

## **Investigation of Interactive Effects of Personality Traits on Job Performance with Special Reference to Insurance Companies in Badulla District**

H.M.S.H. Herath and W.M.P.G.C. Weerakoon  
*Uva Wellassa University, Badulla, Sri Lanka*

### **Introduction**

Personality is the dynamic organization within the individual of those psychophysical systems that determine his unique adjustment to his environment (Judge, 2009).

Performance is the degree of accomplishment of the tasks that frames an employee's job. It reflects how well the employees fulfill their job requirements. Job performance is the net effect of the employee's effort. Performance implied the interrelationship among effort, abilities, role perception and results produced by the particular employee.

In order to have a higher performance and productivity, there should be a proper match between personality of a person and the job that he/she is performing. When the personality and the job being performed are not matched with each other, those employees may be seen as people who are very uncomfortable at work and in turn will hinder the productivity.

As far as personality traits are concerned, an individual would not have merely one type of personality trait but a combination of many personality traits. Accordingly, the personality is not a mere reflection of one type of a personality trait but there might be a dominant personality trait which is also shaped by the existence of minor levels of other personality traits. However, these different combinations of personality traits would have different impacts on the performance level of the employee. Personality is generally accepted as an applicable forecaster of job performance in several recent Meta analyses for example (Barrick and Mount, 1991 and Algado, 1997).

In the light of the prior research studies, what makes clear is that even though the studies have been conducted on personality traits, the interactive effects of personality have limitedly been examined and it is hard to find out research on this area in the Sri Lankan context. Moreover, the available literature is also contributing to generate contradictory ideas on the same issue.

Thus, this research study was conducted with the objective of investigating the impact of interactive effects of personality traits on job performance with reference to the Insurance Companies in Badulla District.

### **Methodology**

The sample of this study comprised 100 executive officers of Insurance Companies in Badulla District and sample was selected using the simple random sampling method. The data collection instrument was a structured questionnaire based on NEO-PIR model, which is used to measure the personality traits. The present study considered five personality traits: Conscientiousness (CON), Openness (OPN), Extraversion (EXV), Agreeableness (AGR) Emotional Stability (EMS)] and Job Performance (JBP) was measured on the dimensions including knowledge of work, communication, team work and skill management. Data analysis was mainly done by the use of non parametric test of Spearman's Rho and few graphical and tabulation techniques were also used.

### Results and discussion

The findings revealed that majority of executive officers (22%) were having conscientiousness as their dominant personality trait while 18% of the officers were having the emotional stability as the dominant personality trait.

The relationship between each of the personality trait and the job performance was tested (Table 1.) and identified that conscientiousness, agreeableness and emotional stability are the predictors of Job performance.

**Table 1. Relationship between personality traits and job performance**

Relationship	Correlation coefficient	P-value
CON and JBP	0.212*	0.034
OPN and JBP	0.076	0.451
EXV and JBP	0.0104	0.301
AGR and JBP	0.361*	0.000
EMS and JBP	0.387*	0.000

Note. \* p<0.05

Source: Summarized SPSS output based on the data of the field survey, 2010

Since conscientiousness, agreeableness and emotional stability are the predictors of job performance as identified in this study, interactive effects of those with other traits and impact on job performance were tested.

Accordingly, as presented in Table 2., it is clear that there is a positive relationship between the interactive effect created by the interaction of Conscientiousness with extraversion, Agreeableness and Emotional stability and job performance.

**Table 2. Impact of Interactive effects of Conscientiousness on job performance**

Interaction	Correlation Coefficient	P- value
CON × OPN	0.167	0.098
CON × EXV	0.203*	0.043
CON × AGR	0.408*	0.000
CON × EMS	0.412*	0.000

Note. \* p<0.05

Source: Summarized SPSS output based on the data of the field survey, 2010

Moreover, considering the impact created by the interaction of agreeableness with other personality traits on job performance, it was identified that there is a positive relationship between the interactive effects of all the personality traits and job performance and the findings can be summarized as follows in the Table 3.

Further, the interaction of emotional stability with other four personality traits accounts for a positive relationship with job performance in all four interactions and findings have been summarized in the Table 4 below.

Table 3. Interactive effects of agreeableness on job performance

Interaction	Correlation Coefficient	P- value
AGR × OPN	0.265*	0.008
AGR × CON	0.408*	0.000
AGR × EXV	0.329*	0.001
AGR × EMS	0.471*	0.000

Note. \* p<0.05

Source: Summarized SPSS output based on the data of the field survey, 2010

Table 4. Interactive effects of emotional stability on job performance

Interaction	Correlation Coefficient	P- value
EMS × OPN	0.324*	0.001
EMS × CON	0.412*	0.000
EMS × EXV	0.416*	0.000
EMS × AGR	0.471*	0.000

Note. \* p<0.05

Source: Summarized SPSS output based on the data of the field survey, 2010

### Conclusions

It is evident that conscientiousness, agreeableness and emotional stability predict the job performance. The positive relationship implies that conscientious persons are more competent, dutiful, orderly, and responsible and show high job performance. The results further confirm the findings of Costa and McCrae (1992). Further, this study proves that not only conscientiousness but also agreeableness and emotional stability are among the significant predictors of job performance. Accordingly, agreeable people can be described as altruistic, gentle, kind, sympathetic and warm and therefore this research stresses that such qualities increase the job performance. Furthermore, with reference to the emotional stability, such employees are proactive and not easily bothered by the stimulus in their environment. What this implies by taking into account the results of the research is that the performance of the employees who are with such qualities accounts for a higher performance.

### References

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