Personality Traits Nexus Employee's Performance: An Application of Big Five Personality Dimensions Model

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Abstract

Performance evaluation is the key area in every era of research and it is influenced through a lot of factors well. As far as the performance of employees is concerned, employee's personality is the crucial component for organizations success because it influences the performance of employees. This paper investigates the impact of personality traits (Neuroticism, Extraversion, Openness, Agreeableness and Conscientiousness) on employee performance which is measured through quality work, discipline and attention, cooperation among colleagues, responsibility for results and initiative. This study collected data through semi-structured interview which was transcribed for further analysis. The sample includes 12 respondents from the financial and non-financial sector. The respondents were approached through convenient sampling method. QSR Nvivo-10 software was used for data analysis in this study. The study concludes that the big five personality traits have significant impact on the performance of the employees whereas Extraversion, Openness, Agreeableness and Conscientiousness have positive and significant impact on employee performance.

Keywords: Employee Performance, Personality Traits, Nvivo, Pakistan

Introduction

The role of personality traits on performance of employees is a critical issue and needs some attention of the researchers. The evaluation of personality traits is most specifically beneficial for human resource department for recruitment, selection, training and development of employees. It enhances the hiring process and as a result of it, the performance of organization will boost up and employee's turnover will be reduced. However it will be helpful for employees for their career selection and development. The study of personality within organizational setting has highlighted critical variables that are detrimental to the performance of workforce. This phenomenon has significant bearing while determining the quality of human resources that play a major role towards the organizational success (Pohlman & Gardiner, 2000).

Statement of Problem

This study aims to investigate the Impact of Personality Traits on Employee Performance: An Application of Meir and Meir's Big Five Personality Traits Model.

Purpose of the Study

Performance evaluation is a key area of research which needs attention of the researchers. As the performance evaluation of the employees is concerned, there is a major influence of employees' personality traits on his/her performance. However this study aims to investigate the impact of employee personality traits – Neuroticism, Extraversion, Openness,

Agreeableness and Conscientiousness – on employee performance. It includes the following objectives

Objectives and Theoretical Perspective

The objectives of the research are considered following along with their theoretical perspective that will bridge these objectives with existing literature.

- To explore the impact of personality traits on employees of organization.
- To explore the impact of Neuroticism on employee's performance.
- To explore the influence of Extraversion on employee's performance.

Employee performance is a critical part and back bone of organizations success because it help organizations to progress efficiently and effectively, so now a days main focus of organizations is to hire great performing employees. Hakim (2006) "describe employee performance as outcome of work completed by workers that are personalized to the workers responsibility inside a company at a specific time period, that is related with ordinary size or worth of the company within which the workers works". According to Singh and Billingsley (1996) "employee performance is the end result of job performed by employees according to the organization's requirement to achieve the objectives "But question that how to differentiate high and low performing employees is very hard to answer for organizations. This question may be answered by relating the performance of employees with different personality traits. Barrick and Mount (1991) considered personality as a predictor of employee performance with considerable meta-analysis on that topic. Testing of personality is greatly studied topic in Psychology. Nevertheless today big organizations include personality testing in their recruitment processes but still logical doubt exists in usefulness of the term personality (Giles, Burch & Anderson, 2008). For personality considered the famous five factor model which designate the composition of traits that include Neuroticism, Extraversion, Openness, Agreeableness and Conscientiousness (McCrae and Costa, 1997). Personality dimension related to employee performance by (Barrick Mount, 1991; Eaton *et al.,* 1990).

- To explore the impact of Openness to experience on employee's performance.
- To explore the effect of Agreeableness on employee's performance.
- To explore the impact of Conscientiousness on employee's performance.

According to (Tokar and Subich, 1997) employee performance can be best predicted by Conscientiousness but Schneider (1999) and Vinchur *et al*. (1998) concluded that extraversion and conscientiousness both can predict the employee performance. Above literature still left some questions that whether these findings can be generalized because this relationship has been studied only to the limited population along with the influence of moderating variable, while the direct relationship between these two major variables, the personality and employee performance has not been analyzed. To cover up the stated gap we are going to conduct this research. The key purpose of this paper is to improve the performance of organizations in Pakistan. This study work will contribute in literature, with the investigation of direct influence of personality traits on employee performance of firms in Pakistan.

Research Method

This study is qualitative in nature and primary data gathered through semi structured interview is utilized to find out the results of the research. 12 semi-structure interviews are

conducted from the employees of financial and non-financial sector of Pakistan. The transcription of these interviews is made to get the outcome of research however Nvivo 10 is utilized for the analysis.

