

## Analysis of Employee Personality across Industries in India



### Management

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### ABSTRACT

*People's behavior patterns can be broken down into a series of observable traits. The Big Five Traits (OCEAN – Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism or Emotional Stability) are globally accepted traits associated with behavior at work. This paper provides an analysis of personality traits of employees from Banking, Manufacturing, IT and Others (Research, Medicine etc). Bartlett's test for homogeneity of variances was done across industries. From the study, it is found that employee personality varies from industry to industry and that there is a significant difference among employees from the different industries in terms of Extraversion, Agreeableness, Emotional stability and Conscientiousness scores.*

### 1. Introduction

The main purpose of this study is to understand if there is any significant difference in the personality traits of employees from the various industries and to analyze if there is any relationship among the traits within industries.

### 2. Literature Review

This chapter discusses about literature regarding concepts, theories and models on personality. Data has been collected from journals, white papers, books, reports and websites.

#### 2.1 Personality

Personality has been considered as an important factor in the personality related studies specifically for predicting job performance. Beer and Brooks define personality as the behavior which differentiates one person from another. Sackett et al say that personality provides acumen whether a person will do some specific job, in comparison to others. [9]

Personality can be defined as the relatively stable set of characteristics that influences an individual's behavior. [10]

Personality theories examine the variances and similarities in a person. The similarities can be used to predict one's performance and behavior, as they provide the collective attributes of human nature. Whereas, the variances provide the measures of individual's performance and are used to describe human performances and behaviors.

In the literature relevant to the personality research, there are some personality theories which have been considered as the key theories. These theories are;

1. Psychoanalytic theories
2. Humanistic theories
3. Biological theories
4. Behavioral, Social learning and Cognitive theories
5. Trait theories.

Among all the above mentioned five theories, trait theory is considered as one of the most accepted and a leading personality theory which captures the salient aspects that have high propensity to lead to certain behaviors.

#### 2.2 Big Five personality model

The Big Five personality traits are the best accepted and most commonly used model of personality in academic psychology. The big five come from the statistical study of responses to personality items. Using a technique called factor analysis, researchers can look at the responses of people to hundreds of personality items and ask the question "what is the best way to summarize an indi-

vidual?" This has been done with many samples from all over the world and the general result is that, while there seem to be unlimited personality variables, five stood out from the pack in terms of explaining a lot of persons' answers to questions about their personality: extraversion, neuroticism, agreeableness, conscientiousness and openness to experience.

Costa and McCrae have contributed substantially to develop the elements of big five personality.

**Extraversion:** Extraversion includes traits such as sociability, assertiveness, activity and talkativeness. Extraverts are energetic and optimistic. Introverts are reserved rather than unfriendly, independent rather than followers, even-paced rather than sluggish. Extraversion is characterized by positive feelings and experiences and is therefore seen as a positive affect.

**Agreeableness:** An agreeable person is fundamentally altruistic, sympathetic to others and eager to help them, and in return believes that others will be equally helpful. The disagreeable/antagonistic person is egocentric, skeptical of others' intentions, and competitive rather than co-operative.

**Conscientiousness:** Conscientiousness refers to self-control and the active process of planning, organizing and carrying out tasks. The conscientious person is purposeful, strong-willed and determined. Conscientiousness is manifested in achievement orientation (hardworking and persistent), dependability (responsible and careful) and orderliness (planned and organized). On the negative side, high Conscientiousness may lead to annoying-fastidiousness, compulsive neatness or workaholic behavior. Low scorers may not necessarily lack moral principles, but they are less exacting in applying them.

**Neuroticism:** Neuroticism is a dimension of normal personality indicating the general tendency to experience negative affect such as fear, sadness, embarrassment, anger, guilt and disgust. High scorers may be at risk of some kinds of psychiatric problems. A high Neuroticism score indicates that a person is prone to having irrational ideas, being less able to control impulses, and coping poorly with stress. A low Neuroticism score is indicative of emotional stability. These people are usually calm, even-tempered, relaxed and able to face stressful situations without becoming upset.

**Openness to Experience:** Openness to Experience includes active imagination, aesthetic sensitivity and attentiveness to inner feelings, a preference for variety, intellectual curiosity and independence of judgement. People scoring low on Openness tend to be conventional in behavior and conservative in outlook. They prefer the familiar to the novel, and their emotional responses are somewhat muted.

People scoring high on Openness tend to be unconventional, willing to question authority and prepared to entertain new ethical, social and political ideas. Open individuals are curious about both inner and outer worlds, and their lives are experientially richer. They are willing to entertain novel ideas and unconventional values, and they experience both positive and negative emotions more keenly than do closed individuals.

