

## The relationship between teachers' personality traits and job involvement: mediation of early maladaptive schemas

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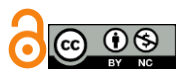
### Article Info

#### Article type:

Original Research

#### How to cite this article:

Akhtarinejad, M., Keshavarz, S., Moradialvand, S., & Namjoo, M. (2023). The relationship between teachers' personality traits and job involvement: mediation of early maladaptive schemas. *Journal of Innovation Management and Organizational Behavior*, 3(2), 14-20. <https://doi.org/10.22034/jimob.2023.400822.1057>



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### ABSTRACT

**Objective:** One of the important substructures of this approach is the job attachment of employees, which appeared in scientific, commercial and psychological texts in recent years. Therefore, the present study was conducted to determine the mediating role of primary maladaptive schemas in the relationship between personality traits and job involvement of education teachers in Dehdasht city.

**Method:** The method was descriptive-correlation type. The statistical population of this research was formed by all the teachers of Dehdasht city in 2022-2023. Among the statistical population, 120 people were selected and studied by purposive sampling method. To collect data, questionnaires of personality traits (NEO), Young's maladaptive schemas (YSQ), and Edwards and Kilpatrick's occupational attachment scale (1981) were used. After collecting and extracting data, participants' scores were analyzed using multiple regression analysis and Bootstrap test.

**Results:** The findings of the direct relationship paths of the research showed that there is a significant direct relationship between neuroticism, extroversion, openness to experience, conscientiousness and adaptability of personality traits with primary maladaptive schemas. There is a significant direct relationship between neuroticism, extroversion, openness to experience, conscientiousness and adaptability of personality traits with job attachment. Also, the results of the indirect relationship showed that personality traits have an effect on the job attachment of education teachers in Dehdasht city by mediating the initial incompatible schemas.

**Conclusion:** Overall, the results showed that job attachment is affected by many factors, including personality traits and initial incompatible schemas.

**Keywords:** Personality traits, job involvement, primary maladaptive schemas, education.

### 1 Introduction

T

he new approach of positive organizational behavior was created in response to changes such as information and communication technology, the rapid expansion of jobs in

service providers, the use of external resources, and the more flexible use of human resources. This approach emphasizes on theorizing and applying the characteristics, statements and positive behaviors of employees in organizations. One of the important infrastructures of this approach is the *job involvement* of employees, which appeared in scientific, business and psychology texts in recent years (Kahn, 1990). Schaufeli et al. (2002) defined job involvement as a positive and job-related state of mind characterized by energy, dedication and job attractiveness. Employees attached to their jobs have a lot of energy and have enough passion and desire to perform their job duties (Schaufeli et al., 2002). Many experts have considered job involvement as a predictor of the results and success of organizations (Richman, 2006). The involvement of education workers in their jobs is one of the most important research topics in the field of health systems, because in many countries, education workers form one of the largest groups of education professionals; Therefore, the nature and quality of services provided to students are highly dependent on their performance (Kane et al., 2007).

Being interested and having a positive attitude towards the job causes more effort and as a result reduces costs. Job involvement has been defined as the degree or extent to which a person cognitively involves himself in a job, is interested in it, and calls it the cause of his pride and credibility (Mehdad, Zaribafan, & Mehdizadegan, 2015). Job involvement is a moral and intrapersonal variable that expresses the level of responsibility and commitment of a person. On the other hand, committed employees make countless efforts to achieve organizational goals. Employees who value their relationship with an organization are likely to be more committed to the organization and make more efforts for the success of the organization. In fact, job involvement has been defined as a positive and job-related state of mind characterized by energy, dedication and attractiveness of the job. Employees who are attached to their jobs have a lot of energy and have enough enthusiasm to perform their job duties. They are so focused and immersed in their work that they don't notice the passing of time (Schaufeli et al., 2002).

