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RESEARCH ARTICLE

PERSONALITY AND EMPLOYEE PERFORMANCE

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ABSTRACT

Personality enables us to predict what a person will do in a given situation; more so, personality is the governing trait of an individual that has been associated with performance at work. A descriptive-correlational study was employed to examine the relationship between personality and employee performance in XYZ Company. The participants of the study were the 138 rank-and-file employees of the three (3) business entities in Bacolod City. The SFPQ (Six Factor Personality Questionnaire) was utilized to measure employees' personality. Personality dimensions assessed in this study were the factor scales namely: Extraversion, Agreeableness, Openness to Experience, Independence, Methodicalness, Industriousness, and Conscientiousness. The Performance Appraisal Rating Report as of December 2015 was used in determining employees' performance. Results revealed that rank-and-file employees had Openness to Experience and average performance level. In addition, there were no significant differences between employees' personality and performance as to sex, chronological age, and length of service. The findings revealed no significant relationship between personality and job performance. The not significant results put forward that when personality tests are used for recruitment, selection, promotion, and placement purposes are perhaps not the appropriate tool to calculate performances. Motivation and human ability (e.g. technical skills, conceptual skills) may be the other factors that mediate employee performance. Personality alone cannot envisage performance at work. Having the right competences is vital in job performance. The placement of right people to the right designation is central to an organization.

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INTRODUCTION

Personality is an indispensable aspect of a person. According to Carl Rogers, personality or "self" is a systematized, coherent model of the "I" or "me" that is emplaced at the heart of an individual's experience. Cattell and Allport have described relatively stable and predictable characteristics regarding traits. Allport added that some traits are unique, with diverse, authentic traits shared to varying degrees by different individuals. For Sigmund Freud, personality is largely unconscious, hidden, and unknown (Engler, 2012). Individuals are resources of each company, without them an organization cannot function well. Organizations need individuals who perform well to meet their goals, to deliver products and services, and to achieve competitive advantage. Performance is a major, requisite for future career development and success in the labor market. There were many studies investigating the relationship between personality and performance, but there is a dearth of research in the local scene. Specifically, related studies on Industriousness and Methodicalness were rare. Hence, this study aimed to ascertain the relationship between personality and employee performance in the industrial setting.

Particularly, this study sought to answer the following questions:

- What is the profile of the employees in terms of their personality and job performance?
- What is the profile of the employees' personality when grouped according to sex, chronological age, and length of service?
- What is the profile of the employees' performance when grouped according to sex, chronological age, and length of service?
- Is there a significant difference between employees' personality when grouped according to sex, chronological age, and length of service?
- Is there a significant difference between employees' performance when grouped according to sex, chronological age, and length of service?
- Is there a significant relationship between the employees' personality and employees' performance?

Based on the preceding statement of the problem, the following hypotheses were formulated:

- There is no significant difference between employees' personality when grouped according to sex, chronological age, and length of service.
- There is no significant difference between employees' performance when grouped according to sex, chronological age, and length of service.
- There is no significant relationship between employees' personality and employees' performance.

This study was grounded in the Socioanalytic Theory to understand individual differences in people's performance at work. The Socioanalytic Theory was drawn on the key ideas of George Herbert Mead, Charles Darwin, and Sigmund Freud to elucidate why individuals act as they do (Hogan, 2012). The theory was based on two generalizations that explain individual differences in career success. Individuals constantly live or work in groups, and groups are constantly structured on the subject of status hierarchies. These simplifications advocate the occurrence of two broad motive models that translate into actions intended to get along with other members and the motive to get ahead or achieve status and power (Blickle & Hogan, 2011). It was believed that individuals who lack status and power and who cannot get along with other people have the reduced probability of reproductive success. Individual differences in the ability to get along with others translate into individual differences in career success (Hogan, 2012). This theory assumed that the three big problems in life concern gaining social acceptance or avoiding rejection, gaining status, power, and the control of resources or avoiding losing them, and finding significance in one's life. People pursue such resources as acceptance, status, and meaning at work in the course of their careers. The model also assumes that there are individual differences in people's ability to do certain tasks particularly in their social skills (Blickle & Hogan, 2011).

