

Big Five Personality Traits and Their Impact on Job Performance of Managers in FMCG Sector



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Abstract: Personality of a manager is a very crucial factor to get success in his career and leading the high level of job performance in all departments of every organization. Appropriate personality of a manager always helps him to achieve the goal of the organisation. The prime objective of the research is to determine impact of five traits of personality on managers' performance at the workplace particularly in FMCG Sector. A questionnaire is made, comprising three stages where questions in first stage are based on respondent's personal details, questions in stage second are framed for items of big five personality traits, which helps the managers to perform their jobs within a stipulated time period, part three for Job Performance. 400 managers of FMCG Sector are considered to collect the responses. Out of 400 managers, questionnaire was properly filled by 350 managers. Collection of data was done through interviews, questionnaire and www-link. Analysis of data was done through descriptive statistics i.e. measurement of percentage, mean and standard deviation, Correlation, regression technique and reliability analysis. This research study has made an attempt to study the big five personality traits and their impact on manager's job performance. The result of the research shows that the manager's personality traits affect their job performance in the organization.

Keywords: Big Five Personality Traits, FFM(Five Factor Model), FMCG NEO-PI-R(Revised Neuroticism-Extraversion-Openness to Experience Personality Inventory),

I. INTRODUCTION

Basically, people are blessed with a number of traits that subsequently make their personality through which they respond to the stimuli in the environment. Appropriate traits of personality of a manager helps him to accomplish the organizational goal, not only in the form of profit but also achieving the high level of performance. Personality of a person helps him to react, perceive, think about the stimuli and make person's attitude or behaviour towards the environment. It is the way through which an individual achieves a high level of performance in his job. Individual's personality can be explained in terms of a set of traits possessed by him that determines person's behaviour, attitude, motivation and cognition in a particular circumstances. Ozer & Benet (2006)^[1] explain that appropriate personality acts as a way which determines the performance of an individual in his job.

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Personality of a manager determines the way a manager solves the complicated problems. A person, as an employee, performs his job well in the work environment, if he possesses an appropriate personality traits and accomplishment of his task within a stipulated time period will help the organisation towards the achievement of goal.

It is a set of combination of various features of a person that makes a unique trait for an individual. Like some individuals are easy going but others are not, they are tough minded.

Duckworth & Yeager (2015)^[2] referred the personality traits as a tools, which are used to evaluate the manager's qualities, moral values and abilities, which he uses to enhance his performance and efforts towards the achievement of organisational goal. Personality traits of a manager help him to achieve the higher performance, leading to achievement of the goal of the organization. Performance of the organisation can be considered as when an organisation achieves its goals within a stipulated time period. Accomplishment of all activities successfully, greatly depends upon the personality traits of the managers in the organisation. A high level performance of the organisation is the ultimate result of formulation of appropriate plans and their execution, accomplishment of all activities within time, maintenance of inventory, production of quality products, fulfillment of customer's demand etc. A manager with good personality traits makes all these things happen successfully within time.

Companies in FMCG Sector are facing tough competition as customer's taste and preferences are changing day by day, management of distribution channels and expenses in advertisements are increasing cost of the products. Managers with appropriate personality traits, help the organization to manage all expenses and reduce the cost of the products. In this study, I have taken Big Five personality traits to study their impact on job Performance of Managers in FMCG Sector. Personality theory i.e. a Five Factor Model (FFM) is a very well known trait theory of personality. There are five traits in this model: extraversion, agreeableness, conscientiousness, emotional stability (or neuroticism) and openness to experience (Saucier and Goldberg, 2002)^[3]. These five traits of personality are taken from FFM model. FFM Model, as the main tool, is used to analyse the employee's personality and its impact on his performance. The utmost aim of the research is to determine the impact of Five traits of personality on employee's performance working in FMCG Sector.

II. RESEARCH OBJECTIVES

In order to determine Correlation and multiple regression analysis between two variables i.e. Big Five traits of Personality and manager's performance, the objectives are designed.

Objectives are formulated, keeping five traits of personality (2004a)^[13]. Openness to experience consists of the facets like taken from FFM Model and their impact on manager's job imagination, creativeness, curious to generate new ideas. performance.

1. Conceptual model of five traits of Personality.
2. Impact of extraversion traits on manager's work performance.
3. Impact of agreeableness trait on work performance of managers.
4. Impact of conscientiousness on manager's work performance.
5. Impact of emotional stability traits on manager's work performance.
6. Impact of openness to experience trait on manager's work performance.