Table 1.1. Definition of Key Terms

Variables	Indicators	Definition
Personality Trait (Y) Mc Nesse Dalam Praptadi (2009)	**Extraversion**	Friendly, socialite, active (Tokar and Subich, 1997), Li and Lee (2006), Tabak *et al.* (2009), Echchakoui (2012), Nahid (2013)
	Agreeableness	"Individual behavioral characteristics that are perceived as kind, sympathetic, cooperative, warm and considerate". (Barrick and Mount, 1991), Salgado (2007), Tyler (2009), Tabak *et al.* (2009), Hashim *et al.* (2012), Echchakoui (2012), Nahid (2013)
	Conscientiousness	"Conscientiousness is the personality trait of being thorough, careful, or vigilant". Christiansen *et al.,* (2013), Jawad *et al.,* (2014)
	Openness to experience	"Open people tend to be creative, liberal, curious, aesthetically-minded and fantastical; they are more likely to be artists or scientists". Tyler (2009), Tabak *et al.* (2009), Hashim *et al.* (2012)
	Neuroticism	"Neuroticism is a fundamental personality trait in the study of psychology characterized by anxiety, fear, moodiness, worry, envy, frustration, jealousy, and loneliness". Salgado (2007), Tabak *et al.* (2009), Hashim *et al.* (2012)
Employee performance (X) Rothmann S, and Coetzer E.P(2003)	**Quality work**	"Working in accordance with company standards, the results of the target company's employee's work, work is completed on time". Tabak *et al.* (2009), Hashim *et al.* (2012), Jawad *et al.,* (2014)
	Discipline and attention	"The high presence of employment, getting permission with the reasons". Christiansen *et al.,* (2013)
	Co-operation among colleagues	"Mutual aid to other employees, mutual respect among co-workers". Hashim *et al.* (2012)
	Responsibility for results	"Willing to bear the risk of faulty work, Obeying the task". Salgado (2007), Tabak *et al.* (2009), Hashim *et al.* (2012), Christiansen *et al.,* (2013)

	Responsibility for the risk	"Showing creativity to increase the performance, initiating new ideas, there are initiatives taken". (Barrick and Mount, 1991), Salgado (2007), Tabak *et al.* (2009), Hashim *et al.* (2012), Jawad *et al.,* (2014)

Delimitations

This study mainly focuses on the area of big five personality traits model devised by Meir and Meir's along with the performance measure – quality work, discipline and attention, cooperation among colleagues, responsibility for results and initiative. However, the delimitation of study is to just focus on big five model of personality traits along with the said performance measures.

Limitations

The respondent's bias was the limitation of this study as the answer given by the respondents are recorded and then transcribed. However the wording of respondent considered as final and no cross verification is made.

Significance of Study

The main aim of this study is to investigate the impact of personality traits – Neuroticism,   Extraversion, Openness, Agreeableness and Conscientiousness – on employee's performance. In Pakistan only few researches check the said relationship; however, this study will contribute in literature, with the investigation of direct influence of personality traits on employee performance of both financial and non financial firms in Pakistan. This study verifies the crucial role of these traits on performance of employees. This study work is beneficial for HRM department for recruitment, selection, training and development of employees so it will enhance the hiring process and as a result of it, the performance of organization will boost up and employee's turnover will be reduced. This study is also useful for employees for their career selection and development.

Literature Review

Impact of personality traits on organizational performance is one of the most critical issues in the study of organizational behavior. However the impact of personality trait has significant bearing on the organizational performance Tabak *et al.* (2009). In today's era of global competition, human resource is considered as a major icon for getting the competitive edge over the rival organizations. However the study of personality traits is a worthwhile area which needs attention of the researchers. There is a general consensus among the theorists of human resource that organizations which get the most out of diversity are likely to have more advantages that other organizations who didn't gave consideration to the said issue. When an organization has a well diversified work force it faces the issues related to gender, race, nationality, ethnicity, region, sexual orientation, income, marital status, work experience (Kitololo, 2005). However this study will categorize the personality traits and define their impact on the organizational performance.

Subject of the Research

Personality traits nexus employee performance: an application of big five personality dimensions model

Theoretical Construct & Review of Related Studies

By taking the sample of 326 school teachers Li and Lee (2006) conducted a research on job performance. The key area of this research was that there is a significant and positive relationship between employee self attributes and job performance. This study concludes that the self attributes of a person have significant impact on the performance of employee because intuition and self-belief are the key factors that originate the true performance sense of an employee. However, different behaviors of the persons are related with job performance and this study revealed their significant impact on under consideration area.

Golberg *et al.,* (2006) investigate the logical reasoning behind the personality traits and job performance. The findings of this study revealed that there is a significant positive impact on the performance of an employee. However, the new era is of gaining economies of scale from the human capital and human capital is influenced by the different attributes which should be kept in mind for proper decision making. Moreover, matching between personality traits and job description are the key areas of consideration while evaluating this under consideration issue.

