



THE IMPACT OF PERSONALITY TRAITS ON JOB PERFORMANCE OF EMPLOYEES IN IT INDUSTRY OF PUNE REGION

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Abstract

Personality traits have received a huge consideration from past years. Many successful organizations like to depend on innovative ways of employees who handle and complete their tasks tactfully to perform better. Employees need to improve their knowledge and skills consistently to become a knowledge worker and remain competitive (Jermsittiparsert & Boonratanakittiphumi, 2019). This study intends to examine the impact of big five personality traits (Extraversion, Agreeableness, Conscientiousness, Neuroticism, Openness) on job performance in the IT industry of India. The target population of this study was IT Engineers. The Sample size of the research is 175 and all the responses collected for Pune, India. For the measurement of study variables, the convenience sampling method was selected and the self-administered structured questionnaires were developed. The data collected was analyzed under the statistical data analysis package of 16 using correlation and regression methods. The findings of the study suggested that the personality types of extraversion, agreeableness, openness to experience and conscientiousness of IT Engineers had significant positive Influence and neuroticism type had significant negative influence on job performance. Further, all hypotheses of the study are empirically accepted. Hence, 43.3% of the variation in job performance can be explained by the big five personality factors.

Keywords: Personality, Personality Traits, Big Five Personality, Job Performance.

Introduction

The impact of personality traits on many factors like job satisfaction, job motivation, job commitment and job performance has been a frequently studied research topic in various fields. The one big problem organizations face is how to identify people who are working hard from who are not performing well. The solution to this problem relates to the personality type one exhibit. Discussions that concern personality as a valid predictor of job performance have flourished ever since Barrick and Mount (1991) conducted a substantial meta-analysis on the same topic. Job performance is multidimensional function which can be measured by how employees perform their job, the way they provide solution to problems and the initiative they take. Furthermore, the way they utilize their available resources and the time and energy they spend on their tasks (Boshoff & Arnolds, 1995; Schepers, 1994). Job performance could be affected by situational factors, such as the characteristics of the job, the organization and co-workers (Hackman & Oldham, 1980; Strümpfer, Danana, Gouws & Viviers, 1998). Personality encompasses persons thought process and his behavior. Every person has his unique personality which differentiates one person from another person. The five personality dimensions seem to be relevant to different cultures (McCrae & Costa, 1997) and have been recovered consistently in factor analyses of peer- and self-ratings of trait descriptors involving diverse conditions, samples, and factor extraction and rotation methods (Costa & McCrae, 1988). The five dimensions of the five traits of personality are Neuroticism, Extraversion, Openness to Experience, Agreeableness and Conscientiousness. Different studies have been conducted to determine the dispositional causes of different kind of work-related attitudes and behaviors such as the relationship between five personality traits and job performance (Barrick & Mount, 1991). This area of research is useful in identifying which personality traits are robust predictors of job performance and in identifying those measures that can be utilized to measure these personality traits.

Research objectives

By reviewing studies, reports, periodicals and books related to the topic of study, the purpose of this research is to describe the main objectives of this research as follow:

1. Find the relationship between personality and job performance.
2. Discuss the big five personality theory.

Literature Review

Personality Traits

Personality trait is very important factor in every successful organizations. From previous studies it is found that personality traits have both advantages and disadvantages. Dynamics of personality traits is very complex and cannot be underestimated. There is a significant link between human resources management practices and the personality traits of employees within the organizations (Akhtar, Boustani, Tsivrikos, & Chamorro-Premuzic, 2015). When an organization recruit and select the employees for the organization, human resources management may evaluate the personality traits (Ghani, Yunus, & Bahry, 2016). Obviously, although personality traits are investigated either for organizational development or in making decision processes, it also can be applied in



various levels of analysis (Church et al., 2015). Personality traits are an enduring and unique characteristic which may change in different situations. Personality traits contain the psychological systems form different thoughts, behavior, and emotion (He, Wang, Zhu, & Harris, 2015). Big five personality traits are: Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness

Big Five Personality Traits

The Big Five personality traits determine five broad personality types: Conscientiousness, Extraversion, Neuroticism, Agreeables and Openness to experience. Conscientiousness personality type includes traits such as hardworking, careful, thorough, responsible, organized, persevering (Barrick & Mount, 1991). High conscientiousness individuals are methodical, dependable, and risk averse (Goldberg, 1990). Extraversion includes traits such as sociable, talkative, gregarious, assertive, active, ambitious and expressive (Barrick & Mount, 1991). Neuroticism includes traits like anxious, depressed, angry, embarrassed, emotional, worried, and insecure (Barrick & Mount, 1991). Agreeables include traits such as courteous, flexible, trusting, good natured, cooperative, forgiving, soft hearted, and tolerant (Barrick & Mount, 1991). Openness to experience include traits like imaginative, cultured, curious, original, broad minded, intelligent and artistically sensitive (Barrick & Mount, 1991).