III. REVIEW OF LITERATURE

Costa and McCrae (Costa et al., 2002)^[4] developed NEO-PI-R, the first inventory of personality traits to determine the FFM Model. In the year 1980s, research conducted by Goldberg's lexical (Goldberg, 1981) made a major contribution to FFM Model by developing five individual personality factors in their research. The last but not least tread in the formulation of the FFM model was three factors model of personality redesigned by Costa and McCrae. Before developing NEO-PI-R, Costa and McCrae used the questionnaire to develop a three factors model of traits of personality. The reformulated model of personality traits comprised of two extra factors i.e. conscientiousness and agreeableness. McCrae et al. (2005)^[5] described extraversion as a traits, including the characteristics such as sociability, assertiveness, excitability and great degree of emotional expressiveness, done in research in the collaboration with the members of the personality profiles of culture project. Still Barrick and Mount (1991)^[6] and Salgado (1997)^[7] found that the trait agreeableness is not an appropriate factor of employee's work performance. Emotional stability trait of personality is also known as neuroticism. Neuroticism is comprised of various characteristics which determine employee's emotional reaction, ranging from very high to very low (Marsh et al., 2013)^[8]. Managers with extremely high scorer of neuroticism reflect poor performance, whereas employees with low scorer in neuroticism show good performance basically in the jobs which requires a great emotional stability. This trait is basically required in the sales job where employees have to deal with the customers with different traditions, values, culture, needs etc. Behling (1998)^[9] found that conscientiousness trait of personality is very important factor to determine the job performance of the managers. In order to support Behling's (1998)^[9] statement, many researchers accepted that conscientiousness is the main trait of personality used by the managers to select the employee (Hurtz & Donovan, 2000)^[10]. Managers with conscientiousness trait of personality are creative, innovative, imaginative and curious to develop new ideas. (Furnham & Fudge, 2008)^[11]. McCrae et al. (2005)^[12] explained agreeableness a trait of personality, comprising the facets such as trust, love, gentleness, empathy, cooperation, modesty etc. Many researchers have used another factor Openness to experience in the big five traits model of personality to determine manager's work performance particularly in sales profile (Thoresen et al.,

IV. CONCEPTUAL MODEL OF BIG FIVE FACTOR MODEL OF PERSONALITY TRAITS

The five traits of personality depicts the relationship between five traits of personality i.e. extraversion, neuroticism, conscientiousness, Agreeableness and openness to experience and work performance of the managers. This conceptual model describes how strongly the five traits of personality are correlated with employee's work performance. These traits make employees orientation towards either high performers or low performers. The traits are discussed below:

A. Extraversion

High Extraversion people have been found excellent in the job of sales (Barrick and Mount, 1991)^[6]. Wanberg et al. (2000)^[14] claimed that high scorer extraversion employees were sociable, pleasure and excitement seeking and having a strong and comfortable social network. High scorer extraversion are talkative, gregarious, positive, excited, sociable, talkative, assertive and great degree of emotional expressiveness display positive behavior towards others. These people are joyous, enthusiastic and optimistic. They stay active all the time. They possess entrepreneurial skills and love to be engaged in several different projects. They are always found to be surrounded by many people. On the other hand people with low scorer, are quiet, submissive, unsocial and less interested in people. Lower extroversion doesn't mean that they are less productive but perform the things at slow pace. They spend most of the time alone. The following objectives can be formulated.

Objective 1: To determine the impact of extraversion traits of personality on manager's work performance.

B. Agreeableness

Employees scoring high in agreeableness are kind, positive and gentle to other employee and very much interested to cooperate and coordinate them in the area where people need them (Costa and McCrae, 2006)^[15]. This trait is desirable in case of account managers to maintain healthy relationships with employees and customers. It consists of the facets like trust, altruism, cooperation-compliance, modesty etc. People with higher agreeableness support others, take genuine interest on others, and rely easily on others. Such people are very kind, gentle, forgiving and flexible to their opinion. High agreeableness is not always useful and advisable. People with low scorer agreeableness believe that some degree of manipulation is necessary in life. These people are perceived as arrogant because they are rigid to their opinion. Organ and Lingl (1995)^[16] told that employees with higher agreeableness are satisfied in the context of their work relationship.