Salgado (2007) has also checked the association between under consideration phenomena. However, this study revealed that there are different logical reasoning behind the significant and non-significant reasoning. Moreover, the traits of the persons i.e. conscientiousness and emotional stability are the key dimensions of personality traits that have significant impact on the job performance of an employee. These attributes should be kept in mind while discussing the performance of an employee.

Tyler (2009) examined the relationship between work performance and personality traits in Hong Kong organizations. The data was collected through the questionnaires. Participants ranged in this study age were 21 to 57 in which 37% were male and 63% were females. The whole sample was collected from the four big organizations in Hong Kong which participated to solve this case study of personality traits on job performance.364 participants were involved in this study. The data was collected through rating – either a true, false, uncertain, or, sometimes, rarely, never. The result revealed that correlation analysis showed the significant relation between personality traits and job performance.

Kanfer (2009) conform the relationship of proposed phenomena's of this study. However, findings revealed that motivation factor among the employees can bring significant changes for the working climate of an organization. Moreover, the authors inter-relate the motivation factors with personality traits of an employee. Theoretical mind set and practical implications match up have positive impact on the performance of a persona and motivation is a key factor among all.

Tabak *et al.* (2009) investigate the impact of personality traits on performance of students with mediating variable of self-efficacy and moderating variable that was time-on-task. Study has 173 sample size and mostly participant's age was 22 years in which 55

percent of sample was male. The independent variables were conscientiousness, extraversion and emotional stability. Performance of students was used as a dependent variable and data was collected with questionnaire. By using the regression model result indicates that conscientiousness had significant relationship with performance directly and through self-efficacy beside that with high time spent on study relationship become more strong and vice versa and other two remaining traits have insignificant relation with performance .In another study there found no significant relation of extraversion with performance (Barrick and Mount, 1991).

Hashim *et al.* (2012) analyzed the effect of personality traits on the relationship between organizational conflict and job performance in Telecommunication Company. Data was collected from the list of employees from sales and marketing department. All the employees worked in the Maxi Menara Sunway in Malaysia. Out of 500 randomly selected 231 employees to participate in this study. Mostly female participated in which 121 females and 110 were male. Majority age was below 30 years and mostly weresingle. Questionnaires were used to collect this data. Multiple regression analysis was used to measure this study. The result showed that only agreeableness, conscientiousness and openness to experience significant moderate relation with job performance.

Shah *et al.* (2013**)** investigated the impact of personality traits on employee's performance. The data was collected from the public sector organization randomly. The variables which were used as independent were conscientiousness, agreeableness, openness to experience, extroversion and neuroticism and employee performance as dependent variable. This study showed that personality traits have significant impact on the employee performance. The limitation of this study was limited use of variable on employee performance.

Bhatti *et al.* (2013) investigated the effect of personality traits on expatriates adjustment and job performance. The data were collected through the questionnaires from the 201 working areas in Malaysia. Extroversion, openness to experience, agreeableness, conscientiousness and neuroticism were used as the independent variables moreover Job performance was used as dependent variables which included task, relationship building and overall performance. The structural equation model was used to analyze this study. The result indicated that extroverted, openness to experience, and neuroticism had positive relation with performance and also that an individual with agreeableness to experience personality trait can maintain better work with performance. In another study personality trait can help to compete the task and improve their performance (Caligiuri, 2000).

Iqra *et al.* (2013) initiated to examine the effect of individuals' personality on the employees' performance and employees' commitment level in organization. The study model was empirically tested on the employees of banking sector. The sample was selected through simple random sampling. With analysis, the findings concluded through the multiple empirical evidences like this research, it is proven that personality of an individual cannot only determine their performance level but also their prospective commitment with organization that ultimately lead them toward better job performance.

Nurul et al, (2013) found the relationship of big five personality traits on counterproductive work behavior among hotel employees: an exploratory study. The data collected through questionnaires distributed among five different hotels listed in the

Malaysian association. Out of 730 samples total 178 selected with simple random sampling. Agreeableness, conscientiousness, neuroticism and openness to experience were used as independent variable. Counterproductive work used as the dependent variable. Regression model was used to measure this study and the result showed that there was positive relationship of CWB-O and CWB-I with neuroticism and openness to experience and Negative relation with agreeableness but extraversion only has negative relation with CWO-I. On the basis of earlier mentioned the following propositions are constructed:

Proposition 1: There is an influence of Neuroticism on employee's performance.

Proposition 2: There is an impact of Extraversion on employee's performance.