On the other hand, in recent years, the big five factors model of *personality* has attracted the attention of many psychologists as a popular and powerful approach to study *personality traits*. Considering the breadth of the concept of personality, there are many explanatory speculations, the most popular classification of which is based on the five big factors of personality. This model is based on the belief

that man is a rational being who can justify his personality and behavior (McCrae & Costa Jr, 1997, 2004). According to this point of view, character description can be explained by five strong factors (Soltanalgharaie & Alaie, 2011).

In order to develop and progress, an organization needs employees with appropriate, committed and responsible personality traits, so that in addition to being sustainable over time and preventing repeated expenses, they do more useful work for assigned jobs and tasks (Eslami & Montazeri Takhti, 2018). Also, people with different personality traits are the first and most important component of the organization system. Therefore, if people can choose a job according to their personality characteristics, they can work with good behavior and tolerance and without suffering a lot of psychological pressure (Khorasani, 2015). Also, personality is one of the factors that determine people's compatibility with jobs because each personality trait has conditions that are suitable for a specific job. By knowing which feature is suitable for which job, it helps many organizations to increase the productivity of their organization by choosing the right staff, and increase the job satisfaction of their staff. In addition, the possible losses of inappropriate selection are avoided by this method and huge economic costs imposed on them due to inappropriate selection are also saved (Ebrahimipour & Alishahi, 2017).

In this regard, clinical therapists and counselors believe that schemas and attitudes towards emotions are effective in reducing the experience of stress and ultimately preventing and improving employees' mental health problems. One of the main structures of therapeutic schema is *early maladaptive schemas* (EMS). These schemas often underlie the chronic symptoms of various disorders, including addiction. Schemas are a comprehensive concept that affects wide and diverse aspects of a person's life and personality (Young, 2014; Young, Klosko, & Weishaar, 2006). Cognitive schema includes a set of basic evaluative assumptions and beliefs about oneself, others, and the world. EMS are beliefs that people have about themselves, others, and the environment, and they usually originate from not satisfying basic needs, especially emotional needs, during childhood (Karimzad, 2017; Najafi & Sattarpour, 2014). EMS are created due to negative childhood experiences that affect a person's way of thinking, feeling and behaving in intimate relationships and other aspects of life. Schemas cause bias in our interpretations of events; These biases in interpersonal psychopathology show themselves in the form of misunderstandings, distorted

attitudes, false assumptions, unrealistic goals and expectations (Khorasani, 2015). According to the mentioned materials, the purpose of this research was to determine the mediating role of EMS in the relationship between personality traits and job involvement of education workers in Dehdasht city. In this research, we tried to answer the question that "does EMS play a significant mediating role in the relationship between personality traits and job involvement of education workers in Dehdasht city?"

## 2 Methods and Materials

### 2.1 Study design and Participant

In terms of methodology, the current research was descriptive-correlational type. The statistical population of the research was made up of all the teachers working in education in Dehdasht city in the academic year 2022-2023. Sampling in this research was done as available sampling. For this purpose, according to the statistical population, the sample size was calculated based on Morgan's table resulting 120 teachers and teachers with at least 3 years of work experience were selected as the sample size.

### 2.2 Measurements

The following instruments were used to collect data:

#### 2.2.1 NEO-FFI (Short Version)

In order to examine the personality traits, the short form of the Big Five Factors model questionnaire was used. The short form of the NEO test has 60 questions. The questionnaire of personality traits has 5 components: neuroticism), extroversion, openness to experience, agreeableness, and conscientiousness. The answer sheet of this questionnaire is based on a Likert scale (completely disagree, disagree, indifferent, agree and completely agree). The scoring of the short form of this questionnaire, i.e. NEO-FFI, is not the same in all materials. This means that in the scoring of some items in the short form of the questionnaire, completely disagree is given a score of 4, disagree with a score of 3, indifferent with a score of 2, agree with a score of 1, and completely agree with a score of 0. While some other materials of this short form are graded as the opposite of the said state (McCrae & Costa Jr, 1997, 2004). The reliability of this test in Iran has been obtained by using the retest method on 64 sample people at

two-week intervals for the five mentioned factors as 0.87, 0.84, 0.79, 0.80 and 0.82 respectively (Karimzad, 2017).

