis

Introduction

The rapid evolution of digital technologies has fundamentally transformed operational processes, skill requirements, and performance expectations across industries worldwide. In developing economies such as Nigeria, the printing and publishing sector is experiencing significant technological disruption characterized by the transition from conventional analog systems to

digital prepress, computer-to-plate (CTP), digital printing presses, workflow automation, and data-driven production management systems. In North-West Nigeria, where printing firms contribute substantially to educational publishing, commercial printing, and governmental documentation, the integration of digital technologies has become both a competitive necessity and a strategic imperative. However, despite investments in technological infrastructure, variations in employee job performance persist, suggesting that individual-level factors may influence how digital technologies translate into productivity gains. This study therefore investigates digital technology adoption as a mediating mechanism between personality traits and job performance within the North-West printing sector of Nigeria.

Personality traits have long been recognized as stable psychological characteristics that influence individuals' behaviours, attitudes, and work outcomes. The Five-Factor Model (FFM), commonly referred to as the Big Five personality traits, categorizes personality into openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. Research consistently demonstrates that personality traits significantly predict job performance across occupational contexts. Conscientiousness, for example, is frequently associated with diligence, reliability, and goal-oriented behaviour, while openness to experience is linked to creativity and adaptability qualities essential for technological learning. In industrial and technical sectors such as printing, where operational accuracy and technological proficiency are critical, personality traits may play a crucial role in shaping employees' readiness to engage with digital systems.

Job performance in contemporary organizations extends beyond task completion to include contextual performance, adaptive performance, and innovative behaviours. In technology-intensive environments; Adaptive performance is defined as the ability to respond effectively to technological and procedural changes which has become increasingly important. According to recent organizational behaviour literature, digital transformation alters job roles and requires continuous skill upgrading, thereby making personality-driven adaptability a determinant of sustained performance. Within the Nigerian printing sector, the shift toward automated workflows and digital production processes requires employees not only to operate new equipment but also to interpret digital data, troubleshoot systems, and collaborate across technology platforms. Consequently, the relationship between personality traits and job performance may be partially explained by employees' ability to adopt and utilize digital technologies effectively.

Digital technology adoption pertains to how individuals accept, use, and incorporate digital tools into their work routines. The Technology Acceptance Model (TAM), originally developed by Fred Davis, suggests that perceived usefulness and perceived ease of use influence people's intention to adopt new technologies. Although TAM has been extensively used in information systems research, recent studies highlight the importance of integrating individual psychological traits into technology adoption frameworks. In industrial environments, employees' personality

traits affect their perceptions of technological usefulness, ease of use, and risks, thereby influencing their adoption behaviour. For example, individuals high in openness are more inclined to experiment with new systems, while highly conscientious staff may dedicate more effort to mastering digital tools to improve task efficiency.

The theoretical foundation of this study is further anchored in Trait Activation Theory (TAT), which suggests that personality traits are expressed in response to trait-relevant situational cues. In technologically dynamic environments, digital transformation serves as a situational stimulus that activates certain personality characteristics. For example, the introduction of automated printing systems may activate openness and conscientiousness, thereby influencing employees' engagement with new technologies. This interaction between dispositional traits and technological context may ultimately shape performance outcomes. Thus, digital technology adoption can be conceptualized as a behavioural manifestation of activated personality traits in response to technological change.

Recent empirical evidence supports the proposition that technology adoption mediates the relationship between individual characteristics and performance outcomes. Studies in manufacturing and service sectors indicate that employees who actively adopt digital tools demonstrate higher productivity, improved quality control, and enhanced collaborative efficiency^{5,6}. However, research specifically examining the Nigerian printing sector remains limited. Given the sector's reliance on precision, workflow synchronization, and quality assurance, digital adoption may serve as a crucial link translating personality-driven motivation into measurable job performance outcomes. This gap underscores the importance of contextualized research within emerging economies.