Proposition 3: There is an influence of Openness on employee's performance

Entrepreneurial mind set is the key concern in performance of an employee. However the traits relating entrepreneurial mind set influence the individual's decision making process and have significant and positive impact on the performance of an employee. By considering the SME's as a sample, this study conclude that the organizations – SME's – having employees of entrepreneurial mind set can bring drastic changes in the organizational net worth. The bottom line of this study revealed that the satisfaction level may vary among the employees due to the variety of personality traits but the impact of matching between entrepreneurial mind set of employees and overall performance of organizations; most specifically in case of SME's performance and job satisfaction among employees (Gupta & Muita 2013)

King *et al,* (2013) found the impact of personality, emotional intelligence and adaptiveness on service performance of casino hosts: A hierarchical approach. All the data was collected from the areas of the casino. In this study 75 were male and 92 were female. The age of respondents was from 18 to 55. The sample of casino host was collected from the large Australasia through the questionnaires. Personality traits were used as independent variables and service performance was used as a dependent variable in this study, SEM was used to analyze. The result indicated that emotional intelligence, adaptiveness had significant effect on performance. In another study there was significant relationship between conscientiousness and service performance, (Mount *et al.* 1998).

Christiansen *et al.,* (2013) studied that employees dislike about their jobs: relationship between personality-based fit and work satisfaction. The data was collected from the college students. Mostly were the females which had experience of job at least one semester. Mostly, all the students were randomly selected. The independent variables were agreeableness, extraversion and conscientiousness. Dependent variable of work satisfaction held through the total based distress. Descriptive statistics and correlation was used to measure this study. They concluded that agreeableness and conscientiousness showed negative relation with work satisfaction.

Organizational politics create positive relationship with job stress and confirm previous researches (Abbas & Raja, 2014). Many researches show negative relation among job stress and employee behavior i.e. it creates absenteeism, conflicts, overload and turnover. However these sought of activities are interlinked with the personality traits and adoption procedure of a human being. The performance of an employee is directly affected by the traits which one keeps in his personality. There is still a grey area that examines the true and significant interrelationship between human personality traits and job description which ultimately

results in the job performance. Person having job according to the traits that they keep will results in more significant rather in vice versa.

Interpersonal skills, intuition and motivation are the factors which influence the performance of an employee Judge *et al.* (2014). Earlier mentioned traits are the iconic situations which have physiological impact on the performance of the persons. However the patterns of this study narrate those physiological factors may vary from person to person and these are majorly characterized with Big Five personality traits. The logical reasoning behind this is that the impact of personality traits has direct impact on the performance of an employee because the variation in practical implication and personality traits can bring positive significant impact on the performance of an employee and it will result in gaining economies of scale. However agreeableness and conscientiousness are being related with employee's performance in the earlier literature. Moreover the following propositions are made to achieve the aim of this study:

Proposition 4: There is an affect of Agreeableness on employee's performance.
Proposition 5: There is an influence of Conscientiousness on employee's performance.

On the basis of above given scenarios, there is a gap in evaluating the big five model of Meir and Meir's in case of Pakistan. However this study fills this particular gap by adding literature and critical findings by taking the sample or respondents from financial and non-financial sectors employees working in Pakistan. The theoretical background of the research is comprehensively elaborated in review of related studies to support the theory as well as for gap finding.

Research Methodology

This study is exploratory in nature and it will explore the relationship between independent variable (X) and dependent variable (Y). The objective of this paper is investigating the impact of personality traits on employee performance in an organization. To test this hypothesis primary data is used. 12 Semi structured interviews were conducted to gather the data from the respondents. To measure personality traits, 5 dimensions – extraversion, agreeableness, openness to experience, conscientiousness and neuroticism – are selected from big five personality traits model. Employee's performance is measured by quality of work, discipline and attention, co-operation among colleagues, responsibility for results of work and initiative/creativity possessed. Our sample includes employees, supervisors and managers which have qualification more than graduation with some experience of organizations. The research questions are based upon the propositions which are made in the theoretical frame work and these questions are mainly focusing the big five personality traits relationship with the performance.
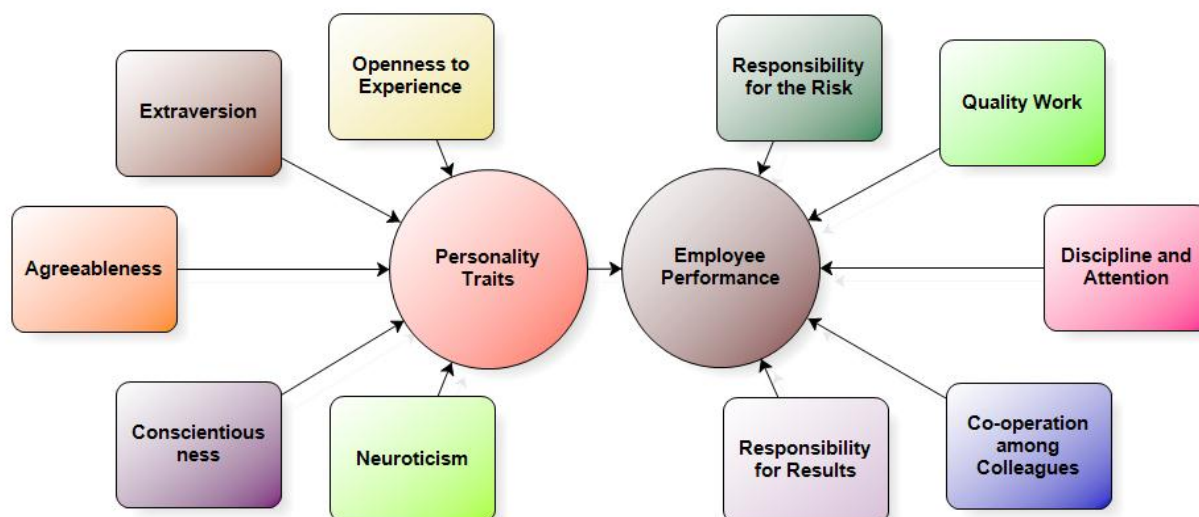
Figure: 1. Proposed Model of Big Five Personality Traits

