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The Impact of Personality on Job Performance: Study on Senior Managers in State Owned Commercial Banks in Colombo District, Sri Lanka

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Abstract

Area of the Study

This study is aimed to discuss the impact of personality of senior managers on their job performance in the state owned commercial banks.

Problem of the Study

There is no any empirical research finding of the impact of personality on the job performance of the senior managers in the state owned commercial banks. Therefore, the research problem is: Does personality of the senior managers in the commercial banks affect to their job performance?

Method of the study

Randomly selected 103 senior managers in the state owned commercial banks in Colombo district were the sample of the study and structured questionnaire was distributed among the sample respondents to gather the primary data. The personality of the senior managers was measured using big five personality model. Descriptive statistics and correlation analysis were used to analysis the primary data gathered from the sample.

Findings of the Study

Mainly it was clearly found that there is a strong positive relationship between employee personality and job performance. Further the results proved that Extraversion, Agreeableness and Conscientiousness have strong positive relationship with job performance while Openness to experience has moderate relationship with job performance. It can be revealed that Neuroticism has strong negative relationship with job performance since values obtained through both Correlation analysis and Regression analysis indicated a negative relationship.

Conclusion of the Study

The management of the state owned commercial banks has to pay their consideration to upgrade the relevant personality traits of the senior managers for their high level job performance.

Keywords: Employee Personality, Big Five Personality Model, Job Performance

Introduction

Survival in the rapidly changing competitive market is a big challenge to each and every business organizations due to advanced technology, communication and globalization (Blignaut 2011). It is essential to have competent employees who can perform well to attain business goals within this challengeable environment. Job performance became a searing

topic under this condition since organization can attain their business goals through the competent employees who perform well in their jobs. Therefore organization always attempt to recruit high performing employees. However selection of competent employee is a somewhat challengeable task. The degree of personality exhibit by the employees helps to find the person who will perform well (Klang 2012). It was frequently studied the relationship between personality and job performance during past century (Barrick, Mount & Judge 2001).

According to Boshoff and Arnolds (1995) job performance is a multi-factor construct that show how well employee utilize resources including time, energy etc. when and completing tasks in their job. In addition to that it was indicating that extend to which employee perform their tasks and how to face problems with regard to relevant conditions.

Personality has been considered as a significant factor in the personality related studies, specifically for impact the employee job performance. It is differentiates one person from another and provides insight whether a person will do some specific job in similarity to others (Beer & Brook 2011). Personality used to clarify people's attitudes and behavior and it is regularly used to forecast outcome variable, such as work attitude, job satisfaction task motivation, job involvement and task performance, and it also has a major impact on dealings quality and customer satisfaction indicated that employee's attitude is related with overall performance quality (Judge et al. 2002).

There is several personality theories can be identified in literature. Psychoanalytic theories, Humanistic theories, Biological theories, Behavioural, Social learning and Cognitive theories and Trait theories are some of the famous theories coming under the personality. Among them Trait theory become a special theory since it is considered as one of the most accepted and a leading personality theory. It confines the most important aspects that have high propensity to lead to definite behaviours. Traits determine a person's variances in the trend to develop a steady pattern of feelings, thoughts and actions (Myers 1998).

Big Five Factor Model of Personality is the most widely accepted structure of personality, among scientists and researchers (Goldberg 1993) which coming under the Trait theory. Neuroticism, Extroversion, Openness to Experience, Agreeableness, and Conscientiousness are the five dimensions of this Big Five Factor Model of Personality (Costa & McCrae 1992). This study examine how these dimensions of personality impact on employee performance in order to observe the impact of employee personality on job performance.

Literature Review

Recent researches proved that there is a significant relationship between employee personality and job performances. Job performance is a crucial factor for any organization since it is important for the high productivity of the workplace (Viswesvaran, et al. 2000). According to Porter and Lawler (1968) job performances is the accomplishment of those tasks that include a job of a person. Personality has been considered as a significant factor in

the personality related studies specifically for impact the employee job performance. It is distinguish one person from another and provides insight whether a person will do some definite job in resemblance to others (Beer & Brook 2011). As Gildon Allport (1937), personality is defined as the dynamic organization within the individual of that psychophysical system that determines his or her inimitable change to his environment (as cited in Sniderman 1975). It has suggested that personality measures are valid predictors of diverse job-related criteria (Goldberg 1993). Personality traits have been shown to be related to the workplace behaviors, attitudes, and performance (Matzler et al. 2011). Recent research showed that personality dimensions are related to job performance also (Rosse et al. 1998; Wright et al. 1995).

There are several theories relating to personality which discussed different aspects of personality such as Psychoanalytic theories, Humanistic theories, Biological theories, Behavioural, Social learning and Cognitive theories and Trait theories. Among all the above mentioned five theories, trait theory is considered as one of the mainly established and a leading personality theory which captures the outstanding features that have towering tendency to lead to distinct behaviours. Traits conclude a person's variances in the trend to develop a stable pattern of feelings, thoughts and actions (Myers 1998). Five Factor Model of personality which symbolizes five core traits which are coming under the trait theory of personality (McCrae & Costa 1997).

