



The Impact of Personality Dimensions of Employees on the Job Performance

Dr. Abid Khan, QEC, University of Malakand, Malakand, Chakdara, Pakistan phdabid@gmail.com

Dr. Faisal Sheraz, Department of Management Science, Abasyn, University Peshawar

Dr. Rizwan Ullah, Lecturer in Commerce and Management Science, University of Malakand, Pakistan

Dr. Iqbal Amin Khan, Lecturer in Education, University of Malakand, Pakistan

Ms. Maria Gogosh, Lecturer in Commerce and Management Science, University of Malakand, Pakistan

Abstract-This research study mainly focuses on the personality traits of employees especially when hiring the employees in the organization. This research study also provides strong suggestion for human resource manager to judge the personality and nature of employees for the betterment of the organization. All the employees have an impact on their job performance which directly impacts the organization. Employees' job performance and his or her productivity are authoritative and imperative for the success as well as failure of the organization. The productivity level and performance of the employees is better for the organization development and progress but if in case the low performance of employees will create difficulties and problems which harm the organization. The main purpose of the employees is to efficiently and effectively perform work task in the organization. It's all dependent upon the task, responsibility and duties of the employees assigned in the organization. It is highly recommended that when hiring the employees, the organization should carefully analyze the personality of the person. The organization can easily test the personality of the person through different techniques. The organization should also train the employees in a way that develops their effective personality. Training can enhance as well as polish the personality of the employees. It is analyzed that the fresh graduates who have no experience have not that much mature personality because they have no experience of the practical life. The collected data was analyzed through SPSS and the regression analysis shows the values of R square 0.223, adjusted R square 0.207 supports this research study. In the ANOVA table the value of $F = 13.973$ which shows that the variance in these variables are 14%. Last is the Coefficient table where the value of Beta variable name conscientiousness = (0.336) consider as the best predictor of the study.

Keywords: Employees Personality traits, extraversion, agreeableness, conscientiousness, Neuroticism, Openness, Employee performance, Job Outcomes.

I. INTRODUCTION

The employees, in every organization and company are the main and valuable assets. The success and failure of the organizations is directly and indirectly associated with the performance and outcome of employees. The roles of the employees are the core and important part of every organization. The employees are the main resource of the organization which generally uses the power, skill and ability to perform decision for the betterment of the organization. These authorities are delegated to the employees to take important strategic decisions according to the nature of the work requirement and situation. Every organization needs and requires hiring the efficient and skilled employees to meet the goal of the organization (Perry & Wise, 1990). There are so many researches are conducted on the age of economics and finance. The important and dynamic role of the resource is human resource and their performance of job is considered as the heart of human resource (Peter & Khalil, 2010).

The dimension of personality traits of employees in the organization is very important. All the employees have an impact on their job performance which directly impacts the organization. Employees' job performance and his or her productivity are authoritative and imperative for the success as well as failure of the organization. The productivity level and performance of the employees is better for the organization development and progress but if in case the low performance of employees will create difficulties and problems which harm the organization. Here the role of the human resource managers who make the policies and procedures is very important. They must know about the feelings perceptions of their employees (Cass, 2007).

The word of "job performance" plays a dynamic role in business world. Job performance and job fit personality of employees enhances the growth of business in competitive business environment as the competition is increasing day by day (Ailawadi, K.L, 2005).

Importance of Study

Many studies have been done on the personality traits of employees and are related to their job performance especially, in private organizations of Pakistan. The performance of the employees working in the private organization needs this to study the personality traits for the betterment of the organization (Ailawadi, K.L, 2005). This study helps the human resource managers to make positive and effective decisions while hiring the employees. The outcome of this study helps to assess the job performance in relation to the personality.

Objectives of the study

The key objectives of this study are as follow:

- To identify and explore the employee's "personality traits extraversion, agreeableness, conscientiousness, neuroticism and openness to experience on the job performance".
- Develop an approach or techniques to hire employees on the basis of personality to enhance the employees' job performance.
- To give recommendation for improvement of job performance of the employees in (Pvt) telecom sector in Peshawar.

