Big Five-Personality Dimension and Its Impact in an Indian Private Sector
– A Pragmatic Study

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Abstract

This study is based on Big Five personality traits and its impact on leadership style among plastics industry employees. And it strives to understand the attitude of employees in work by examining the five factors from individual employees. Since the behavior, attitude and performance of employees is based on the personality traits, which create the style of leadership in organization too also. so this study analyze big five personality test using five factors like extraversion, agreeableness, openness, conscientiousness and neuroticism with two types of leadership styles task oriented and people oriented

Key Words: Personality, Attitude, Performance and Employees
Introduction

More involved persons also feel more competent and successful at work, believe that their personal and organizational goals are compatible, and tend to attribute positive work outcomes to their internal and personally controllable factors. However, because some people exhibit less variability in their efforts than others, it may be of interest for organizations to identify which employees, whether managers or supervisees, are more prone to variability in their responses.

Hersey and Blanchard’s Situational Leadership style is chosen in this study as it provides a simple method of identifying the people and task orientation, which leads to an overall leadership view of an individual.

In this study the personality traits of employees and their work behavior is analyzed using Big Five personality test. It tries to find the relationship between personality traits and their work behavior, emotional stability of employees and job involvement in workplace. And it strives to understand the attitude of employees in work by examining the five factors from individual employees.

The study has the following research objectives:

- To study the personality traits of employees using Big Five personality test.
- To study the impact of personality traits with work behavior, job involvement, attitude of employees and emotional stability of employees.

Review of literature

The ‘Big Five’ dimension implies that personality consists of five relatively independent dimensions that altogether provide a meaningful taxonomy for the study of individual differences. These five dimensions are Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism.

Openness to experience refers the number of interests to which one is attracted and the depth to which those interests are pursued. The behavioral tendencies typically “associated with imaginative, cultured, curious, original, broad minded, intelligent, and having a need for variety, aesthetic sensitivity, and unconventional values “.

Conscientiousness refers to “the number of goals on which one is focused. It is related to dependability and volition and the typical behaviors associated with it include being hard working, achievement-oriented, persevering, careful, and responsible”.

Extraversion refers to the level of sensory stimulation with which one is comfortable. The behavioral tendencies used to measure this factor include being sociable, gregarious, assertive, talkative, and active (Barrick & Mount, 1991).
Agreeableness refers to the number of sources from which one takes one's norms for right behavior. The behavioral tendencies typically associated with this factor include being courteous, flexible, trusting, good-natured, cooperative, forgiving, soft-hearted, and tolerant (Barrick & Mount, 1991).

Neuroticism refers to the number and strength of stimuli required to elicit negative emotions in a person. Typical behaviors associated with this factor include being anxious, depressed, angry, embarrassed, emotional, worried, and insecure (Barrick & Mount, 1991).

It comprises defining and identifying the personality traits of employees, collecting the personality data, organizing and evaluating the correlation between various factors like age, experience and personality dimensions, leadership styles of people and task oriented.

Persyn, Deborah, M.S., (2010) The current study investigated the relationships between personality and the engagement of preparatory attentional processing, which is associated with successful prospective memory performance, by examining the cost to the ongoing lexical decision task. In the current experiment prospective memory performance was associated with significant cost to the ongoing task, in accordance with the preparatory attentional processes theory (PAM; Smith, 2003, 2008), which proposes that prospective memory tasks require resource demanding preparatory attentional processes. The personality dimensions of Conscientiousness and Agreeableness were related to both prospective memory performance and prospective memory target recognition; while Neuroticism and Openness were related only to the cost to the ongoing task.

Jia, Heather Hartke (2008) The purpose of this study was to examine the relationship between cyber loafing behavior and personality in an effort to contribute to the academic understanding of the phenomenon, as well as to contribute to managerial practices. This understanding of cyber loafing behavior can be used as a tool to identify possible threats within the existing employees, and, by observing the frequency of each of the different types of cyber loafing activities, organizations can devise strategies to mitigate cyber loafing behavior.

Robinson, Carrie Helene (2007) This study describes the psychometric evaluation of Super's Work Values Inventory-Revised (SWVI-R), an instrument comprised of 12 scales measuring the relative importance placed on the following work-related value dimensions: Achievement, Co-Workers, Creativity, Income, Independence, Lifestyle, Mental Challenge, Prestige, Security, Supervision, Work Environment, and Variety.

The current study evaluate the big five personality traits of employee with their behaviour towards organization

Research Methodology

The personality traits of individuals have impact on the work behavior, attitude in their work, interest in acquiring new knowledge, achievement oriented, Emotional stability etc., Since the job performance of employees is based on the personality traits, this study uses big five personality test using five factors like extraversion, agreeableness, openness,
Conscientiousness and neuroticism and leadership style is examined to identify the task and people oriented.

The primary data were collected from employees using Big Five personality test questionnaire in Karthigeya Plastics and Technologies, Chennai. It is an ISO9001:2000, TS16949 and certified group and one among the promising industry in the Plastic Injection Mould and Molding division. It caters with a strong presence in segments of automobile, Electrical and Electronic, Engineering products and home appliances.