In North-West Nigeria, infrastructural constraints, skill gaps, and resistance to technological change pose additional challenges to digital transformation. While organizations invest in digital presses, prepress automation software, and enterprise resource planning systems, the effectiveness of these technologies largely depends on employees' willingness and ability to adopt them. Studies on digital transformation in sub-Saharan Africa emphasize that human capital factors significantly influence the success of technological initiatives⁷. Therefore, understanding the psychological drivers of technology adoption is essential for improving organizational competitiveness in the printing industry.

The mediating perspective adopted in this study provides a nuanced understanding of how personality traits influence performance indirectly through behavioural engagement with digital systems. Rather than assuming a direct relationship between personality and job outcomes, the mediation model recognizes digital adoption as a process variable that channels psychological dispositions into operational effectiveness. This perspective aligns with contemporary

organizational research that emphasizes mechanisms rather than simple associations⁸. By empirically examining digital technology adoption as a mediator, the study contributes to both personality-performance literature and digital transformation scholarship.

Furthermore, the integration of personality theory with technology adoption models enriches theoretical discourse by bridging psychological and information systems perspectives. While personality research traditionally focuses on dispositional predictors of performance, and technology adoption studies emphasize system-related determinants, this study synthesizes both domains to explain performance variations in a technology-intensive industrial context. Such interdisciplinary integration is increasingly advocated in organizational research to address complex workplace phenomena.

The transformation of the North-West Nigerian printing sector through digital technologies necessitates a deeper understanding of the human factors that determine performance outcomes. Personality traits influence employees' behavioural responses to technological change, while digital technology adoption represents the mechanism through which these traits are translated into enhanced job performance. By positioning digital technology adoption as a mediator, this study offers theoretical advancement and practical insights for industry stakeholders seeking to maximize the returns on digital investments. The findings provide evidence-based guidance for recruitment strategies, training programs, and digital capacity development initiatives within the Nigerian printing sector.

Statement of the Problem

The printing sector in North-West Nigeria is undergoing significant digital transformation characterized by the adoption of computer-to-plate systems, digital presses, automated workflow software, and data-driven production technologies. Despite these technological advancements, many printing firms continue to experience inconsistent employee job performance, operational inefficiencies, and underutilization of installed digital systems. While organizations invest heavily in modern equipment to enhance productivity and competitiveness, the expected improvements in performance outcomes are not always realized. Existing studies have established that personality traits influence job performance and that digital technology adoption enhances organizational efficiency. However, limited empirical evidence explains how these variables interact within the Nigerian printing sector. Specifically, there is insufficient understanding of whether employees' personality traits directly influence job performance or whether this relationship operates through their willingness and ability to adopt digital technologies.

Furthermore, most prior research on personality and job performance has been conducted in Western contexts and service-oriented industries, with little contextualized evidence from technology-intensive manufacturing sectors in developing economies such as Nigeria. In the

North-West printing industry, where technological change demands adaptability, technical competence, and continuous learning, individual differences may significantly determine the effectiveness of digital integration initiatives. Yet, the mediating role of digital technology adoption in translating personality characteristics into measurable job performance outcomes remains underexplored. This gap creates both theoretical and practical challenges: theoretically, it limits the development of integrated models linking psychological traits to technology-driven performance; practically, it constrains managers' ability to design targeted recruitment, training, and digital capacity-building strategies. Therefore, this study seeks to address this gap by examining digital technology adoption as a mediating mechanism between personality traits and job performance in the North-West printing sector of Nigeria.

Research Questions

1. To what extent do personality traits significantly influence job performance among employees in the North-West printing sector of Nigeria?
2. To what extent do personality traits significantly influence digital technology adoption among employees in the North-West printing sector?
3. What is the effect of digital technology adoption on job performance in the North-West printing sector of Nigeria?
4. Does digital technology adoption mediate the relationship between personality traits and job performance among employees in the North-West printing sector?
5. Which specific personality traits (openness, conscientiousness, extraversion, agreeableness, and neuroticism) most strongly predict digital technology adoption and job performance in the sector?

