

Role of Employee Personality on Job Performance: A Quantitative Study

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Abstract

The study's goal was to look at the connection between employee personality and job performance. Data were collected from 185 employees from various industries using a standardised personality assessment tool and job performance metrics in a quantitative research design. Some personality qualities, affect the work environment and work performance of an employee more as compared with the other personality traits. In the era of technology, where the mental health has been considered highly important, the role of personality has increased multifield. These findings emphasise the importance of taking personality traits into account throughout the hiring and selection procedure, and they suggest that organisations could benefit from developing training and development programmes that target these specific personality traits to improve job performance.

Keywords: Employee Personality, Work Performance, Quantitative Research, Personality Assessment Instrument

Introduction

Employee job performance is an important factor in organisational success, and firms frequently invest large resources in finding, developing, and retaining competent people. While many factors impact work success, the importance of 'personality' is gaining traction among scholars and practitioners. 'Personality' characteristics have long been studied in psychology, and current research suggests that they may play a crucial influence in employee work success.

Conscientiousness is defined as the degree to which people are trustworthy, organised, and accountable. Conscientiousness is regularly associated with work performance, particularly in activities that require planning, organising, and executing complicated projects, according to research. Conscientious people are more likely to create objectives, organise their work, and follow through on their commitments, which can lead to better job performance. Emotional stability, often known as neuroticism, is the degree to which people feel unpleasant emotions such as worry, rage, and grief. According to research, emotional stability is adversely associated with job performance because people who experience significant amounts of unpleasant emotions are more easily distracted, less able to cope with stress, and perform poorly under pressure.

The degree to which people are cooperative, caring, and empathic is referred to as agreeableness. According to research, agreeableness is associated with job success in professions requiring cooperation, customer service, and interpersonal communication. People with increased degree of agreeability are more likely to work well with others, be sensitive to others' needs, and be good at conflict resolution. Extraversion is defined as the degree to which people are extroverted, aggressive, and friendly. While extraversion has been proven to predict work success in some areas, such as sales and customer service, the link between extraversion and job efficiency is less than that of the other four factors.

The degree to which people are open-minded, curious, and creative is reflected in their openness to experience. While 'openness to experience' has been proven to predict work success in occupations requiring creativity and innovation, the association between 'openness to experience' and job performance is also less than the other four components. Given the significance of job performance and the potential influence of personality on performance, the purpose of this study was to look into the relationship between employee personality and job performance. The study's findings may

have significance for organisations looking to better their recruiting and selection procedures as well as create successful training and development programmes that target certain personality traits.

Literature Review

For decades, scholars and practitioners have been interested in the link between employee personality and work success. The Big Five model, which specifies five major aspects of personality: “extraversion”, ‘agreeableness’, ‘conscientiousness’, ‘emotional stability’, and ‘openness to experience”, is the most extensively employed in this context (Barrick, Mount, & Judge, 2001). The sections that follow offer an overview of the study on each of these aspects and how they relate to work performance. Extraversion is defined as the degree to which people are extroverted, assertive, and friendly. Scholars have long been intrigued by the relationship between extraversion and job performance, with some research indicating that both are linked in a favourable way (Barrick & Mount, 1991; Judge, Higgins, Thoresen, & Barrick, 1999). Extraverted people may be more at ease in social circumstances, better at communicating with others, and more inclined to take on leadership responsibilities, all of which may contribute to superior work performance in specific scenarios.

Several research, however, have found a lower association between extraversion and work success than previously assumed, with other studies finding no relationship at all (Bono & Judge, 2004; Hurtz & Donovan, 2000). Nevertheless, extraversion may not be a universally positive feature because it is connected with impulsivity, risk-taking, and distractibility, all of which can contribute to poor work performance in specific situations (Barrick, Mount, & Judge, 2001). The degree to which people are cooperative, caring, and empathic is referred to as agreeableness. According to research, agreeableness is positively associated with job performance, especially in professions requiring cooperation, customer service, and interpersonal communication (Barrick et al., 2001; Hurtz & Donovan, 2000; Judge et al., 1999). Those that are agreeable may be better able to create favourable connections with co-workers, customers, and superiors, which can lead to improved job performance evaluations.

However, several researchers have noticed that other characteristics, such as work complexity and task interdependence, may reduce the association between agreeableness and job success. Agreeableness may be less relevant for job success in professions that involve more solo work or less engagement with others. Conscientiousness is defined as the degree to which people are trustworthy, organised, and accountable. Consistent research has demonstrated that conscientiousness is favourably connected to work performance, particularly in activities requiring sophisticated project planning, organisation, and execution (Barrick et al., 2001; Hurtz & Donovan, 2000; Judge et al., 1999). Those who are conscientious are more likely to create objectives, organise their work, and follow through on their commitments, which can lead to improved job performance.