Limitations

In this study, primary data is used for compiling the outcomes and results. Primary data is gathered through questionnaires and the direct observations are conducted from different private organizations, which are working in Pakistan. The sample has drawn from private organization. The correctness of the outcomes is influenced by biases produced due to lack of trust in confidentiality.

II. Literature Review

Personality dimensions or scope is considered as one of the most developing topics in today's world. The employees are considered as the main element during the development or the performance of any organization. The main goal is to understand the existing related research conducted and presented on the "Impact of personality Dimensions of employees" on the job performance and job outcomes. The personality Dimensions revolves around the five main parameters. It includes "Extraversion, Emotional Stability, Agreeableness, Conscientiousness and openness to Experiences" (Balfour & Wechsler, 1996). All of these parameters play an important impact on the personality dimension of the employees. A large number of the studies have examined the subject of "job performance and satisfaction deeply" (Ailawadi, K.L, 2005). The scope of the job performance and the job outcomes are directly associated with the performance. A research study (Kurtz, D. L, 2008) presents a conceptual framework based on the job performance. According to the Personality Dimensions, close relationships have being defined between the job performance and Personality Dimensions. Impact of Personality Dimensions on the job performance is related with number of factors which includes "Age, Gender, Family background, financial incomes, education, and experience of the individual" (Peter & Khalil, 2010).

The personality of the employees in any organization plays an important role in overall development of the organization and job performances. The main objective of the character is the accountability of the employee's which has a straight linked with the behavior (Zelnio, 2003). In other words, the performance of employees can be defined as "the best suitable possible actions which are taken by most of the well reputed companies or organization to enhance their worth in the market" (Balfour & Wechsler, 1996). The personality dimensions of the employees can be describe in number of areas including "Economic, Legal, Norms, Ethical Values; Culture activities of the organization, Firms or company create the values in society" (George & Jones, 2003) The word "dimension" of the personality of the employees also considers with the name of "public safety, health and insurance of the employees and overall working environment of the community" (Zelnio, 2003).

The role of job satisfaction, work behavior and job attitude of the employees in the organization is very important. Each of the aspect plays a very important role in the organization. It is a fact that their role can be positive as well as negative, but it mainly depends on the organization. Job satisfaction is mainly how much an employee is satisfied from the job and the organization. It is analyzed that if the employee is satisfied from his job it will clearly be indicated in his performance. His performance will improve, if his

job satisfaction is high. The job satisfaction will also affect the turnover rate in the organization. If the level of job satisfaction is high then the organization will have minimum percentage of turnover rate. Many research studies are carried on the differences of the individual's performance in education and on the individual performance in the organizations. Many discussions have indicated that there is a lot of difference between the two performances. Education is very important and it plays a very important role in the personality development and individual's life. It is analyzed that the person or individual is not that much mature in his educationally stage as compared to the job performance. His behavior and personality becomes very different and mature when he enters his practical life. It is seen that mainly the organization prefer those employees or individuals who have good performance in education as well as those employees who have good.

There are number of surveys that have been conducted in the different research studies to find and understand the trait of the personality dimensions "Extroversion, Neuroticism, Agreeableness, Conscientiousness, and Openness" (Balfour & Wechsler, 1996). The following table presents the evaluation of the personality traits of the different officers working in different organization of the Pakistan.