Data Source and Setting

Interactive research design was applied under which questions have been adjusted after learning from respondents. "In this research design there is effect of participant responses, how and which question researcher would ask to next – field guide. Research design must be responsive with the context" (Richards 2006).

Population and Sample

Sample size in this study includes 12 respondents. However, these respondents included in this study are from the financial and non financial sector. The respondents were approached through convenient sampling method.

Data Collection

Data was collected through semi- structured interviews and these interviews were recorded through recording device. However, these recorded interviews were transcribed through transcription method. This method is considered as significant in case of getting detailed and formalized information about an issue (Salgado 2007). By keeping in view the scenario of under consideration issue, semi-structured interviews are helpful to explore the respondent's own perceptions and views. Moreover, open ended questions were asked by the respondent that leads towards the ultimate questions that were most specific and pin pointed related to the under consideration phenomena. Each interview lasted from 15 to 20 minutes.

Ethical considerations

Ethical considerations are the key element of research process (Guba and Lincoln, 1998). However, the respondents were given consent form so that they become aware about the circumstances and the detail of research objectives. In developing countries like Pakistan there is an immature research culture and feel hesitant to share the information with the researchers as they have the fear of misuse of their information. In this research the respondents were given a by a surety of confidentiality and complete responsibility to protect the data from misuse. The transcriptions of the interviews are also shown to the respondents

as they can check what is transcribed from their wordings. However the participants were freely withdrawn from the study at any time without mentioning the reasons of withdrawal as their participation was on volunteer basis and their data was also be destroyed after their withdrawal.

Research Design

The QSR NVIVO-10 software will be used as package for getting the results of collected data. However as for as the analysis in NVIVO is concerned, all data were imported. After importing the data, transcription will be made in the form of text for the evaluation and examination of data. After the transcription of data there will be an exploration of themes which ultimately needs coding. However, for this particular issue, the way of manual coding was used which ultimately transcribed into nodes. Moreover, the data will be classification according to their themes and relevant queries will be run for generating desired objective of it – word frequency and tree map. For achieving the bottom line of this study and for achieving the ultimate theme of this research the model will be produce by involving the themes which are coded into nodes. As far as the study is concerned it is exploratory in nature and hence the content analysis will be used for achieving the aim of this study. However, after exploration and data investigation, the data will be stored for consideration.

Data Analysis and Results

Interview transcription: After the data collection, interviews were transcribed for further analysis. Transcription is a powerful act of representation, Oliver *et al*. (2005). However there are two types of transcription of qualitative data which are naturalism and denaturalize (Oliver *et al*., 2005). Naturalism explains that language represents the reality so that transcription provides the exact meaning of speech. Whereas, denaturalize explains that there are some meanings and perceptions that construct reality (Cameron, 2001). So in this naturalized approach was used as the basic aim of study was to understand the phenomenon of workplace conflict.

Thematic analysis: Thematic analysis was conducted in order to understand the meaning of interviews of the respondents. However, the thematic analysis is "a method for identifying, analyzing and reporting themes within qualitative data", Braun and Clarke (2006. In this regard, first interview schedules were used as codes and different notions were identified in the form of nodes like appropriate demand forecasting method, lead time management and order batching. This process was further carried out by grouping different themes as codes into clusters and overall constructs are identified out of the data. In this regard, NVIVO software is also used to group up the codes to make the themes.

For results and analysis first of all word frequency was applied in this analysis it was observed that the word performance was repeated 180 times, employees 178 times, personality 135 times trait and impact 97 and 94 time respectively. The frequency count exceeds the number of respondents because one respondent repeated the words more than on time. Respondents were of the opinion that the big five personality traits have significant impact on performance of the employees. However, Extraversion, Openness, Agreeableness and Conscientiousness have positive and significant impact on the performance of the

employees but Neuroticism is negatively associated with the performance of the employees. All the respondents have consensus in this regard.