Objective 2: To determine the impact of agreeableness traits of personality on employee's work performance.

C. Conscientiousness

Employees possessing high conscientiousness are responsible, goal oriented, purposeful, self disciplined, orderliness, planned, well organized, hard working etc.

Their self focused nature helps them to achieve the task. Characteristics of conscientiousness show that there is a strong relationship between the trait conscientiousness and work performance. Barrick and Mount, 1991^[6]; Hurtz and Donovan, 2000^[10]; Salgado, 1997^[7]; Salgado, 2003 found a consistent relationship between conscientiousness and work performance in their study. People with low conscientiousness are spontaneous, impulsive, absent minded and messy.

They don't mind incompleteness and inaccuracy. The following hypothesis can be formulated.

Objective 3: Determining the impact of conscientiousness traits of personality on work performance.

D. Neuroticism

Employees with high scorer of neuroticism are negative in nature. So they experience stress, high blood pressure, depression, anxiety etc. it consists of facets like self consciousness, vulnerability, immoderation, anxiety, irritability etc. Higher neuroticism gets irritate easily. They can't control the urges. They are very much prone to heart attack, anger etc. Employees with low scorer are less prone to anger. They are calm, stable and don't get easily irritated. If a person is extreme low in neuroticism is careless. Extreme low in neuroticism is not acceptable from career's point of view. Stress up to a certain extent is desirable in the workplace. Because it makes person responsible and focused towards the goal achievement.

Objective 4: To determine the impact of neuroticism traits of personality on Job performance.

E. Openness to Experience

Barrick and Mount, 1991, Hurtz and Donovan, 2000^[10]; Salgado, 2003^[17] found in their study that openness to experience is not an appropriate trait of personality for employee's performance. Openness to Experience Consists of being experimental, expressive, eager, open-minded, brilliant, helping a manager to perform his job (Goldberg, 1990^[18]; Digman, 1990^[19]). Employees with high scorer of openness to experience are imaginative, develop ideas, eager to try new things. They are experimental in nature. Low scorer is traditional, down to earth, conservative and comfortable in familiar environment. These characteristics provide the basis to design the objective.

Objective 5: Determining the impact of openness to experience traits of personality on work performance.

V. METHODOLOGY

To test the hypothesis of the study, quantitative techniques along with qualitative methodologies are used. The nature of study is descriptive. Study is basically based on primary data. In order to carry out the study, random sampling technique was used for data collection. Managers of FMCG Sector were taken to conduct the research. 400 managers with job designation "Assistant managers" and "Area managers" or equivalent designation were taken to collect the data. Data were collected through e-mail and direct interview. I also made a www-link for the convenience of the managers, who could give the responses through online also. It was as per their convenience either to give responses through email or link. Respondents were

from ITC and HUL, branch offices based in Uttar Pradesh and Punjab state. Out of 400, total 350 responses were received through email and online. 58 questionnaires were rejected due to the incomplete responses. Average age of the respondents was 45. Of the managers, 20% were female managers and 80% was male managers.

Questionnaire consists of 33 questions based on demographic profiles, five traits of personality and work Performance. In questionnaire, there are three questions based on demographic profile of managers, each traits of personality consisted of 5 items and 5 items for job performance. Personality traits based questions were framed from the items mentioned in FFM (Five Factor Model) framework of traits of personality and questions related to manager's work performance were framed after through discussions with the managers of ITC and HUL to get the full understanding of subject. Data is calculated through correlation and multiple regression techniques were used to analyse the data. The Secondary Data is gathered from various news papers, magazines, and internet websites on different aspects of traits of personality and work performance. The responses are keyed into computer for the purpose of data processing and analysis. The Statistical packages SPSS and Microsoft-Excel are used for analysis.

VI. ANALYSIS

The highly popular framework of trait theories of personality is the Big Five traits or FFM of personality. Personality traits are explained with the help of big five traits of FFM: extroversion, agreeableness, neuroticism, conscientiousness and open to experience (Saucier and Goldberg, 2002)^[3]. Costa and McCrae in 1985 (Costa et al., 2002)^[4] introduced the NEO-PI-R, the first inventory of personality traits, especially to measure FFM. The prime tool to measure the personality traits is FFM model. These five variables are used to determine their impact on job performance of the managers. Work performance of the managers was measured by using variables such as problems related to health, load at work place, job interest, distraction from goals, accountability etc. The items were basically measured, using Likert's 5 point scale varying from 1 (strongly disagree) to 5 (Strongly agree).