Personality variables include extraversion, agreeableness, openness, conscientiousness and neuroticism. The sample size is 40, which includes employees like Engineers, Managers, and Trainees by using separate questionnaire for personality traits and leadership assessment. This research is a descriptive research. The data used for the research were collected from the employees by using personality test questionnaire which tests the five dimensions of personality like openness to experience, conscientiousness, sociability, agreeableness, and adjustment and another type of questionnaire for leadership style assessment for executives. Simple random sampling method was adopted to choose the sample.

Table 1 Demographic details

<table>
<thead>
<tr>
<th>Age of employees (Years)</th>
<th>(%)</th>
<th>Experience of employees (years)</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>26-35</td>
<td>25</td>
<td>Below 5</td>
<td>47.5</td>
</tr>
<tr>
<td>21-25</td>
<td>35</td>
<td>6-15</td>
<td>40</td>
</tr>
<tr>
<td>36-35</td>
<td>40</td>
<td>16-25</td>
<td>12.5</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data

The study investigated 40 employees using personality traits test which includes three categories of age group like 21 to 25 years, 26 to 35 years and 36 to 45 years who contribute about 35%, 25% and 40% of the sample respectively and regarding experience of employees like below 5 years, 6 to 15 years and 16 to 25 years who are 40%, 47.5% and 12.5% respectively of the sample chosen for the study.
From the table shown above, it is clear that the mean score from the five adjustment traits, the calm and eager trait (Mean=2.88) has high score. The calm trait is vital for the individual for the better job performance. And next highest score is for the trait (Mean= 2.56) doesn’t give a dare. This trait is desirable for the person who want accomplish the job without being discomfited. The third highest score is for unflappable or distracted trait (Mean=2.00) .This is the trait which is required for the personalities who want do the job without getting diverted from the target or from the assigned job. The next mean score is for confident and
cheerful traits respectively. These traits are needed for the personalities who do the job with confident, cheerful without being discouraged or cautious in work.

From the above table, it is clear that, the sociability dimension has highest mean score in optimistic traits (Mean=4.12) which is essential for the employees to complete the job successfully. And the next highest score is for outgoing traits (Mean=3.76) which is needed to do the job enthusiastically. The subsequent score is for the trait of being in company or alone, independent (Mean= 3.48). And the next highest score is for secretive or exhibitionist trait, in which exhibitionist trait is needed to expose the talent, new ideas in the job. The least mean score is for conversational or thoughtful traits in which conversational trait is needed for the people who are in the position of leading, guiding others in the team.

The table shows that the openness traits have highest score for seeking routine or novelty (Mean= 3.80). That is, the employees like to do new job frequently rather than routine job. They are willing to learn new ideas, encompass experience and a variety of skills. The next score is for practical or theoretical traits (Mean= 2.60) in which the employees wants to be practical in nature, that is, they want to implement their innovative and resourceful ideas practically in their job rather than theoretical. The next score is for no-nonsense person or a dreamer (Mean= 2.44). In the work environment, the people should attempt to implement the ideas in the work rather than just dreaming (Mean=1.96) The next score is for following authority or imaginative trait and prefers- clear cut or imaginative trait. The employees are willing to go after authority rather than own decision making in the work. And employees are willing to perform unambiguous job rather than doing in vagueness.

The table shows that the agreeableness trait has the highest mean score ( 4.00) for trusting or skeptical trait in which trusting trait is needed for the employees who should have conviction while doing work and share information with colleagues, subordinates, etc., rather than skeptical nature. The next highest score is for selfish or generous traits (Mean=3.92) in which benevolent activity is needed for employees in sharing information, motivating others to increase the performance. And the next score is for the trait called team player or doing the job independent (Mean= 3.84) in which team player is essential for the employees to the job competently rather than doing alone. The next score is for cold or warm trait in which warm is needed to do the job efficiently. And the least score is for abrupt or courteous trait in which courteous trait is needed for the person to be kind, courteous to the co-workers.

The table shows that the conscientiousness traits have the highest mean score for on-time or procrastinator (Mean =4.28). The employees have the practice of completing the job on-time rather than delaying or postponing their assignment. The next highest score is for focused or distracted trait (Mean=4.24), in which the employees are not getting distracted from the target. They want to be focused towards their assignment. The next score is for messy or neat traits in which employees are willing to do the job in neat manner rather than doing as messy job.
Table: 3 Correlation of personality scores with age and experience

<table>
<thead>
<tr>
<th>Personality traits</th>
<th>Mean Scores</th>
<th>Correlation of age vs. personality dimension</th>
<th>Correlation of experience vs. personality dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjustment traits</td>
<td>2.2</td>
<td>Age adjustment vs. -1.69</td>
<td>Experience adjustment vs. -0.267</td>
</tr>
<tr>
<td>Sociability traits</td>
<td>3.5</td>
<td>Age sociability vs. 0.308</td>
<td>Experience sociability vs. 0.509</td>
</tr>
<tr>
<td>Openness traits</td>
<td>2.5</td>
<td>Age vs. openness 0.055</td>
<td>Experience openness vs. -0.009</td>
</tr>
<tr>
<td>Agreeableness traits</td>
<td>3.6</td>
<td>Age agreeableness vs. 0.144</td>
<td>Experience agreeableness vs. 0.131</td>
</tr>
<tr>
<td>Conscientiousness traits</td>
<td>4.0</td>
<td>Age conscientiousness vs. 0.285</td>
<td>Experience conscientiousness vs. 0.227</td>
</tr>
</tbody>
</table>

Source: primary data

Conscientiousness traits has high scores which concludes that

- Organization has structured approach toward work
- Employees very much quality conscious
- Employees stick on to plans and projections
- Employees are reliable and efficient
- Employees are preserving and dutiful
- Employees are committed to work and keen towards goals.