According to the results of analysis it was observed that quality work, discipline and attention, cooperation among colleagues, responsibility for results and initiative are the key indicators of employee performance as these factors show the positivity of an employee towards the work place. However if the employee is following these matters positively while performing his/her duties then one can say that he/she is showing positive attitude towards his job and organization and in other case if an employee is doing opposite of these performance measure then that will show negative impact on performance as well as on job. However, the respondents state that it is foremost duty of an organization to encourage the employees of their organization so that the element of positivity grows in the employee which can be exactly measured through the performance measures of the said research.

Neuroticism is characterized by anxiety, frustration, fear and jealousy and it has a "negative impact" on the performance of the employees because this personality trait makes the employee more conservative in his/her job and that is a key of failure at work place.

In neuroticism the element of socialization will cut out from the personality of the employees because a moody person, a person who perform the task with fear and frustrated person cannot perform the assigned task in a significant manner. On overall respondent's opinion that the persons having the personality trait like Neuroticism are not much appreciated persons of the organizations and are being avoided to be hired. If they are hired they do not suit best to perform the tasks in a significant manner.

The word cloud is shown in figure#3 and that word cloud depicts the most dominating words which were most repeatedly came during the response of the researchers. However, employees, performance, personality and traits are the most dominating words which were repeatedly used while the respondents responding to the questions. Moreover the word cloud covers all the dominating areas of the research which is under consideration. The major focus of this research is to explore the impact of big five personality traits on the performance of the employees and word cloud is exactly depicting the scenario which is under consideration.

Different kinds of tests are applied on the data collected through semi structured interview. The word frequency query, word count frequency, word tree and word cloud are the nominated analysis for the evaluation of data in this particular research. Matrix analysis and cluster analysis was also the significant portion of the analysis. The data is imputed in internal and external sources of the software in the form of transcriptions and audio interviews. However, the nodes are prepared subsequently in the form of parent nodes and children nodes. The analysis of all the sources majorly focuses on the evaluation of big five personality traits and its impact on employee's performance. The bottom line of this study concludes after analysis that big five personality traits have significant impact on employee performance however personality traits Extraversion, Openness, Agreeableness and Conscientiousness have significant impact on employee performance which is measured through quality work, discipline and attention, cooperation among colleagues, responsibility for results and initiative.

However, there is a positive relationship between extraversion personality trait and job performance because a person who enjoys the work, and feel satisfied to work with the other persons then the other employees can perform the tasks in a significant manner. Moreover if

the attribute of extravert is utilized in a positive way then it will defiantly affect the job performance in a positive manner or vice versa. Openness leads towards the "responsibility" to do the tasks in a significant manner. The agreeableness impacts the performance of the employees and this is attributed through responsibility of the risk and cooperation with colleagues.

Model's Relationship with respect to main themes: The relationship of proposed model along with the main themes is explained to get the consensus about results.

Concept and Importance of Big Five Personality Traits on Employee Performance: *I asked a question, do you have any basic idea about how Big Five Personality Traits impact on Employee Performance.*

Hurtz and Donovan (2000) conducted a study to explore the relationship between personality traits and job performance among different jobs and measures of job tenure. The data was collected through questionnaire, the findings conclude that global measures of the conscientiousness dimension have a rather moderate impact on performance, and personality traits other than Conscientiousness are nearly equally important for certain occupations and criteria.

Participant says that,

> *"Meir and Meir's big five personality traits have a significant impact on the performance of the employees as the individual personality traits matters in routine life, in professional life and most specifically at the work place. However, if I compare the importance of this particular issue in my organization, then I can claim that these personality traits have significant bearing in the performance of the employees. These attributes – quality of work, discipline and attention, co-operation among colleagues, responsibility – bring a considerable change in working mind set of the employees"*

Performance measures of an employee: *I asked a question, do you think quality work, discipline and attention, cooperation among colleagues, responsibility for results and initiative are the key icon for evaluation of performance of the employees?*

Faiza *et al.* (2014), examined the moderating relationship of employee engagement between the personality and team performance. However, by keeping in view the earlier mentioned scenario and most specifically by considering the employees of private sector of Pakistan as population the regression analysis was conducted, by using a sample size of 100 employees. The population covered the private organizations of Islamabad and Rawalpindi. The data was gathered through a 36 items questionnaire using random sampling. The findings of this study concluded that there is no mediating relationship between the under consideration phenomena and the authors failed to support the study for proving the moderating relationship. Moreover, this study concluded that performance has different factors through which it can be influenced.