VII. PROCEDURES

The research analysis consisted of three stages, using Statistical Package for the Social Sciences (SPSS) software for calculation and analysis of data. Demographic profile of respondents was analysed in the first stage. The second part of my research is determination of reliability estimation to ensure consistency. Cronbach's coefficient alpha was generated by using SPSS software and for determining the relation between five traits of personality and manager's work performance, Pearson correlation coefficient was used to determine the statistical relation between two variables and regression analysis was used to determine the level of job performance based on five factors of personality traits.

VIII. RESULT

Table 1 shows the percentage and frequency of age and gender. Out of 350 participants, 80.28 percent were male managers and 19.71 per cent were female managers.

In this study, the percentage of respondents belonging age group 25-30 is 15.42, 54.28 percent belong to the age group 31-35, 14.28 percent is under the age group of 36-40 and 16.00 percent belongs to the age group which is above 41. Means and standard deviations of the examined variables are shown in Table 2. The mean scores for five traits and work performance were greater than three, showing a great value of agreement from the participants.

Results show that Extraversion (Mean±SD=3.49±.37) and Agreeableness (Mean±SD=3.38±.39) have the highest and lowest mean respectively in Table 2. Moreover, the standard deviations for the five variables of personality traits ranged from .37 to .39, showing homogeneity in the data. The result also showed the Mean±SD=3.41±.28 for the manager's job performance. The result of Pearson correlation for all the variables were displayed in Table 2. Result showed the significant positive correlation between five traits of personality and Job performance.

The analysis of the survey data showed a strong significant positive correlation between **extraversion** trait of personality and job performance of managers of FMCG sector. Table 2 shows that at the $p<.001$ level, correlation between two variables is statistically significant. The value of correlation between extroversion and job performance is .586. Extroversion trait is significantly related with job performance of the managers of FMCG Sector. On the basis of result, the conclusion is that extroversion is a contributing trait of personality on manager's performance. **Neuroticism** trait of personality had the lowest correlation with job performance of managers of FMCG sector. At the $p<.001$ level, the correlation is statistically significant. The value of correlation between neuroticism and job performance is .154. Conclusion on the basis of result is that extreme high or low neuroticism trait of personality is not desirable from the excellent job performance point of view of a manager of FMCG Sector. The third trait **conscientiousness** showed significant positive correlation with job performance of managers working in FMCG Sector. Table 2 shows that correlation between the variables conscientiousness and job performance is statistically significant at the level of $p<.001$. .349 is the correlation value between conscientiousness trait and job performance. Table 2 shows a positive correlation between **openness to experience** and job performance and it is statistically significant at the $p<.001$ level. The value of correlation between openness to experience and job performance is .483 and it shows positive correlation between these two variables. The item **agreeableness** and work performance of manager's of FMCG Sector shows significant positive correlation. Table 2 shows that correlation is statistically significant at the level of $p<.001$. 439 is the value of correlation between agreeableness and employee's work performance. Agreeableness trait is significantly correlated with job performance of the managers of FMCG Sector.

In the result of regression analysis, shown in Table 3, 4, 5, 6, 7, the Beta Coefficient of each factor of personality traits; Extraversion($\beta=0.318$), Neuroticism($\beta=.274$), Conscientiousness($\beta=.556$), Openness to experience($\beta=.313$), Agreeableness($\beta=.162$). The analysis showed that conscientiousness and agreeableness had the

highest and lowest impact on the dependent variable of job performance respectively. Table 3, 4, 5, 6, 7 display the multiple regression analysis result, showing that there is a significant positive relationship between independent variables of five traits of personality and dependent variables of work performance at the level of $p<0.001$. The final conclusion is that Extraversion, Neuroticism, Conscientiousness, openness to experience and Agreeableness are the best traits of personality to effect the work performance.