The notion of "Big-5" personality traits had been widely utilized in the study of employee performance. These five basic dimensions of personality are Agreeableness, Openness to Experience, Neuroticism, Conscientiousness, and Extraversion. For instance, in the study of Zaidi et al. (2013), Extraversion, Openness to Experience, Agreeableness, and Conscientiousness were found to be positively related to work engagement. Andreas Klang (2012) exposed that Neuroticism, Conscientiousness, and Extroversion correlated moderately with job performance, more so, there was no correlation ascertained between job performance and Openness to Experience and Agreeableness. Lauffer's study proved that performance outcomes do significantly vary under each performance condition and that the results were highly correlated (2012). Fuller and colleagues on signified that proactive personality was positively related to job performance (2010). Mohan and Mulla (2013) discovered that Openness to Experience had a positive correlation with employee performance in high complexity designations. Nevertheless, Openness to Experience had a negative correlation with employee performance in low complexity designations. Additionally, Openness to Experience had a positive correlation with progression when the employee had a low level of Conscientiousness. In contrast, Openness to Experience had a negative correlation with progression, particularly when the employee had a high level of Conscientiousness. This study will be of considerable significance to employees, consumers, employer, Human Resources Officers, Industrial Psychologist, and future

researchers. Employees may earn insights about their self-image and manage their relation with others to take life smoothly. The workforce of the organization may be able to provide excellent services or products to consumers in exchange for their money. The employer may be able to create employee development plans to optimize targeted competences. The Human Resources Officers may be able to strengthen their operative functions like recruitment, training, performance appraisal rating, compensation, and labor relations. Furthermore, the result of this study may be an additional input to the Industrial Psychologist whose focus is the development of performance evaluation system of an organization. Lastly, this study may serve as a channel for future researchers who are fascinated in studying the dynamics of personality and performance at work.

To facilitate understanding of the study, the following terms are defined operationally. Agreeableness refers to the personality trait of an individual that tends to be good-natured, cooperative, and trustful. Chronological age denotes the number of years which the participant has existed based on Erik Erikson's psychosocial stages of development, categorized as early adulthood (18 to 24 years old) and middle adulthood (25 to 64 years old). Conscientiousness refers to the personality trait of an individual that tends to be orderly, responsible, and dependable. Employee refers to the rank-and-file employees of XYZ Company. Employee Performance refers to how well the employee performs his or her work during the appraisal period as measured by the Performance Appraisal Form, categorized as Excellent (90-100), Above Average (80-89), Average (60-79), and Needs Improvement (59-below).

Employer refers to a business entity and classified as XYZ Company where the study is conducted. Extraversion refers to the personality trait of an individual that tends to be outgoing and participative in relating to other people. Independence refers to the personality trait of an individual that tends to be self-reliant, willful, and unconventional. Industriousness refers to the personality trait of an individual that maintains high standards of work and aspires to reach challenging goals. Length of service refers to the participants' number of years in service as employees of XYZ Company, categorized as shorter tenure (less than ten years) and longer tenure (more than eleven years). Methodicalness refers to the personality trait of an individual that tends to be organized, accurate, and disciplined. Openness to Experience refers to the degree of individual's emotional processes. Performance Appraisal refers to the process of evaluating team member's performance by the company's set goals. Personality refers to the dominant trait of employees at work and can be determined using the SFPQ. Rank-and-file employee refers to the non-executive and non-managerial employees of the XYZ Company and the chosen participants of the researcher. Sex refers to the participant's biological sex, being male or female.