a. Extraversion

From the past literature, the relationship between extraversion and job performance can be examined. The employees with high extraversion are sociable, talkative and very energetic. Extravert employees can create more social networks than introvert person because they are socially more active. These kinds of people can easily find out other job options if they feel it would be better. Employees with high extraversion traits continuously look for better opportunities for their career as well as to get the recognition.

b. Agreeableness

Agreeable employees concentrate on the quality of relationship with others. Agreeable employees tend to be compassionate to their peers (He et al., 2015). These kinds of employees tend to be loyal with their companies. Moreover, these individual features significantly correlated to high job satisfaction, good team performance, as well as high job performance (Farrukh, Ying, & Mansori, 2017). These features are courteous, naturally forgiving, and flexible when dealing with people. These kinds of employees want the better treatment from company.

c. Conscientiousness

From the past research, it is found that Conscientiousness is the most stable predictor of personality traits that evaluate the job performance. Conscientiousness employees tend to strive for achievement and show self-discipline to them. Conscientious employees are dependable and more persistent due to their extra efforts to work, and they push themselves to give a better performance to their companies (Terrier, Kim, & Fernandez, 2016). A study by Powell and Bourdage (2016) has found that conscientiousness significantly related to a generalized job involvement tendency. Typically, conscientiousness employees tend to involve in and engage with their organizations whereby they are likely to be committed to the organizations effectively (Farrukh et al., 2017). Among various characteristics of conscientiousness people such as hardworking, perseverance, and achievement-oriented (Therasa & Vijayabanu, 2015).

d. Neuroticism

Neuroticism tend to experience negative emotions like low-confidence, anxious, highly worried and depressed in nature. Due to their negative behaviors and attitudes in the work field, it was identified as a core source of negative affections in the past study by Jalagat (2017). McCrae (1992) revealed that people high in neuroticism are agitated, anxious and naturally discouraged. Ferreira and Nascimento (2016) proved that neurotic people tend to dislike tough situations that required long-term commitment, trust, initiative skills, social skills. These kinds of employees are likely to be less committed.

e. Openness

These types of people tend to be innovative and can adapt themselves in any situation and they are likely excited to new experiences. They welcome challenges in their workplace that could trigger them. They need participative leadership. Although they are good in job performance and excited about the new environment and autonomy (Costa & McCrae, 1992), yet they less likely commit to the change initiatives on their current job.

Job Performance

Job performance is the most significant factor in employee management. What a person does at work has been known as job performance (Seddigh, 2015). Among all factors and conditions at the workplace, the performance of employees is a point that matter (Altintas et al., 2015). Mathis and Jackson (2011) indicated that the ability of an employee to reach their targets and goals as well as achieve objectives or organization is known to be job performance of an employee. Job performance is an activity that the employee needs to complete the task given successfully (Rammstedt & John, 2007). Through employment rules and regulation, the employee

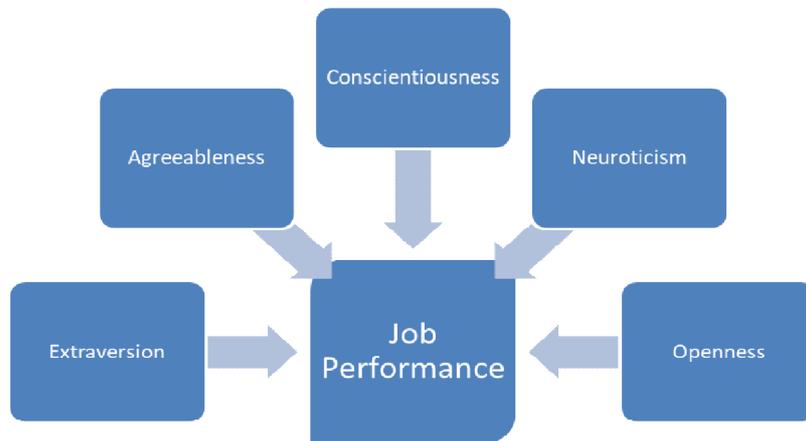


was accountable for successful performance related to duties and tasks. Employees agree to do the task dependably when they accept certain job assignments (Hettiararchchi&Jayarathna, 2014). In every organization, employees are very important resources. To keep them motivated, it is important to give them rewards and recognition. A satisfied employee is most useful asset to any organization. Such employees put their 100% in accomplishment of their tasks at their workplace. Smith, Patmos, and Pitts (2018) mentioned that the objective of the employee to perform better in job could reduce stress in the work environment. It is because, when employee upset, their spirit to work well will decrease, and this can make the level of traits keep increasing.