Participant says that,

> *"Yes! These are the key indicators of employee performance as these factors which are mentioned earlier in your questions are the factors which show the positivity of an employee towards the work place. However if the employee is following these matters positively while performing his duties then you can say that he is showing positive attitude towards his job and with organization. However, it is foremost duty of an organization to encourage the employees of their organization so that the element of*

positivity came in the employee can be measured exactly through the performance measures which you mentioned in your research".

Openness to experience impacts the employee performance: *I asked a question, how can you define openness to experience and how you can relate it to the employee performance?*

Klang (2012) found the relationship between personality traits and job performance in sales. Sample was collected from the 34 telesales workers in which 23 males and 11 females were included in this study. The entire data was collected by two big telecom companies that were in Swedish market. Job performance was used as the dependent variable and agreeableness, conscientious, openness to experience; neuroticism and extroversion were used as the independent variables. Through correlation the result indicated that extroversion, conscientiousness and neuroticism correlated with job performance whereas openness to experience and agreeableness showed no correlation with job performance.

Participant says that,

> *"Openness is associated with tolerance of ambiguity, a capacity to absorb information. However, this ability or trait may affect the job performance in a negative in positive way, but in majority of cases the openness to experience will results in bold decision making and hence contribute positively towards employee performance. Openness leads towards the "responsibility" to do the tasks in a significant manner".*

Agreeableness impact the employee performance: *I asked a question, do you the agreeableness impact the employee performance? If yes, then how?*

Yahya *et al.* (2013) investigated that the effect of personality traits on job performance, with the sample population of banking sector. The findings confirmed the hypothesis, that personality is good predictor of employee's performance. The study found that Extraversion, Conscientiousness, Agreeableness and Openness to Experience has a positive and very significant effect on the Job Performance of employee while the neuroticism has the negative effect on the task and its related employees performance. The study concluded that, HRM Department of organization should undertake a proper personality analysis of candidates before hiring them. Because empirically proven by this study, the personality of employee is an important predictor of their performance at the job.

Participant says that,

> *Yes! The agreeableness impacts the performance of the employees and this is attributed through responsibility of the risk and cooperation with colleagues. Agreeableness is a trait which leads towards the attribute of team player and results in better performance"*

Conclusion, Recommendations and Policy Prescription

This study aims to explore the impact of big five personality traits on the performance of the employees working in Pakistan. However, the sample respondents are selected from financial and non financial sector of Pakistan. The personality traits which are considered in this study are; Neuroticism, Extraversion, Openness, Agreeableness and Conscientiousness and the dimensions of performance measure are quality work, discipline and attention, cooperation among colleagues, responsibility for results and initiative. This study collected data through semi structured interview. The sample includes 12 respondents and they were approached through convenient sampling method. Nvivo-10 software was used for data

analysis in this study. The conclusion of this study was that the big five personality traits have significant impact on the performance of the employees whereas Extraversion, Openness, Agreeableness and Conscientiousness have positive and significant impact on employee performance. Different kinds of tests are applied on the data collected through semi structured interview. The word frequency query, word count frequency, word tree and word cloud are the nominated analysis for the evaluation of data in this particular research. Matrix analysis and cluster analysis was also the significant portion of the analysis. The data is imputed in internal and external sources of the software in the form of transcriptions and audio interviews. However, the nodes are prepared subsequently in the form of parent nodes and children nodes. The analysis of all the sources majorly focuses on the evaluation of big five personality traits and its impact on employee's performance. Thematic analysis is the more powerful tool and consideration for analysis of the data which also confirms the key findings and objectives of the study. However, the concerns related to personality traits and their impact on studied phenomena are conformed. The bottom line of this study concludes after analysis that big five personality traits have significant impact on employee performance however personality traits Extraversion, Openness, Agreeableness and Conscientiousness have significant impact on employee performance which is measured through quality work, discipline and attention, cooperation among colleagues, responsibility for results and initiative.

Contribution and Recommendations

This study addresses the significant gap as the application of big five personality traits on employee performance was in need of attention in case of Pakistan. However this study fills the gap by exploring the big five personality traits impact on employee performance. Moreover, this study contribute in theory as it fills the gap of research in case of Pakistan and it also have implications in case of policy and practice because the findings of this research reveals that Training of employees, moral persuasion and ethical considerations may boost the personality traits – Neuroticism, Extraversion, Openness, Agreeableness and Conscientiousness – of the employees in a positive manner and it will defiantly link with performance measures – quality of work, discipline and attention, co-operation among colleagues, responsibility and initiative. However, quality assurance department should be active so that it can processes the issues of employees and the customers in the organization. However, feedback system from customers to know how well the employees are doing, through "Customer Satisfaction Surveys" and these surveys are properly assessed and seriously considered to make further improvements in the services. The employee satisfaction survey should bring under consideration to know the demands of the employees to get their satisfaction and to evaluate their personality traits through it.