MATERIALS AND METHODS

This quantitative study employed a descriptive-correlational design to determine the relationship between personality, performance, and other data relevant to the study. A total of 138 rank-and-file employees of XYZ Company, Bacolod City as of December 31, 2015, were the participants of this study. The names of the companies were undisclosed to protect the companies' identity.

To measure the personality of XYZ Company rank-and-file employees, the instrument used was the Six Factor Personality Questionnaire (SFPQ), a standardized tool developed by Douglas N. Jackson, Ph.D., Sampo V. Paunonen, Ph.D. and Paul F. Tremblay, Ph.D. in 2000. The SFPQ is a 108-item instrument, which employs a Likert-type scale with alternative five (5) responses: Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD), which requires the participant to evaluate their personality dimensions. The SFPQ revealed an internal consistency with Cronbach alpha values ranging from 0.76 to 0.86 and reliability coefficient of 0.81. Another source of data came from the reported Performance Appraisal Rating as of December 1, 2015, of the XYZ Company. The participants were rated according to the different duties and responsibilities of their designations. The researcher used the criteria developed for evaluating the validity of a self-made instrument set forth by Carter V. Good and Douglas B. Scates. Performance Appraisal Form of the XYZ Company was found to be valid in measuring employee performance with a content validity result of 4.89. The researcher utilized the Cronbach's Alpha to determine the reliability property of the Performance Appraisal Form. The reliability test established an alpha coefficient value of 0.90 making the performance appraisal form "very reliable."

In data gathering, the researcher primarily made a formal letter addressed to the President of the XYZ Company thru the Human Resources Division (HRD) asking permission to conduct this study. Upon approval, the researcher requested the Recruitment Report as of December 31, 2015, from the HRD to provide the needed data, to wit: employee name, sex, chronological age, designation, and length of service. All given information were treated with utmost confidentiality. The researcher then excluded the managerial and supervisory positions. The performance appraisal rating of their subordinates last December 1, 2015, was one of the baseline data of this study and was also requested from the HRD. Rank-and-file employees were the focus of the researcher. The researcher then asked the assistance of Human Resources Division to schedule the participants for the briefing and asked their permission to be part of this study and ensured to them that all information were classified. They were asked for their availability for the administration of personality test. The period for this administration was one month only. Afterward, scoring and interpretation commenced. Data were then analyzed with the aid of statistical tools. The quantitative data gathered from the administration of SFPQ were interpreted and compared to the job performance of rank-and-file employees. The main concern of this study was to determine the significant relationship of personality and employee performance of the XYZ Company. The statistical computation was processed using the SPSS (Statistical Package for the Social Sciences) software. Appropriate statistical tools were used to answer the objectives of the study. To determine the profile of employees' personality and job performance as a whole, and when they were grouped according to sex, chronological age, and length of service, the frequency distribution and percentage were used. To determine the significant difference between personality and employee performance when grouped according to sex, chronological age, and length of service, the Mann-Whitney U was used. Finally, to determine the significant relationship between the two variables, mainly between personality and employee performance, Kendall's tau coefficient was employed.

RESULTS AND DISCUSSION

The descriptive results showed that the majority of the rank-and-file employees of XYZ Company have Openness to Experience (OP) and average performance level. The employees who are high on Openness to Experience (OP) tend to be innovative, analytical, reflective, and have a wide variety of interests. The majority of them are interested in learning about a diversity of things. They adapt readily to changes in the environment. The employees of this organization are likely to be inconsistent and avoid routinely work. This average performance level was due to higher job satisfaction, high-quality compensation, training, and supervision, which affirms the study of Kaufman et al. (2015) that employees with an occasional performer of great work were likely to have higher job satisfaction, moderate salary growth, and more financial impact. Kaufman's six motivational benefits and practices (e.g. recognition practice, benefits practice, promotion practice, bonus practice, raise practice and environment perks) were also present in the XYZ Company having average to excellent job performance and had a significant association on employee performance.