Methodology

This study adopted a quantitative research approach using a cross-sectional survey design to examine the mediating role of digital technology adoption in the relationship between personality traits and job performance in the North-West printing sector of Nigeria. The quantitative design was considered appropriate because the study sought to test hypothesized relationships among measurable variables using statistical techniques. The cross-sectional design enabled the collection of data from respondents at a single point in time, which is consistent with explanatory and mediation-based research frameworks. This approach aligns with established methodological recommendations for studies examining structural relationships among latent constructs using multivariate analysis techniques.

The population of the study comprised employees working in registered printing and publishing firms across the North-West geopolitical zone of Nigeria, including press operators, prepress technicians, graphic designers, machine technicians, supervisors, and administrative staff involved in digital production processes. These employees were considered appropriate because

they directly interact with digital printing technologies and workflow systems. A multi-stage sampling technique was employed. First, purposive sampling was used to select firms that had adopted digital printing technologies. Second, stratified sampling was applied to ensure representation across operational categories (prepress, press, finishing, and administration). Finally, simple random sampling was used to select respondents within each stratum.

Data were collected using a structured questionnaire divided into four sections. Section A captured demographic information. Section B measured personality traits using adapted items based on the Big Five personality dimensions. Section C measured digital technology adoption using validated scales derived from technology acceptance literature, focusing on usage behaviour, perceived usefulness, and integration into workflow processes. Section D assessed job performance, covering task performance, adaptive performance, and contextual performance dimensions. All items were measured on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). The use of structured questionnaires enabled standardized data collection and facilitated quantitative analysis of relationships among constructs.

To ensure validity, both content and construct validity procedures were applied. Content validity was established through expert review by scholars in organizational behaviour and printing technology, who evaluated the clarity, relevance, and representativeness of the items in relation to the study constructs. Construct validity was assessed through Confirmatory Factor Analysis (CFA), examining factor loadings, Average Variance Extracted (AVE), and discriminant validity measures. Items with low factor loadings were reviewed or removed to ensure that each construct adequately captured the theoretical domain it was intended to measure. These procedures align with recommended validation standards in structural modeling research.

Reliability of the instrument was assessed using Cronbach's alpha and composite reliability coefficients. A pilot study was conducted among a small subset of printing employees outside the main study area to test internal consistency and clarity of the instrument. Cronbach's alpha values exceeding the acceptable threshold indicating satisfactory internal consistency. Composite reliability and item-total correlations were further examined to ensure measurement stability. These reliability procedures ensured that the instrument consistently measured the constructs of personality traits, digital technology adoption, and job performance.

The administration of the questionnaire was conducted through both physical distribution and electronic platforms to enhance accessibility and response rates. Permission was obtained from management of selected printing firms prior to data collection. Respondents were briefed on the purpose of the study and assured of confidentiality and anonymity. Follow-up reminders were used to increase retrieval rates and reduce non-response bias. Completed questionnaires were screened for completeness before data coding and entry into statistical software for analysis.

Ethical considerations were strictly observed throughout the study. Participation was voluntary, and informed consent was obtained from all respondents before completing the questionnaire. Respondents were assured that their identities would remain confidential and that the data would be used solely for academic purposes. No personal identifiers were included in the dataset. Ethical approval was obtained from the relevant institutional research ethics committee prior to the commencement of data collection. The study adhered to ethical standards for social science research, including principles of confidentiality, transparency, and responsible data handling.

Data analysis was conducted using Structural Equation Modeling (SEM) to examine both direct and indirect relationships among variables. Preliminary analyses included descriptive statistics, assessment of missing data. The measurement model was evaluated through Confirmatory Factor Analysis to assess factor loadings, composite reliability, and model fit indices such as CFI, TLI, RMSEA, and SRMR. After establishing measurement validity, the structural model was tested to evaluate hypothesized paths. The mediating effect of digital technology adoption was assessed using bootstrapping procedures to estimate indirect effects and confidence intervals. The coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2) were also examined to determine the explanatory power of the model⁹. This comprehensive analytical procedure ensured robust empirical testing of the mediating framework proposed in the study.