Furthermore, conscientiousness has been found to be a good indicator of workplace efficiency, across a wide range of sectors and job kinds (Salgado, 1997; Tett, Jackson, & Rothstein, 1991). It has been demonstrated to be the biggest determinant of professional growth. across all occupations in one research of 146 different jobs (Barrick et al., 2001). Emotional stability, often known as neuroticism, is the degree to which people feel unpleasant emotions such as worry, rage, and grief. According to research, emotional stability is adversely associated with job performance because people who experience significant amounts of unpleasant emotions are more easily distracted, less able to cope with stress, and perform poorly under pressure (Barrick et al., 2001; Hurtz & Donovan, 2000; Judge et al., 1999). Furthermore, emotionally unstable people are more likely to experience interpersonal disputes, which can have a detrimental influence on their job performance (Salgado, 1997). Nonetheless, some evidence suggests that modest degrees of emotional stability may be good for work performance in specific settings (Barrick et al., 2001).

Individuals' openness to new experiences shows their level of imagination, creativity, and open-mindedness. According to research, occupational success is favourably related to receptivity to new experiences, especially in occupations requiring creativity, innovation, and problem-solving. Open people may be more eager to try new things, take chances, and challenge the status quo, which can lead to better work performance in some situations. Furthermore, it has been discovered that openness to experience is especially important for success in certain industries, such as technology and the arts (Barrick et al., 2001; Tett et al., 1991).

While the ‘Big Five model’ has been widely employed in personality and work performance studies, it is vital to recognise that it has certain limitations. First, the Big Five model does not account for all aspects of personality that

may influence job performance, such as motivation, values, and interests (Barrick et al., 2001). Second, the Big Five model presupposes that personality traits are stable and constant across time and in different settings, which is not necessarily the case (Hurtz & Donovan, 2000). Furthermore, some scholars claim that the Big Five model may not be relevant to all cultures since various cultures may prioritise different personality traits than those indicated in the 'Big Five model' (Church & Katigbak, 2002; McCrae, 2001). For example, under the Big Five paradigm, certain cultures may prioritise humility or collectivism above individuality and aggressiveness, which are associated with extraversion.

In some cases, research has shown that the HEXACO model can predict job success better than the Big Five model (Ashton et al., 2004; Judge et al., 2013). One study discovered, for example, that honesty-humility was a major predictor of work performance in positions requiring trustworthiness, such as law enforcement and banking (Ashton et al., 2004).

The Dark Triad, which covers three characteristics of personality: Machiavellianism, narcissism, and psychopathy, is another model that has been studied in connection to work performance (Jonason & Webster, 2010). According to research, those with a high 'Dark Triad' score are more likely to participate in immoral behaviour, and manipulative strategies in the workplace, which can have a detrimental impact on job performance and organisational outcomes (Furnham et al., 2013; Jonason et al., 2011). It is crucial to highlight, however, that not every research has confirmed the Dark Triad's predictive validity in connection to work performance (O'Boyle et al., 2012). Furthermore, some researchers have argued that 'the Dark Triad approach' to understanding personality in the workplace is limited and potentially harmful, as it may perpetuate negative and destructive behaviour rather than promoting positive outcomes (Babiak & Hare, 2006).

Ultimately, research on personality and work performance has far-reaching implications for people, organisations, and society. Understanding the importance of personality in work performance may assist organisations in making informed recruiting decisions, identifying training and development requirements, and promoting employee well-being and success. Furthermore, recognising the relationship between attitude and performance of employees can assist individuals in making educated career choices and developing methods for maximising their potential at work. Yet, it is critical to remember that personality is only one of many elements that determine work performance, and that skills, knowledge, and experience may also be major predictors of success. Furthermore, in order to make educated judgments regarding job performance, it is critical to acknowledge the possible limits of personality tests and to utilise them in conjunction with additional methods of assessment, such as interviews, work samples, and performance reviews.

Objective of the Study

- To explore the factors determining the Role of Employee Personality on Job Performance
- To determine the significance of the factors determining the Role of Employee Personality on Job Performance

Methodology

The present study is based on a survey conducted with a structured questionnaire. In the analysis, there were 185 participants who took part. To identify the results, statistical techniques such as mean and t-test were employed. The research employed a convenience sampling method, where participants were selected based on their availability and accessibility.