By the employees' personality profile when grouped according to sex, chronological age, and length of service, both male and female rank-and-file employees of XYZ Company have Openness to Experience. Likewise, the majority of early adult participants, as well as middle adult participants have Openness to Experience. Most of the participants classified in shorter tenure have Openness to Experience, and most of the participants classified in longer tenure have Agreeableness. Openness to Experience personality trait attributed from job satisfaction and job rotation in the organization. This finding is aligned with the study of Irshad & Naz (2011) that employees with Openness to Experience personality have high job satisfaction and organizational commitment as these employees tend to be amenable to change and new experiences, inquisitive, and creative. This personality trait is also the result of employees' maturity and their familiarity with job functions. Findings on the employees' personality profile, when grouped according to chronological age, is aligned with the study of Bertolino, Truxillo, and Fraccaroli (2013) who portrayed that older and younger workers were not perceived differently regarding Openness to Experience, both in high scale. The majority of rank-and-file employees with shorter tenure of XYZ Company have Openness to Experience. This result could be due to job rotation, training, and organizational culture. For instance, rank-and-file employees in Accounting Division are rotated from one function to another.

By the employees' performance profile when grouped according to sex, chronological age, and length of service, both male and female employees of the XYZ Company have Average job performance. This outcome was due to elevated job satisfaction, high-quality compensation, consistent training, supervision and the absence of gender discrimination in the organization. Similarly, this is in congruence with the study of Ehtesham et al. (2011) that organizational culture has a significant positive relationship with the performance management practices. Likewise, both early adult and middle adult employees of XYZ Company have Average job performance. This outcome could be due to high job satisfaction, high-quality compensation, consistent training, and supervision.

Further, most employees with shorter tenure (10 years and below) of XYZ Company have Average job performance. This result could be due to job rotation, training, and organizational culture. The comparison on employees' tenure was aligned with the study of Irshad & Naz (2011) that employees with longer tenure have a high level of job satisfaction and organizational commitment as compared to the employees with shorter tenure. In the analysis of variance results on employees' personality when grouped according to sex, chronological age, and length of service, the significant value of sex to personality is 0.349, the significant value of the chronological age to personality is 0.651, and the significant value of the length of service to personality is 0.936. Results stipulate that there is no significant difference between employees' personality as to sex, chronological age, and length of service since the level of significance must be less than 0.05. Therefore, the null hypothesis is retained. This result negates the study of Brandt & Edinger, 2015 that sex was one of the factors that had an association with personality. The not significant difference result means that regardless of sex, chronological age, and tenure, personality is still the same. The no significant difference between personality and chronological age may be due to the not equally distributed number of middle adult and early adult employees. More so, the no significant difference between personality and length of service may be due to the larger number of shorter-tenured than the longer-tenured employees. Maybe there are aspects other than sex, chronological age, and tenure that are related to personality.

In the analysis of variance results on employees' performance when grouped according to sex, chronological age, and length of service, the significant value of sex to job performance is 0.729, the significant value of the chronological age to job performance is 0.903, and the significant value of the length of service to job performance is 0.315. This result designates that there is no significant difference between employees' performance as to sex, chronological age, and length of service given the fact that the level of significance must be less than 0.05. Therefore, the null hypothesis is retained. The not significant difference result means that regardless of sex, chronological age, and tenure, job performance is still the same. In the analysis of the relationship between employees' personality and job performance, Kendall's tau coefficient computed significant value is 0.381 which is greater than 0.05. This result denotes that there is no significant relationship between employees' personality and job performance since the level of significance must be less than 0.05. Therefore, the null hypothesis is retained. The not significant relationship between employee personality and performance denotes that there is no association between personality and job performance. Perhaps, there are factors other than the personality that is related to job performance (e.g. compensation and benefits, motivation, organizational culture, manager's attitude, job content and personal problems) which in congruence with the study of Saeed (2013) that the mentioned factors are associated with job performance. Employee personality had been linked to performance at work. However, findings of this study revealed that personality was not associated with employee performance. The not significant results put forward that when personality tests are used for recruitment, selection, promotion, and placement purposes are perhaps not the appropriate tool to calculate employee's job performance. The result also inferred that it might be a wrong tool was used to measure the employee personality.