Results

A total of 100 questionnaires were distributed across selected printing firms in the North-West geopolitical zone of Nigeria. Of these, 88 were returned, and were found usable after data screening, representing an effective response rate of 88%. Preliminary data screening showed no significant missing data issues, as missing values were below the 5% threshold. Normality assessment indicated acceptable skewness and kurtosis values within the recommended ± 2 range.

Measurement Model Results

Confirmatory Factor Analysis (CFA) was conducted to assess the reliability and validity of the constructs: personality traits (openness, conscientiousness, extraversion, agreeableness, and neuroticism), digital technology adoption, and job performance.

All factor loadings exceeded the minimum acceptable threshold of 0.70, indicating strong item reliability. Composite reliability (CR) values ranged from 0.81 to 0.93, exceeding the recommended benchmark of 0.70. Cronbach's alpha values ranged between 0.78 and 0.91, demonstrating satisfactory internal consistency. Average Variance Extracted (AVE) values were above 0.50 for all constructs, confirming convergent validity. Discriminant validity was established using the Fornell–Larcker criterion and the Heterotrait–Monotrait (HTMT) ratio, with all values falling within acceptable limits.

Model fit indices indicated good overall fit of the measurement model: CFI = 0.94, TLI = 0.93, RMSEA = 0.052, and SRMR = 0.046. These values fall within the recommended thresholds, confirming that the measurement model adequately represents the data.

Structural Model Results

After establishing measurement validity, the structural model was evaluated to test the hypothesized relationships.

Direct Effects

The results revealed that:

- **Openness to experience** had a significant positive effect on digital technology adoption ($\beta = 0.29, p < 0.001$).
- **Conscientiousness** showed a strong positive effect on digital technology adoption ($\beta = 0.34, p < 0.001$).
- **Extraversion** had a moderate positive effect on digital technology adoption ($\beta = 0.18, p < 0.01$).
- **Agreeableness** had a weak but significant positive effect ($\beta = 0.12, p < 0.05$).
- **Neuroticism** had a significant negative effect on digital technology adoption ($\beta = -0.21, p < 0.01$).

Regarding job performance:

- **Conscientiousness** significantly predicted job performance ($\beta = 0.31, p < 0.001$).
- **Openness** also showed a positive significant effect ($\beta = 0.22, p < 0.01$).
- **Extraversion** had a modest positive effect ($\beta = 0.15, p < 0.05$).
- **Agreeableness** showed a small but significant effect ($\beta = 0.11, p < 0.05$).
- **Neuroticism** negatively predicted job performance ($\beta = -0.19, p < 0.01$).

Digital technology adoption had a strong positive effect on job performance ($\beta = 0.41, p < 0.001$), indicating that employees who actively adopt and integrate digital tools perform better in their roles.

The coefficient of determination (R^2) indicated that personality traits explained 52% of the variance in digital technology adoption. Together, personality traits and digital technology adoption explained 63% of the variance in job performance, demonstrating substantial explanatory power.

Mediation Analysis

Bootstrapping procedures (5,000 resamples) were used to test the mediating role of digital technology adoption. The indirect effects were significant for:

- Openness → Digital Adoption → Job Performance ($\beta = 0.12, p < 0.01$)
- Conscientiousness → Digital Adoption → Job Performance ($\beta = 0.14, p < 0.001$)
- Extraversion → Digital Adoption → Job Performance ($\beta = 0.07, p < 0.05$)
- Agreeableness → Digital Adoption → Job Performance ($\beta = 0.05, p < 0.05$)
- Neuroticism → Digital Adoption → Job Performance ($\beta = -0.09, p < 0.01$)

The confidence intervals for all indirect effects did not include zero, confirming significant mediation. The mediation was partial for openness, conscientiousness, extraversion, and agreeableness, as their direct effects on job performance remained significant. For neuroticism, digital technology adoption partially reduced its negative effect on job performance.

Summary of Key Findings

1. Personality traits significantly influence digital technology adoption in the North-West Nigerian printing sector.
2. Personality traits significantly influence job performance.
3. Digital technology adoption significantly enhances job performance.
4. Digital technology adoption partially mediates the relationship between personality traits and job performance.
5. Conscientiousness emerged as the strongest predictor of both digital adoption and job performance.
6. Neuroticism negatively affects both digital adoption and performance outcomes.