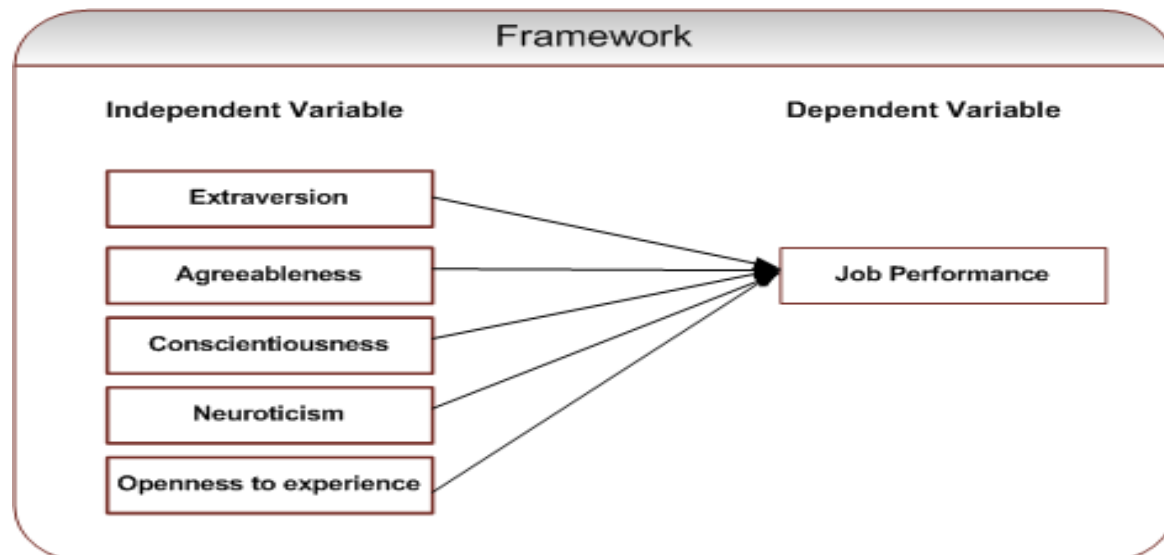
Table Personality Traits

Trait	Description	Opposite
Extroversion	Outgoing	Introversion
Neuroticism	Nervous, agitated	Emotionally stable
Agreeableness	Good-natured, cooperative	Critical
Conscientiousness	Dependable	Unreliable
Openness	Broad-minded, artistic	Closed, conservative

Source: (Peter & Khalil, 2010)

Theoretical Framework

The framework consists of the dependent and independent variable.



III. Methodology

Research Design & Methods

Design a research study by a researcher care practice can be maintained in a research study that changed the way. However, "This particular research methods research design and data collection for the research can be used in the data collection is more than just techniques. Term means and how the researcher's self-concept includes strategic decisions about such important". Telecom (Pvt) sector (Telenor, Warid, Zong, Mobilink,) in Peshawar has been selected the population of the study. The research tools are based on two categories. Firstly, the observation technique and secondly, the questionnaires. These questionnaires have been personally distributed in correspondents working in different organization of telecom sector in Peshawar in order to obtain the required information. This delivers an overview of the impact of

personality of employees on the job performance and performs data. The data have been collected from different private organizations i.e. Telecom (Pvt) sector (Telenor, Warid, Zong, Mobilink). The sample size was 200 correspondents working in different organization of telecom sector in Peshawar.

All the study's data collected with the help of primary and secondary sources from different private organization of Pakistan. In this study, the data transformed into quantitative data, in order to test the validity and reliability of the data. As stated above the primary source of the study involves the questionnaire adopted for understanding of the topic "impact of personality dimensions of employees on the job performance" and the secondary source includes the data collected from the internet and other related sources. The software employed are IBM SPSS (Microsoft Excel (Walkenbach, 2010). In order to analyze and portray the precise results correlation and regression analysis was used for the testing of hypothesis and also run chi square test to check the validation of the research.

Hypothesis

The verification and validation is considered as an important component for any system. The hypotheses are as followed:

Hypothesis 1

"Personality dimension extraversion has positive and has a significant relationship with job performance of employees working in private organization".

Hypothesis 2

"Personality dimension agreeableness has positive and has a significant relationship with job performance of employees working in private organization".

Hypothesis 3

"Personality dimension conscientiousness has positive and has a significant relationship with job performance of employees working in private organization".

Hypothesis 4

"Personality dimension neuroticism has positive and has a significant relationship with job performance of employees working in private organization".

Hypothesis 5

"Personality dimension openness to experience has positive and has a significant relationship with job performance of employees working in private organization".