Motivation and human ability (e.g. technical skills, conceptual skills) may be other factors that mediate employee performance. Personality alone cannot envisage performance at work. Having the right competences is vital in job performance. The placement of right people to the right designation is central to an organization.

Conclusions and Recommendations

Based on the established findings, the subsequent are the formulated conclusions: About employees' personality profile, the majority of the rank-and-file employees of XYZ Company had the personality trait – Openness to Experience. These employees tend to like new experiences and dislike routine work. Likewise, the majority of the rank-and-file employees had average performance level. Results presented a no significant difference in employees' personality as to sex, chronological age, and length of service. This result concluded that personality is still the same regardless of sex, chronological age, and length of service. Also, results disclosed that there is no significant difference between employees' performance as to sex, chronological age, and length of service. This nonsignificance may signify that job performance is still the same regardless of sex, chronological age, and length of service. Lastly, regarding the significant relationship between rank-and-file employees' personality and job performance, the findings revealed a no significant relationship between personality and job performance. Therefore, personality had no association with employee performance in XYZ Company. By the findings and conclusions presented, the researcher proposed the following recommendations to be implemented and undertaken: An employer may consider investing in programs that would be beneficial to its team members. These programs may be effective measures to help employees to build and optimize targeted competences and consequently assist them to achieve greater heights of their productivity. Employees should support what the employers build for employees' advancement. To impose modification, all employees should participate actively and whole-heartedly in the interventions provided by the employer and its officials. By doing so will help create a good outcome and progress. The Human Resources Division may consider initiating and implementing the proposed human resources master plan that focused on the areas of personality, career, and wellness. This is to ensure that the efforts of XYZ Company in fulfilling its mission of delivering quality services to its clients, suppliers, and customers will be efficient and pertinent by increasing and sustaining quality among its employees. Job descriptions may be defined properly. Alignment of the job descriptions, duties, and responsibilities, particular duty scope must be reiterated specifically. In case that the descriptions are not yet available, it is the duty of the Department Heads to stipulate the job descriptions of their subordinates. The employer in cooperation with the Human Resources Division and its department heads may revisit its mission, vision, core values, policies, and organizational structure to determine the rationale of the precedent conflicts and issues within the organization. A performance evaluation must be observed and implemented biannually rather than the traditional evaluation schedule of the organization which is annual. Through this amendment, organizational goals will be monitored and managers can provide feedback and may reinforce effective measures. Due to the varied business entities composition of XYZ Company, its officials may create a separate organizational mission, vision, and objectives for

Company X, Company Y, and Company Z. Through this restructuring, employees may become aware and well oriented with the overall purpose of establishing the business entity. These established organizational goals may motivate people in the XYZ Company to strive for achievement. Continuous training for all employees may be beneficial. The Human Resources Officials in cooperation with Department Heads may initiate and stabilize this constant training as to maintain or increase the efficiency and production of employees. Increase or improve the reward system may be favorable. The officials of XYZ Company may study the existing reward system for possible innovations. The improve reward system may be a great help for increasing the motivation of employees in the organization. As a possible consequence of this extrinsic motivator, employees may intend to perform their tasks beyond the expectations of the XYZ Company. Job analysis should be included in Human Resources operative functions of the XYZ Company. This will help the upper management to analyze the existing job descriptions, job specifications, actual tasks performed, the medium used by employees, and the working environment. Through this job analysis, the salary scheme will be reviewed versus the employee designations and responsibilities. Future researchers may intend to involve in the exploration of personality and job performance. Potential studies using different measures and scheme to assess personality may still yield informative results to job performance and if possible with a larger scope of participants. Similarly, this study could provide them with edifying particulars that may help them in their research endeavors.

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