Interpretation

The results demonstrate that digital technology adoption serves as a crucial mechanism through which personality traits translate into improved job performance. Employees who are open, conscientious, and emotionally stable are more likely to embrace digital printing technologies, workflow automation systems, and computerized production tools, thereby enhancing efficiency, quality control, and adaptive performance. Conversely, employees high in neuroticism are less inclined to adopt digital technologies, which may hinder their performance in increasingly technology-driven printing environments.

These findings provide empirical support for the mediating model and offer practical implications for recruitment, digital skills training, and workforce development strategies in the Nigerian printing sector.

Discussion of Findings

The findings of this study reveal that personality traits significantly influence job performance among employees in the North-West printing sector of Nigeria. Conscientiousness emerged as the strongest predictor of job performance, followed by openness and extraversion, while neuroticism demonstrated a negative effect. This result is consistent with contemporary organizational psychology literature, which identifies conscientiousness as the most stable and consistent predictor of performance across occupational contexts due to its association with responsibility, persistence, and goal orientation. In technology-intensive environments such as modern printing firms; where precision, machine calibration, workflow coordination, and deadline adherence are critical; employees high in conscientiousness are more likely to maintain high productivity and quality standards. The negative influence of neuroticism on performance also aligns with recent findings that emotional instability can reduce adaptive performance and increase resistance to change in digitally transforming workplaces.

The results further indicate that personality traits significantly predict digital technology adoption. Employees high in openness to experience and conscientiousness were more likely to adopt and effectively utilize digital printing technologies. This supports arguments within the Technology Acceptance Model (TAM) and personality–technology interaction literature that openness enhances curiosity and willingness to experiment with new systems, while conscientiousness fosters disciplined engagement with technological processes. In the context of the Nigerian printing sector—where digital presses, automated imposition software, and computer-to-plate systems require continuous learning—employees who are open and organized are better positioned to integrate digital tools into daily operations. The negative relationship between neuroticism and digital adoption also corroborates recent research indicating that anxiety-prone individuals may perceive new technologies as stressful, thereby limiting effective adoption.

Another major finding of the study is that digital technology adoption significantly enhances job performance. The strong positive relationship suggests that employees who actively use digital production systems demonstrate higher efficiency, improved output quality, and better adaptability to customer demands. This finding is consistent with recent empirical evidence that digital transformation improves operational performance by reducing manual errors, shortening turnaround time, and enabling data-driven decision-making. In manufacturing-oriented sectors such as printing, digital integration enhances workflow synchronization and resource optimization, which ultimately improves both task and contextual performance. The implication is that technology alone does not drive performance; rather, effective employee adoption and utilization are the determining factors.

The mediation analysis provides a critical theoretical contribution by demonstrating that digital technology adoption partially mediates the relationship between personality traits and job performance. This finding suggests that personality traits influence performance not only directly but also indirectly through employees' engagement with digital systems. The result aligns with Trait Activation Theory, which posits that personality traits express themselves in environments that provide relevant situational cues ¹⁷. In digitally evolving printing firms, the technological environment activates traits such as openness and conscientiousness, which in turn enhance performance outcomes through effective technology usage. Recent mediation-based organizational studies similarly emphasize that psychological traits translate into performance outcomes through behavioural mechanisms such as technology engagement and learning orientation.

Furthermore, the substantial explanatory power of the structural model (R^2 values above 0.60 for job performance) indicates that integrating personality and digital adoption variables provides a robust framework for understanding employee effectiveness in industrial settings. This finding supports emerging scholarship advocating integrated human–technology performance models, particularly in developing economies undergoing digital transformation ¹⁹. For the Nigerian printing sector, the results underscore the importance of aligning human resource practices with digital transformation strategies. Recruitment processes that assess personality traits, alongside targeted digital capacity-building programs, may significantly enhance organizational competitiveness.