Table 1 Role of Employee Personality on Job Performance

Serial No.	Statement of Survey	Mean Value	t-value	p-value
1	Employers should consider personality traits when hiring and assigning roles to ensure the right fit for the job.	4.27	9.911	0.000
2	Employees who are open to new experiences tend to be creative, curious, and innovative.	4.32	9.927	0.000
3	Employees who are emotionally stable tend to remain calm and composed,	4.37	10.271	0.000

	even under pressure or in stressful situations.			
4	Employees who are extraverted tend to be outgoing, sociable, and energetic.	4.29	7.966	0.000
5	Training and development programs may develop key personality traits.	3.97	4.974	0.000
6	Employee personality can play a significant role in job performance.	4.50	11.934	0.000
7	Employees who score high in conscientiousness tend to be dependable, organized, and responsible.	4.46	11.903	0.000
8	The impact of personality on job performance can vary depending on the nature of the job and the specific traits involved.	4.19	9.463	0.000
9	Personality in work performance may promoting employee well-being and success.	3.85	4.568	0.000
10	Employees who score high in agreeableness tend to be cooperative, supportive, and friendly.	4.41	11.952	0.000

Table and Figure 1 presents the mean score of various statements. “Employee personality can play a significant role in job performance”, has highest mean score (4.50), followed by “Employees who score high in conscientiousness tend to be dependable, organized, and responsible” (4.46)., “Employees who score high in agreeableness tend to be cooperative, supportive, and friendly” (4.41). “Employees who are emotionally stable tend to remain calm and composed, even under pressure or in stressful situations” (4.37), “Employees who are open to new experiences tend to be creative, curious, and innovative” (4.32). “Employees who are extraverted tend to be outgoing, sociable, and energetic” (4.29), “Employers should consider personality traits when hiring and assigning roles to ensure the right fit for the job” (4.27). “The impact of personality on job performance can vary depending on the nature of the job and the specific traits involved.” (4.19), “Training and development programs may develop key personality traits” (3.97), and “Personality in work performance may promoting employee well-being and success” (3.85). The T-value of every statement in the context of studying role of Employee Personality on Job Performance is significant because t-value statements are found to be positive and the significance value is also less than 0.05.

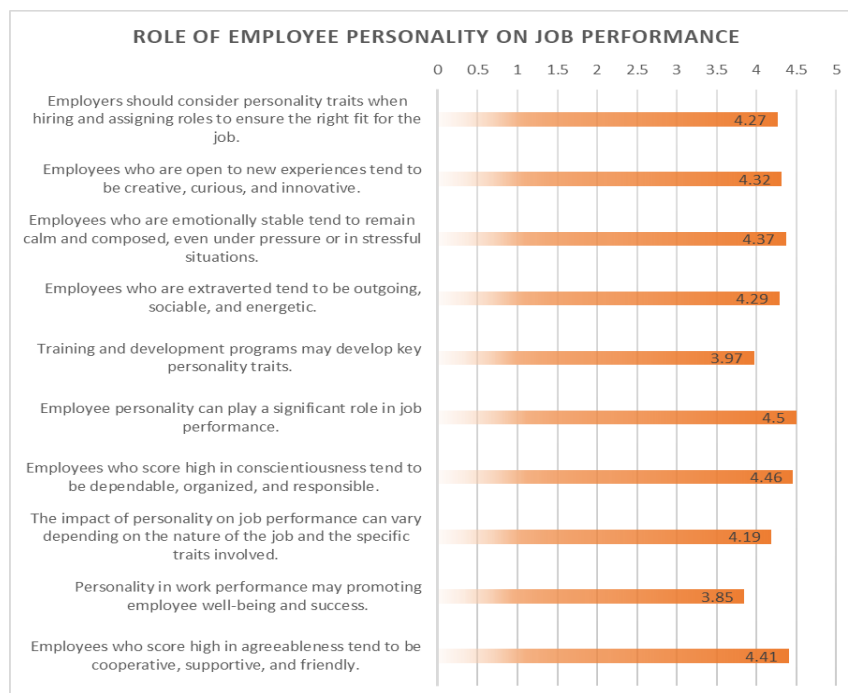


Figure 1 Role of Employee Personality on Job Performance

Conclusion

According to research, conscientiousness, emotional stability, and extraversion are favourably connected to work performance, although neuroticism and openness to experience may have negative or ambiguous correlations. Personality is only one of several elements that determine work performance; skills, knowledge, and experience may all be significant indicators of success. Understanding the importance of personality in work performance may assist organisations in making informed recruiting decisions, identifying training and development requirements, and promoting employee well-being and success. Further study is required to continue investigating the complicated connection between personality and work performance and to develop innovative strategies to apply this information to improve individual and organisational results.

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