IV. Data Analysis

The demographic information of the respondents has briefly explained. Some of the important demographic information is as follow:

Gender

Gender Table

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	137	68.5	68.5	68.5
Female	63	31.5	31.5	100.0
Total	200	100	100	

Gender is the important demographic to conduct this research study. The total no of respondents are 200.00 the percentile of male are 68.5%, out of 200.00 respondent and the females are 31.5% participated to conduct this research study, its means that the contribution of males is higher as compared to females.

Age

Age Table

Age	Frequency	Percent	Valid Percent	Cumulative Percent
------------	------------------	----------------	----------------------	---------------------------

15-25 years	34	17.0	17.0	17.0
25-35 years	71	35.5	35.5	52.5
35-45 years	77	38.5	38.5	91.0
45 year and above	18	9.0	9.0	100.0
Total	200	100	100	

Age is divided in to the class of the individuals. There percentages are of 15-25 are 17%, 25-35 years are 35.5%, 35-45 years are 38.5% and 45 and above are 9% to participated to conduct this research study. The average ages of 35-45 years are high as compared to other age groups.

Marital Status

Marital Status Table

Marital status	Frequency	Percent	Valid Percent	Cumulative Percent
Single	62	31.0	31.0	31.0
Married	138	69.0	69.0	100.0
Total	200	100	100	

The marital status are of single and married the percentage of single are 31%, and married are 69%, its means that the average of married are higher as compared to single working in the private organization of Pakistan.

Income Level

Income Level Table

Income Level	Frequency	Percent	Valid Percent	Cumulative Percent
10000-30000	70	35.0	35.0	35.0
30001-50000	53	26.5	26.5	61.5
50001-80000	25	12.5	12.5	74.0
80000 and above	52	26.0	26.0	100.0
Total	200	100	100	

According to the table the income level of 10000/- to 30000/- of the employees are 35%, 30001/-to 50000/- are 26.5%, 50001/- to 80000/- are 12.5% and 80000/- and above are 26%. Its means that the more employees' income level is fall in between the 10000/- to 30000/- participated to conduct this research study.

Organization

Organization Table

Organization	Frequency	Percent	Valid Percent	Cumulative Percent
Telenor	91	45.5	45.5	45.5
Warid	33	16.5	16.5	62.0
Zong	42	21.0	21.0	83.0
Mobilink	34	17.0	17.0	100.0
Total	200	100	100	

According to the table the employees of Telenor participation are 91 i-e 45.5% out of 200.00 respondents, Warid employees participated 33 i-e16.5%, Zong employees participated are 42 i-e 21% and Mobilink employees are 34 i-e 17%, contribution to conduct this research study.

Correlation Matrix

Correlations Table

	Extraversi on	Agreeablen ess	Conscientio us	Neuroti cism	Openness	Job Performance
Extraversion	1					
Agreeableness	.528**	1				
Conscientiousness	.596**	.749**	1			
Neuroticism	.188**	.141*	.237**	1		
Openness to Exp.	.086	.138	.225**	.372**	1	
Job Performance	.293**	.050	.199**	.298**	.189**	1

Pearson Correlation, Significant (Two Tailed), (n)(200)

In correlation table the hypothesis 1 is related to the personality traits of extraversion is positive and significant relationship with the job performance of employees had a correlation coefficient .293**, sig 0.000 these values support the hypothesis 1 in the study.

The hypothesis 2 is related to the personality traits of agreeableness is positive and significant relationship with the job performance of employees had a correlation coefficient 0.050, sig 0.000 these values support the hypothesis 2 in the study.

The hypothesis 3 is related to the personality traits of conscientiousness is positive and significant relationship with the job performance of employees had a correlation coefficient 0.199**, sig 0.000 these values support the hypothesis 3 in the study.

The hypothesis 4 is related to the personality traits of neuroticism is positive and significant relationship with the job performance of employees had a correlation coefficient .289**, sig 0.000 these values support the hypothesis 4 in the study.

The hypothesis 5 is related to the personality traits of openness to experience is positive and significant relationship with the job performance of employees had a correlation coefficient .189**, sig 0.000 these values support the hypothesis 5 in the study.