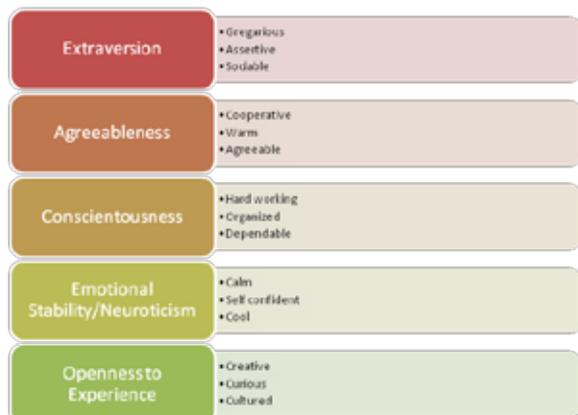


Figure: 1 Costa and McCrae's Big Five Factor Model

**3. Research Methodology**

The condensed version of the IPIP questionnaire comprising of 50 closed ended questions was administered to a sample of 30 employees from various industries – Banking, Manufacturing, IT and Others. Details on Age, Gender, Designation and Annual Salary were also collected. The method of sampling used was snowball sampling and the response was collected via Google Forms, telephonic conversation and in-person conversations from the respondents.

**SAMPLE DISTRIBUTION:**

Of the sample of 30 employees, 5 were from Banking, 9 from Manufacturing, 11 from IT and 5 Others (Medicine, Research etc.) Below is the sample distribution across the industries considered.

Report						
Industry		Extraversion	Agreeableness	Conscientiousness	Emotional Stability	Openness to Exp
Banking	Mean	32.40	38.80	37.40	30.60	36.40
	N	5	5	5	5	5
	Std. Deviation	9.788	5.215	3.782	2.408	3.647
IT	Mean	27.36	35.73	34.18	28.55	34.64
	N	11	11	11	11	11
	Std. Deviation	5.921	3.259	8.436	1.695	4.781
Manufacturing	Mean	28.89	35.56	32.33	29.89	35.67
	N	9	9	9	9	9
	Std. Deviation	5.085	4.613	4.416	2.147	4.924
Others	Mean	27.80	35.00	35.20	30.60	35.00
	N	5	5	5	5	5
	Std. Deviation	7.791	2.000	3.701	3.209	4.123
Total	Mean	28.73	36.07	34.33	29.63	35.30
	N	30	30	30	30	30
	Std. Deviation	6.633	3.930	6.065	2.297	4.380

Table 2: Industry wise descriptive statistics

Industry					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Banking	5	16.7	16.7	16.7
	IT	11	36.7	36.7	53.3
	Manufacturing	9	30.0	30.0	83.3
	Others	5	16.7	16.7	100.0
	Total	30	100.0	100.0	

Table 1: Frequency table – Sector wise

Below is the split up of the sample based on Gender and Industry.

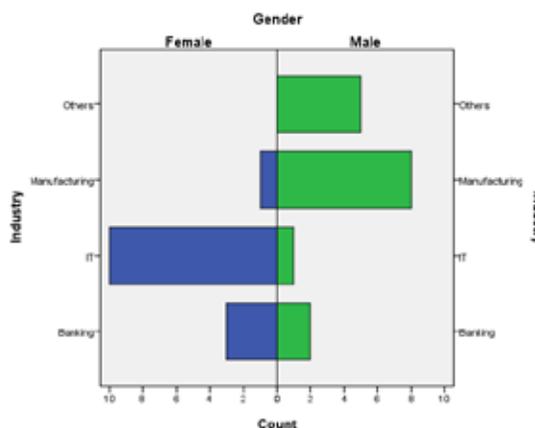


Figure : 2 Gender and Industry split

**4. Results of Study**

From analysis, it is found that the sample scores show averages greater than score 25 out of 50 on all the traits.

Variance Covariance matrix was constructed on the scores and it was found that the Extraversion and Conscientiousness scores showed more variance than the others. Emotional Stability and Extraversion showed a covariance of 5.5 and Openness to Experience and Agreeableness showed a covariance of 6.3.

So we can say that Extroverts tend to be emotionally stable and those Open to Experience are more agreeable.

	<i>Extraversion</i>	<i>Agreeableness</i>	<i>Conscientiousness</i>	<i>Emotional Stability</i>	<i>Openness to Experience</i>
Extraversion	42.52888889				
Agreeableness	-1.782222222	14.92888889			
Conscientiousness	-5.411111111	-0.688888889	35.55555556		
Emotional Stability	5.502222222	0.957777778	-1.044444444	5.098888889	
Openness to Experience	-2.22	6.313333333	-5.3	0.376666667	18.54333333

**Table 3: Variance-covariance Matrix**

Bartlett's test for homogeneity of variance was done to test homogeneity of variance across industries on each trait separately. It was found that the Bartlett's test statistic was greater than the Chi square statistic with alpha =0.05 and Degrees of Freedom 3 (4 Industries – 1), for all traits except Openness to Experience. From Bartlett's Test, we conclude that Extraversion, Agreeableness, Conscientiousness and Emotional Stability have differences in variances across industries.

Trait	Extraversion	Agreeableness	Conscientiousness	Openness to Experience	Emotional Stability
Bartlett Test Statistic	1.213068347	1.735384689	2.756987035	0.228896788	1.092812296
Chi square Alpha=0.05 Degrees of Freedom = 3	0.351846318				

**Table 4: Bartlett's test**

## 5. Conclusion

From this study, we can conclude that personality traits of employees do vary across industries. Industries should consider personality analysis of its candidates while recruitment and selection to identify the best person-job-organization fit. Personality traits are highly significant in employee engagement and in influencing the desirable work behavior and hence this would significantly impact individual job performance and thereby overall productivity.

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