#### 2.2.2 Job Involvement Inventory

In order to measure job involvement, the researchers have made an inventory including 20 items scored via a 4-points Likert type scale. The validity of this questionnaire has been confirmed by professors and the reliability has been checked by Cronbach's alpha method.

#### 2.2.3 Young Schema Questionnaire-Short Form (YSQ-SF)

The Young Schema Questionnaire-Short Form (YSQ-SF) is a 75-item self-report questionnaire that measures 15 EMS which are grouped in five domains: Disconnection and rejection, Impaired autonomy, Impaired limits, Other-directedness, and Over vigilance and inhibition. Each item is rated on a Likert scale from 1 (completely false) to 6 (completely true) (Young, 2014). Its reliability and validity are (Bach et al., 2015; Najafi & Sattarpour, 2014) confirmed in various studies .

### 2.3 Data Analysis

The collected data were analyzed through Pearson's correlation test and Bootstrap test. All statistical calculations were done through SPSS-22 and AMOS software.

## 3 Findings and Results

The sample size examined in this research was 120 people. After implementing the questionnaires on the sample, first the descriptive statistics indicators such as minimum, maximum, mean and standard deviation are reported in Table 1.

**Table 1**

*Descriptive statistics indices*

Variable	Min	Max	mean	SD
Disconnection and rejection	4	67	46.27	10.78
Impaired autonomy	19	81	40.47	8.50
Impaired limits	10	86	56.18	10.78
Other-directedness	10	69	41.00	9.23
Over vigilance and inhibition	26	67	42.54	7.67
Neuroticism	6	44	23.74	7.37
Extroversion	8	49	35.67	6.98
Openness to experience	9	50	26.50	10.74
Agreeableness	10	54	24.57	9.17

Conscientiousness	11	49	20.94	8.21
Job involvement	27	60	41.47	6.48

As you can see, in Table 1, the descriptive statistics of the research variables (EMS, personality traits and job involvement) are reported. Moreover, the significance level

of the Kolmogorov-Smirnov test was greater than 0.05 in all

Investigated variables. So, the null hypothesis (normality of data distribution) is confirmed.

**Table 2**

*Pearson correlation results*

Variable	1	2	3	4	5	6	7	8	9	10	11
1	1										
2	0.44**	1									
3	0.03	0.12*	1								
4	0.18**	0.13*	0.03	1							
5	0.12*	0.23**	0.41**	0.06	1						
6	0.01	0.03	0.06	0.05	0.21**	1					
7	-0.20	0.06	0.03	0.21**	-0.15*	0.33**	1				
8	0.04	0.04	-0.23	0.01	-0.24*	-0.12*	0.24**	1			
9	0.06	-0.16*	-0.18	0.22**	-0.17*	0.10	0.12*	0.09	1		
10	-0.13*	-0.19***	0.03	0.08	0.03	-0.26	0.06	0.19**	0.04	1	
11	0.15*	0.23**	0.24**	0.13*	0.72**	0.30**	-0.29**	-0.41**	0.31**	0.30**	1

\*p < 0.05; \*\* p< 0.01; 1= Disconnection and rejection; 2= Impaired autonomy; 3 = Impaired limits; 4 = Other-directedness; 5= Over vigilance and inhibition; 6 = Neuroticism; 7= Extroversion; 8 = Openness to experience; 9= Agreeableness; 10 = conscientiousness; 11= Job involvement

The results of the correlation coefficients in Table 2 show that there is a significant positive relationship between the personality trait of neuroticism with EMS and the field of over vigilance and inhibition and job involvement. An inverse relationship was found between the personality trait of extroversion with EMS as well as the domains of Disconnection and rejection and the domain of Over vigilance and inhibition as well as job involvement and a significant positive relationship was obtained with the domain of Other-directedness. There is a significant negative relationship between the personality trait of openness to experience with the primary incompatible schemas and the domains of impaired limits, over vigilance and inhibition, and job involvement. There is a negative

relationship between the agreeableness personality trait and primary incompatible schemas and the fields of Impaired au, Impaired limits, and Over vigilance and inhibition, and there is a significant positive relationship with job involvement. Also, there is a significant positive relationship between the personality trait of conscientiousness and EMS and the domains of Disconnection and rejection, Impaired autonomy and job involvement. Finally, the results of the Table 2 show that there is a significant positive relationship between job involvement with EMS and the domains of Disconnection and rejection, Impaired autonomy, Impaired limits, Other-directedness, and Over vigilance and inhibition.