IX. CONCLUSIONS

The researches which were conducted earlier have continuously claimed the strong significant positive correlation between conscientiousness and employee's work performance. The research analysis also claims significant positive relationship. The FMCG manager's job performance has statistically significant positive correlation with Conscientiousness at the significance level of $<.001$. Analysis on the second objective is done to determine the relation between neuroticism and employee's work performance. Previous researches show that there is a significant correlation between neuroticism and manager's job performance. Employees with low scorer of neuroticism are not suitable for sales job. In their research work, researchers have also supported that the trait extraversion and employee's work performance always shows positive correlation. The research analysis again claims strong significant positive correlation between trait extraversion and employee's work performance. The research analysis on fourth objective claims statistically significant positive correlation between trait agreeableness and employee's work performance. Previous studies show that the correlation between the trait employee's work performance and consciousness or extraversion is stronger than the correlation between the trait agreeableness and employee's work performance. Research analysis claims statistically significant positive correlation between openness to experience and work performance of managers of FMCG sector. This is because of the demand of the job, sometimes requiring creative and imaginative attributes.

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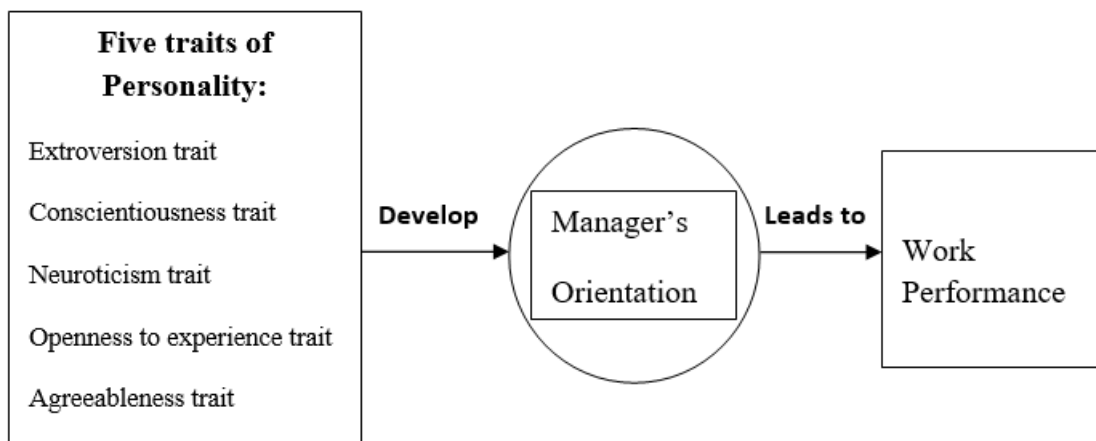
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Conceptual Model of Big Five Personality Traits, leading Job Performance

Table 1: Demographic Profile of Respondents (N=350)

Sex	%	Frequency
Male Managers	80.28%	281
Female Managers	19.71%	69
Age		
25-30	15.42%	54
31-35	54.28%	190
36-40	14.28%	50
Above 40	16.00%	56

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Table 2: Results of Descriptive Statistics and correlation technique.

Traits	N	Mean	SD	Extro.	Neuro.	Cons.	Openness	Agree.	JP
Extraversion		3.49	.37	.819					.586**
Neuroticism		3.47	.28		.709				.154**
Conscientiousness		3.44	.33			.718			.349**
Openness to exp.		3.42	.37				.839		.483**
Agreeableness		3.38	.39					.704	.439**
JP		3.41	.28						.816
Reliability	350								.921

Note 1: i. SD= Standard Deviation.iii. JP=Job Performance ii. ** = p<0.01 significant level (2 tailed). iii. bold values , showing Reliability alphas.

Table 3: Result of Regression analysis for the impact of Extraversion trait on work performance (N=350)

Variables of Dependent	Variables of Independent	R Square	F	t	Beta
JP	Extraversion	.436	41.156	8.569	.318

Table 4: Result of Regression analysis for the impact of Neuroticism on work performance (N=350)

Variables of Dependent	Variables of Independent	R Square	F	t	Beta
JP	Neuroticism	.568	45.645	7.789	.274

Table 5: Result of Regression analysis for the impact of Conscientiousness trait on work performance (N=350)

Variables of Dependent	Variables of Independent	R Square	F	t	Beta
JP	Conscientiousness	.349	42.568	16.153	.556

Table 6: Result of Regression analysis for the impact of Openness to experience trait on work performance (N=350)

Variables of Dependent	Variables of Independent	R Square	F	t	Beta
JP	Openness to experience	.492	41.243	7.816	.313

Table 7:Result of Regression analysis for the impact of Agreeableness on work performance (N=350)

Variables of Dependent	Variables of Independent	R Square	F	t	Beta
JP	Agreeableness	.578	45.236	4.501	.162