Regression Analysis

Model Summary Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.472 ^a	0.223	0.207	2.76018

a. Predictors: (Constant), Openness to Experience, Neuroticism Extraversion, Agreeableness, Conscientiousness

ANOVA Table

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	425.829	4	106.457	13.973	0.000 ^a
Residual	1485.626	195	7.619		
Total	1911.455	199			

a. Predictors: (Constant), Openness to Experience, Neuroticism, Extraversion, Agreeableness, Conscientiousness

b. Dependent Variable: Job Performance

Coefficients Table

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.

	B	Std. Error	Beta		
(Constant)	15.320	1.492		10.26	0.000
Extraversion	- 0.503	0.115	- 0.347	- 4.35	0.000
Agreeableness	0.648	0.124	0.506	5.242	0.000
Conscientiousness	- 0.434	0.134	- 0.336	- 3.23	0.000
Neuroticism	- 0.543	0.123	0.432	5.43	0.000
Openness To Experience	0.225	0.095	0.154	2.367	0.000

a. Dependent Variable: Job Performance

Model summary table shows that the values of R square 0.223, adjusted R square 0.207 supports this research study. In the ANOVA table the value of F = 13.973 which shows that the variance in these variables are 14%. Last is the Coefficient table where the value of Beta variable name conscientiousness = (0.336) consider as the best predictor of the study. And the second best predictor is Extraversion = (- 0.347) associated with the main variable job performance affiliated with the organization (Telecommunication Sector).

V. RECOMMENDATIONS

Some of the recommendations on the topic "Impact of Personality Dimensions of employees on the job performance.

Employees are the valuable asset of the organization. The whole organization is dependent upon the employees. It is highly recommended that when hiring the employees, the organization should carefully analyze the personality of the person. The organization can easily test the personality of the person through different techniques. It can be done by providing them some common as well as critical situation and the interviewee way of reaction and behavior to react in that situation can reflect their personality.

Secondly, the nonverbal aspects of the person reflect the personality. It is recommended that during the interview the organization should note the nonverbal aspects. It can be said that nonverbal aspects are the silent features of the ones personality but are louder than the words. The nonverbal communication can easily define the personality of the person.

Thirdly, it is recommended that the organization should also train the employees in a way that develops their effective personality. Training can enhance as well as polish the personality of the employees. It is analyzed that the fresh graduates who have no experience have not that much mature personality because they have no experience of the practical life. Thus, the organization should develop their personality by providing them good personality training sessions.

Fourthly, the skills, qualifications and knowledge are the main features of the personality. The person who is very highly qualified indicates that he is very positive in his work and takes the work very seriously. These kinds of employees are very valuable for the organization as they work hard to perform their task and these results in the easy accomplishment of the organization's goal and objective.

The organization should be bit careful when hiring those employees whose switching rate is high. In simple words, those people who switch their jobs very rapidly. This aspect indicates that they are not sincere to their work as well as to the organization. Such kinds of employees are not beneficial for the organization and the organization should not hire such employees.

The organization should monthly evaluate the personality of the employees. This will let the employees to improve and enhance their personality. It is very important to alert the employees about their performance evaluation by explaining them how their performance increases the organizational performance as well as their level of promotion in the organization.

The organization should develop and implement a proper performance appraisal system to enhance the performance of employees in the organization. This system should analyze the personality of the all level (upper, middle and lower levels) of employees in the organization.

VI. CONCLUSION

Personality is one of the main features of the person's development. Personality develops throughout our life and it is only specified to an individual. The personality of the person plays a very important role in the society as well as in the organization. The organization likes to hire those employees who are well groomed, and have a stable personality.

It is concluded that the personality of the employees working in the telecom sector is very positive. The employees of such kinds of organizations have a very positive attitude and behavior towards their work. There are many reasons for this positive attitude. Firstly, when hiring the employees, the organization

carefully analyzes the personality aspects of the person during the interview. They are asked some of the personality questions and the answer of the interviewee lets the organization to evaluate their personality. Several questions are also asked about their families relationships, which lets the organization to determine the basic development of the interviewee personality. Then, several situations are also given and are asked how you will react with them. Their answer tells the organization their behavior, attitude and how the interviewee can react to the pressures and situations. Then the most importantly, some psychologically questions are asked which lets the organization to determine how much the interviewee is psychologically stable. These all techniques help the organization to hire a very positive personality person and whose work and attitude is beneficial to the organization.