**Table 3**

*Bootstrap test results*

Independent Variable	Mediator	Dependent Variable	Data	Boot	Bias	Standard Error	CL 95%	
							Lower bound	Upper bound
neuroticism	EMS	job involvement	0.123	0.126	0.0001	0.01	0.036	0.099
Extroversion	EMS	job involvement	0.168	0.171	0.0007	0.01	0.049	0.084
Openness to experience	EMS	job involvement	0.192	0.196	0.009	0.02	0.061	0.112
Conscientiousness	EMS	job involvement	0.142	0.144	0.001	0.02	0.053	0.097
Agreeableness	EMS	job involvement	0.127	0.130	0.003	0.01	0.084	0.124

The contents of the Table 3 indicate the significance of intermediate paths. The confidence level for the confidence

interval is 95 and the number of bootstrap resampling is 5000. Considering that zero is outside the confidence level

(upper and lower bounds), these mediating relationships are significant; In this way, the hypotheses related to indirect (intermediate) paths were confirmed. Goodness of fit index (GFI) equal to 0.99, adjusted goodness of fit index (CFI) equal to 0.98 have been obtained. The size of the indices obtained from the structural model fit test indicates that the model fits well. The root mean square error approximation (RMSEA) is equal to 0.074 and is less than 0.08, and this index also indicates a good fit of the model.

#### 4 Discussion and Conclusion

The present study was conducted with the aim of investigating the relationship between personality traits and job involvement with the role of EMS mediator in teachers and principals working in Boyar Ahmad city.

As the results showed, personality traits have an effect on job involvement in working teachers with the mediation of EMS. Bowling et al (2006) showed that personality is one of the correlates of health, especially through the dimensions of neuroticism, this personality structure is characterized by anxiety, depression, guilt, restlessness and emotional instability (Bowling, Beehr, & Lepisto, 2006). In fact, high neuroticism is related to extreme reactivity and mental instability. Based on the research findings, there is a relationship between neuroticism and negative emotions. Neurotic people are prone to use drugs and engage in risky behaviors to cope with disturbing moods. High flexibility is also related to positive and negative emotions. Personality characteristics are a factor that affects the job involvement of neuropsychiatric hospital employees through incompatible schemas, and the low level of job involvement and lack of personal development is an important factor.

In explaining the obtained results, it can be said that various factors are involved in creating a behavior and as a result of mental health and job dependence, which environmental factors and personality characteristics are among the determinants of behavior. According to documentary theories, especially Hyder's theory, behavior is a function of environmental and individual factors. In other words, behavior is the result of individual effective force and environmental effective force. Therefore, it is reasonable to expect that personality traits influence people's values and attitudes through the mediation of schemas (Bozionelos, 2004). Job involvement is partly derived from personality, individual characteristics, organizational environment, job design, and supervisory