The correlation between age and adjustment traits scores is negatively correlated, which shows that it, does not reliant to each other. That is, the adjustment personality traits do not have impact on the age factor. The correlation between age and sociability traits scores is positively correlated which shows that they are influencing each other. And the age with openness and agreeableness traits scores is also positively correlated, in which they are reliant to each other. Finally, the age and conscientiousness traits scores are positively correlated.

The adjustment traits and experience factor has been negatively correlated and hence experience does not influence adjustment traits. The sociability traits and experience factor has been positively correlated and hence experience influence adjustment traits and are dependent to each other. The openness traits and experience factor has been negatively correlated and hence both are not reliant to each other. The agreeableness traits and experience factor has been positively correlated and hence both are influenced by each other. The conscientiousness traits and experience factor has been positively correlated and hence both are reliant to each other.

Since the personality traits varies with each employee, their work behavior and their attitude towards the work may also vary. For the successful achievement of organization goal, the personality traits of employees should be aligned with that goal. The effective result can be obtained by the adjustment, agreeableness, openness personality traits and openness traits. The employees should have curiosity in acquiring new knowledge, experience. The task and people oriented people should be an effective leader in achieving the target with personality aligned people. The employee should be conscientiousness in their job so that
they can do the job in orderliness and work towards achievement oriented. And they should be openness to experience new things, ideas, and creative nature. They should have adjustment traits to be an effective team player.

<table>
<thead>
<tr>
<th></th>
<th>Total personality</th>
<th>Team performance</th>
<th>Motivation of employees</th>
<th>Satisfaction of employees</th>
<th>Performance of employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total personality</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>.047</td>
<td>-.179</td>
<td>-.174</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.772</td>
<td>.270</td>
<td>.284</td>
<td>.569</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>40</td>
<td>40</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>Team performance</td>
<td>Pearson Correlation</td>
<td>.047</td>
<td>1</td>
<td>.243</td>
<td>-.213</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.772</td>
<td>.130</td>
<td>.187</td>
<td>.072</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>40</td>
<td>40</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>Motivation of employees</td>
<td>Pearson Correlation</td>
<td>-.179</td>
<td>.243</td>
<td>1</td>
<td>.037</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.270</td>
<td>.130</td>
<td>.821</td>
<td>.015</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>40</td>
<td>40</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>Satisfaction of employees</td>
<td>Pearson Correlation</td>
<td>-.174</td>
<td>-.213</td>
<td>.037</td>
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<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.284</td>
<td>.187</td>
<td>.821</td>
<td>.421</td>
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<tr>
<td></td>
<td>N</td>
<td>40</td>
<td>40</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>Performance of employees</td>
<td>Pearson Correlation</td>
<td>.093</td>
<td>.288</td>
<td>.381*</td>
<td>-.131</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.569</td>
<td>.072</td>
<td>.015</td>
<td>.421</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>40</td>
<td>40</td>
<td>40</td>
<td>40</td>
</tr>
</tbody>
</table>

* Correlation is significant at the 0.05 level (2-tailed).

Source: primary data

From the above table it is clear that a positive correlation is evidence from the general tendency that large values of total personality are associated with large values of team performance (r = 0.047) and performance of employees (r = 0.093). Negative correlation is evidence from the large values of total personality are associated with small values of motivation of employees (r = -0.179) and satisfaction of employees (r = -0.174). The sign of correlation coefficient denote the direction of the relationship and the value indicates the strength and stronger relationship. As the correlation coefficient ‘s main diagonal are 1,
which indicates the positive and perfect linear relationship with itself. The significance level or p value is less than 0.05 then the correlation is significant.

**Conclusion:**

The big five personality dimensions of employees are the needed traits for the better performance of organization. The people who have high score in openness will have the tendency to learn new things, have curiosity. The people have high score in conscientiousness will be dutiful; achievement oriented and seeks orderliness in work. The person who has high score in neuroticism will have the tendency to experience anxiety, stress etc., the person who have high score in agreeableness will work in team and will be good team player. The people who have high score in adjustment traits will be a good team player. Finally, these personality traits are needed to perform the job better.

**References:**


6. Robinson, Carrie Helene (2007) *Examination of the relationship of work values to the "Big-Five" personality traits and measures of individualism and collectivism* by Robinson, Carrie Helene, Ph.D., The Ohio State University, 2007

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