The employee has many ways of performing the job as expected by the organization. Refers to the employment rules and regulations, every employee is in charge of performing better on duties and tasks given that involved in the job. They need to do well in their tasks and duties for the sake of a sense of responsibility. The level of performance in various tasks influenced by traits. There was the fact that several traits can improve the performance of employees because of the effect of traits on employee performance and organization not always be negative (Alkubaisi, 2015).

Conceptual Framework

Based on the above discussion and relationship, the researcher has developed this research framework and hypotheses of the study. The conceptual framework of this study has been exposed in the below Figure. The dependent variable, job performance is inclined by big five personality traits, the independent variables.



Methodology

This study intends to find out and measure the impact of personality on job performance. This study has used questionnaire survey method to gather cross-sectional data. The target population is 320 engineers selected from Private IT firm. The sample consists of 175 IT employees in the selected private IT firms under the convenient sampling method. Total 135 responses were received finally. (67.5% response rate)

Measures

In this study, BFP is measured through the big five inventories developed by John et al. (1991) instrument with 44 statements including reversed questions. The Individual Work Performance Questionnaire (Koopmans, 2015) was used to measure the job performance with 18 statements.All statements are measured with Five Point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Data Analysis

The objectives of this study analysis were achieved through the computer based statistical data analysis package of SPSS 16.0. The data analysis included both univariate and bivariate analysis. The results of Cronbach’s alpha test given in Table 1 suggest that the reliability of each instrument was satisfactory. The content validity of the instruments was identified through the conceptualization and operationalization of the relevant variables based on existing literature.

Table 1: Reliability Statistics

Table with 2 columns: Instrument, Cronbach’s Alpha. Rows: Big five Personality (0.832), Job Satisfaction (0.911)



The results of simple regression analysis of the variables of big five personality and job performance are in the Table 2.

Table 2: Results of Simple Regression Analysis

Table with 7 columns: Variables, BFP with JP, E with JP, A with JP, C with JP, N with JP, O with JP. Rows include R Square, Adjusted R square, F, Significance, B-constant, and B -Value.

In accordance with the Table 2, 78.3% of the total variation of job performance is explained by BFP, 62.6% of job performance by extraversion (E) and 67.7% of the total variation by agreeableness (A).75.3% and 53.2% of the total variation of job performance by conscientiousness (C) and neuroticism (N) in sequence.73.6% of the total variation of job performance is explained by openness to experience factor. Summary of hypotheses testing is given in Table 3 and there is a significant impact of BFP and job performance. However, except neuroticism factor, all other factors are positively related to job performance.

Table 3: Summary of Hypotheses Testing

Table with 5 columns: HYPOTHESES, VALUES, Sig.(2- tailed), REMARKS. Rows include H1 through H6 with corresponding values and remarks like 'ACCEPTED'.

Table 4: Combined Impact of the five determinants on Job Performance

Table with 9 columns: R Square, Adjusted R Square, Std. Error of Estimate, R Square Change, F change, Df1, Df2, Sig. change, F, Durbin watson. Row 1 contains values: 0.466, 0.432, 0.45783, 0.041, 13.020, 1, 165, 0.000, 1.886.

From table 4, the adjusted R-Square value is 0.432. It means that it is able to explain 43.2% of variation in JP with the model. The Durbin-Watson statistic is 1.886.

Discussion and Conclusion

From the above research, it is found that among the IT engineers of Pune region, the extraversion, agreeableness, conscientiousness and openness have positive impact on job performance of employees while neuroticism has negative impact on job performance.

According to the results of regression analysis (Table 4), BFP is a positive variance on job performance.

To enhance the job performance of the IT Engineers, the programs for personality development are to be successfully implemented. It is the responsibility of the management of the IT firms to consider the BFP factors and enhance the job performance of the IT Engineers in their attempt to achieve the target of maximum contribution toward the organizational growth and success.

Further, it is recommended to pay attention on some other factors that effect on job performance of IT engineers. In such an attempt, it is suggested to upsurge the sample size for the future studies if a similar study is conducted for the other professions.



References

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