behavior. The most important personality traits in job involvement are age, the need for growth and belief in traditional work ethics (Mehdad, Zaribafan, & Mehdizadegan, 2015), the center of internal control and the need for progress. On the other hand, EMS has deep and influential themes that play a role in all aspects of a person's life. These schemas are formed in the person's belief from the early years of life and in response to the child's needs and form the core of the person's thoughts, feelings and behaviors. The deeper and more intense these EMS are, the more effective they are. One of the areas where schemas show their influence is a person's job, which is one of the most important aspects of every person's life. What kind of job a person chooses and with what quality and feedback he does it is different based on the type of his schemas (as well as the type of reaction of each person to the working conditions and the degree of dependence and attachment he experiences in the work environment). How much a person's ability to tolerate stress or how much a person is attached to and committed to his job depends on the type of EMS of the person and their severity. Someone who has a more active EMS, feels more tension and stress in work situations, and the level of commitment and job dependence is affected. One of the areas in which schemas are active are emotions. If a person has experienced emotional deprivation and has active schemas in this area, they will have problems in processing and recognizing emotions. When a person is damaged in this area, he also has problems in developing emotional intelligence and cannot have high emotional intelligence; As a result, the level of attachment and job dependence of employees, which is one of the pillars of the emergence of this characteristic of strong emotional intelligence, decreases under the influence of incompatible schemas.

Neuroticism is associated with feelings such as anxiety, guilt, fear, depression, anger, and anger, which makes a neurotic person experience more mental conflict in front of family and work stimuli than people with high emotional stability. These people mostly focus on the negative aspects of their job and position and suffer high levels of emotional and emotional fatigue, which affects their job involvement. Also, lack of real interest in work, mistrust, anger, fear, guilt, lack of independence and lack of ethics in psychopathic people prevent them from being more attached to their jobs (Gilkar & Darzi, 2013).

Extroverts are bold, risk-taking and domineering people who, due to their high energy, sociability and desire to meet others, experience high levels of positive emotions and



seek progress. Psychiatric hospital employees who get a high score in extroversion usually seek to acquire a central role and position in the work environment in order to satisfy the need for leadership and mastery over others. Therefore, the mentioned people are more involved in their jobs and dedicate a large part of their time to their jobs. As a result, extroverts find more attachment and dependence on their job due to their effort at work, dedication, social connection, positive emotions, kindness and full concentration on work.

Openness to experience is one of the personality traits that distinguish realists and dreamers. According to the scores obtained by the employees of the psychiatric hospital, it can be concluded that these employees are more open to unusual events and ideas. In fact, these people's awareness of their feelings leads to their tendency to complex things and engage in creative activities. As mentioned before, performing creative and challenging activities is one of the characteristics of job involvement in employees. It seems that when employees are open to their new experiences, their job involvement increases. Probably, because people with the trait of openness to experience see themselves less bound by general and general issues, they are more curious about different places and new situations.

In explaining the effect of conscientiousness on job attachment and dependence, it can be pointed out that people attached to the job show a positive attitude in their work and express a higher interest towards the organization and their colleagues. Such people tend to remain in the organization when they feel that moral values are considered in their organization when making decisions. This issue mostly happens when employees feel that their personal moral values are compatible with the organization, they rarely think of quitting their jobs and generally believe that their personal goals are compatible with their organizational goals. Therefore, the existence of a relationship between conscientiousness and moral character (one of the criteria of job involvement) in the employees of the psychiatric hospital was correctly clarified.

## 5 Limitations

## References

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In this research, the most important limitation was the use of the correlation method and self-reporting tools (the correlation of the research method and its cross-sectional nature). In this method, the discovered relationships cannot be assumed as causal relationships, and in self-reporting tools, people may not have enough self-regard and do not answer the items responsibly. Also, in the current research, a large number of other variables that influence the formation of job involvement have been ignored. This limitation not only in this research but in all researches can lead to false correlation between research variables. Another limitation of this research was problems at the time of implementation, which was solved by stating the purpose of the research and getting the approval of the head of education.

## 6 Suggestions and Applications

Based on the findings of this research, different dimensions of personality are effective on the level of job involvement of teachers. As a result, if the education officials pay more attention to the personality traits of the personnel, they can identify the personnel with low dependence and have more appropriate planning and organization to reduce the problems related to the quality of work life and job involvement. It is also suggested that managers pay attention to the different dimensions of job involvement of employees and through it improve other organizational dimensions such as job performance, job satisfaction, job satisfaction and reducing job stress.

## Acknowledgments

The cooperation of all participants in the research is thanked and appreciated.

## Declaration of Interest

The authors of this article declared no conflict of interest.

## Ethics principles

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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