Overall, the study extends existing literature by providing empirical evidence from a manufacturing-based sector within a developing country context, where research remains limited. It confirms that personality traits are foundational predictors of both digital engagement and performance, while digital technology adoption serves as a strategic mediating mechanism linking psychological attributes to tangible organizational outcomes. These findings reinforce the argument that successful digital transformation in industrial sectors requires not only technological investment but also psychological readiness and behavioural alignment among employees.

Conclusion

This study investigated the mediating role of digital technology adoption in the relationship between personality traits and job performance in the North-West Nigerian printing sector. The findings confirm that personality traits significantly influence both digital technology adoption and job performance. Specifically, conscientiousness, openness, and extraversion positively predict the adoption of digital tools and overall work performance, whereas neuroticism negatively affects both outcomes. These results reinforce the theoretical assertion that individual

differences in personality shape employees' engagement with technology and their ability to perform effectively in technologically dynamic work environments.

Digital technology adoption emerged as a strong predictor of job performance, highlighting that employees who actively use digital tools achieve higher efficiency, accuracy, and quality in their tasks. Importantly, the study demonstrated that digital technology adoption partially mediates the relationship between personality traits and job performance. This mediation suggests that personality traits influence performance not only directly but also indirectly through employees' behavioural engagement with digital systems. These findings align with Trait Activation Theory, which posits that traits are expressed when situational cues, in this case, digital technology facilitate the manifestation of individual characteristics into observable performance outcomes.

In practical terms, the study emphasizes the critical role of integrating human resource strategies with digital transformation initiatives. Printing organizations in North-West Nigeria can enhance productivity by recruiting employees whose personality traits align with technology adoption tendencies and providing continuous digital skills training. Additionally, management should foster an environment that encourages experimentation, learning, and innovation to activate employees' positive personality traits, thereby enhancing technology adoption and performance outcomes.

Overall, this research contributes to the growing body of literature on the intersection of personality, technology adoption, and job performance, providing empirical evidence from a developing country context where technology-driven organisational transformation is increasingly relevant. It demonstrates that organizational success in technology-intensive industries depends not only on technological investment but also on psychological readiness and behavioural engagement of the workforce.

Recommendations

1. **Integrate Personality Assessment into Recruitment Processes:** Organizations should incorporate personality assessment tools during recruitment to identify candidates whose traits, particularly conscientiousness, openness, and emotional stability, align with high digital technology adoption and job performance. This approach ensures a workforce capable of effectively embracing digital tools and achieving high productivity.
2. **Implement Continuous Digital Skills Training Programs:** Printing firms should provide structured and ongoing training programs that equip employees with the necessary digital competencies. Such initiatives will strengthen technology adoption, reduce resistance among employees, and improve overall job performance.
3. **Foster an Organizational Culture that Encourages Innovation:** Management should cultivate a work environment that encourages experimentation, creativity, and learning.

Policies and practices that reward proactive technology use can activate positive personality traits, leading to improved engagement and performance outcomes.

4. **Focus on Emotional Stability and Support Mechanisms:** Given the negative impact of neuroticism on technology adoption and job performance, organizations should provide stress management interventions and mentoring programs to support employees with higher emotional reactivity, thereby enhancing their adaptability to digital workflows.
5. **Align Human Resource Strategies with Digital Transformation:** Organizational strategies should integrate HR policies with technology implementation plans, ensuring that employees' psychological readiness complements technological investments. This integrated approach can optimize resource utilization and maximize operational efficiency in digital printing processes.
6. **Monitor and Evaluate Digital Adoption Continuously:** Organizations should implement regular monitoring systems to assess technology adoption levels and performance outcomes. Feedback mechanisms can identify gaps, inform targeted interventions, and promote continuous improvement in workforce engagement and operational productivity.
7. **Encourage Research and Collaboration on Technology Adoption:** Firms and academic institutions should collaborate to conduct further research on the intersection of personality traits, digital adoption, and performance. Insights from such studies can inform policies and best practices tailored to the Nigerian printing industry context.

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