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Appendix

Table: 1. *Word Frequency Query*

Table: 2. *Word Count Frequency*

| Sr.#	Word	Length	Count
1	Performance	11	180
2	Employee	8	178
3	Personality	11	135
4	Traits	6	97
5	Impact	6	94
6	Facilitator	11	50
7	Neuroticism	11	49
8	Conscientiousness	17	46
9	Positive	8	45
10	Agreeableness	13	44
11	Openness	8	42
12	Working	7	39
13	Organization	12	32
14	Extraversion	12	31
15	Five	4	31
16	Significant	11	30
17	Measures	8	29
18	People	6	29
19	Socialization	13	29
20	Yes	3	29
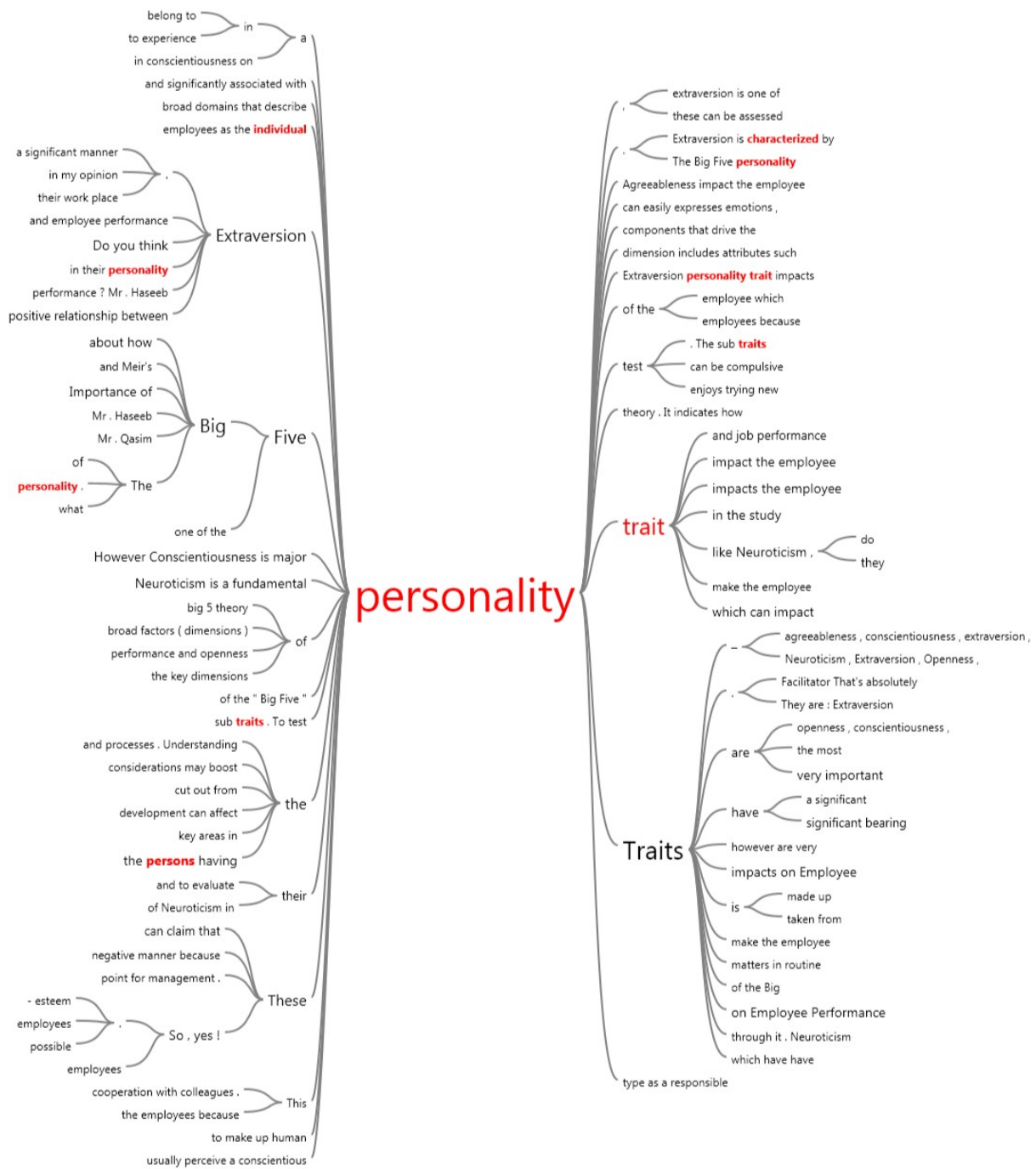
Figure: 2. *Tree Map of the Study*

Figure: 3. *Word Cloud*