Secondly, the environment is very important. It is analyzed then a healthy and friendly environment helps the employees to enhance and improve their personality. It is observed through the survey that maximum of the employees are satisfied from their work environment. More the friendly and comfortable the work environment is, the greater will be the attitude of the person and this will also improve the organization's outcome. The healthy work environment decreases the level of conflicts between the employees and similarly the competition between the employees' decreases. The employees do not work only for their own betterment but also for the organization high outcome. This also lets the employees to work hard and take their work very seriously.

It is concluded that in the existence of such a competitive environment, where the new entrants are increasing day by day, similarly more emphasis is laid on the personality affiliated with the organization (Telecommunication Sector). It depends both on the employees as well as the organization how they use their personality to obtain maximum profit.

REFERENCES

1. Ailawadi, K.L. (2005). The retail power-performance conundrum: What have we learned *Journal of Retailing*, Vol. 77, 305-310.
2. Balfour, D., & Wechsler, B. (1996). Organizational commitment. *Public Productivity Management Review* (19), 256-277.
3. Bertrand, K., & Todd, S. (2000). Celebrity marketing: the power of personality. *golf legends* a. drive marketing campaigns *Business marketing*, 77(8), 24-28.
4. Bhatnagar, A., Misra, S., & Raghav, R. (2000). On risk, convenience, and Internet shopping behavior. *Communications of the ACM* 43 (11), 98-105.
5. Campbell, J., Gasser, M., & Oswald, F. (1996). The Substantive Nature of Job Performance Variability. In K. R. Murphy (Ed.), *Individual Differences and Behavior in Organizations*, 258-299.
6. Cass, J. (2007). *Strategies and Tools For Corporate Blogging*. Oxford:Elsevier.
7. Dienhart, J., & Gregoire, M. (1993). Job Satisfaction, Job Involvement, Job Security, and Customer Focus of Quick-Service Restaurant Employees. *Hospitality Research Journal*, 16(2), 29-44.
8. Dvir, T., Eden, D., Avolio, B., & Shamir, B. (2002). Impact of transformational leadership on follower development and performance: A field experiment. *Academy of Management Journal*, 43, 735-744.
9. George, J., & Jones, G. (2003). Experiencing Work: Values, Attitudes, and Moods. *Human Relations*, 50(4), 393- 416.
10. Giles, F. (2001). The real power of artificial markets. *Journal Management Science*, 987-988.
11. Gregoire, M., & Dienhart, J. (1994). Job Satisfaction, Job Involvement, Job Security, and Customer Focus of Quick-Service Restaurant Employees. *Hospitality Research Journal*, 17(1), 29-44.
12. Khalil, M., & Peter, K. (2011). Job satisfaction and organizational commitment: validating the arabic satisfaction and commitment, testing the correlations, and investigating the effects of demographic variable in the lebanese banking sector. *The international journal of human resource management*, Vol.22(5), 1181-1187.
13. Kurtz, D. L. (2008). *Contemporary Marketing*, Cengage Learning. 380.
14. Mason, C. H. (2000). New Product Entries and Product Class Demand. *Marketing Science*, Vol. 9(1), 58-73.
15. Pennock, D., & Lawrence, C. (2001). The real power of artificial markets. *Journal Science Management*, 987-998.
16. Perry, J., & Wise, L. (1990). The motivational bases of public service. *Public Administration Review* (50), 367-373.
17. Peter, K., & Khalil, M. (2010). Job satisfaction and organizational commitment: validating the arabic satisfaction and commitment, testing the correlations, and investigating the effects of demographic variable in the lebanese banking sector. *International journal of human resource management*, Vol.25(5), 1181-1187.

19. Walkenbach, J. (2010). Defining data types. Excel 2010 Power Programming with VBA. Wiley.
20. Zelnio. (2003). Marketing Research. European Edition, 90-110.