The Big Five Factors model was emerging as a result of McDougall's (1932) taxonomy of personality (as cited in Digman 1990). As per the Goldberg (1993) Five Factor Model of personality is the extensively established structure among all other personality models. Big Five dimensions are build up with groups which are inter-correlated with some traits named as facets. He elucidated that the Big Five personality traits are self-regulating factors that described five main personality dimensions. Neuroticism, Extroversion, Openness to Experience, Agreeableness, and Conscientiousness are the five dimensions of personality explained by the big five personality model (Costa & McCrae 1992).

Neuroticism refers to individuals who tend to be shy, angry, insecure, depressed, vulnerable and anxious (Costa & McCrae 1992). This type of personalities experience more negative feelings in life than other individuals (Magnuset al. 1993). Erdheim et al. (2006) explained it more likely to impact badly on organization since it leads to negative work related attitude and behaviours (as cited in Syed et al. 2015). 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 investigative of emotional steadiness (Hough et al. 1990). In a recent study Judge, Higgins, Thoresen and Barrick (1999) found that neuroticism is negatively related to job performance. However, according to Salgado (1997), neuroticism envisages job performance in certain conditions.

Extroversion can be defined as quantity and intensity of energy directed outwards into the social world (Costa & McCrae 1992). Sociable, active, talkative, person oriented, optimistic,

fun, loving, and affectionate are some of the major characteristics which can be identified through this personality.

Generally openness to experience refers to individuals who lean to be creative, imaginative, and curious to experience novel things amongst other things (Costa & McCrae, 1992)^[30]. According to Costa and McCrae (1992) fantasy, aesthetics, feelings, actions, ideas, and values consider as six sub quantities of openness to experience. Earlier researchers suggested that there is no momentous relationship between openness to experience and job performance (Barrick & Mount 1991). However findings point to that the validity of the openness is depend on the character of the occupation and the task.

Agreeableness can be defined as characters of individuals who tend to be trusting, helpful towards others, forgiving, soft hearted, and compassionate (Costa & McCrae 1992). Further they illustrated six sub proportions included in this broad dimension of personality conveying to trust, straightforwardness, altruism, compliance, modesty, and tender mindedness.

Conscientiousness can be refers to individuals who demonstrate traits of self-control by means of being capable of planning, organizing, working strategically towards goals, and carrying out tasks. Norman (1963) was a pioneer in suggesting conscientiousness as one of the significant factors underlying personality. Behling (1998) has said that conscientiousness is one of the most valid interpreters of performance for most jobs, second only to general intelligence (as cited in Hertz & Donovan, 2000). Barrick and Mount (1991) found conscientiousness feature of personality can forecast positively relates performance of employees in number of dissimilar character of contextual performance of employees jobs.

Various studies and meta-analyses done by Barrick and Mount (1991), Judge (2001), Rothmann and Coetzer (2003), Salgado (1997), Tett, Jackson and Rothstein (1991), Vinchur et al. (1998) have indicated that human personality traits, particularly those included in the Five-Factor Model (FFM), also are highly related to job performance (as cited in Rothmann & Coetzer 2003). Tett, et al. (1991) showed that there is a association between personality and job performance, as a important and fairly acceptable correlation coefficient was reported. These finding showed that employee personality has an impact on job performance based on Five Factor Model of personality.

Hypotheses Development

The Impact of Employee Personality on Job Performance

Tett et al. (1991) showed that there is a relationship between personality and job performance, as a significant and fairly acceptable correlation coefficient was reported ($r=.24$). The studies conducted through the period from 1900 to 1990 concluded that personality is a significant predictor of job performance of employees (Abdullah, et al. 1990). The Meta -analysis conducted by Tett, Jackson, and Rothstein (1991) had reported a positive relationship between the Big Five Factors and job performance (Karthikeyan & Srivastava, 2012). In addition to that another meta-analysis conducted by Salgado (1997) proved that

personality dimensions of Five Factor Model were the valid predictor of selected job performance criteria. Therefore the first hypothesis was developed as;

H₁: There is an impact of personality on employee job performance

The Impact of Extraversion on Employee Job Performance

As Barrick and Mount in 1991, Bing and Lounsbury in 2000, Lowery and Krilowicz in 1994, Vinchur, et al. in 1998, extraversion is a valid forecaster of performance in jobs (as cited in Rothmann & Coetzer 2003). Johnson (1997) found a positive relationship between extraversion and job performance of police personnel and explained this relationship in terms of the high level of interaction in the police service. The research done by Karthikeyan and Srivastava (2011) revealed that extraversion was found to be a valid forecaster of job performance. It explained a variance of 5.3% with job performance and explained variances of 5.7% with task performance.

Barrick, Mount and Judge (2001) in their meta-analytic study have demonstrated that the average validity of extraversion with respect to job performance. For example, extraversion has been found to be a valid predictor of sales performance (Karthikeyan & Srivastava 2012). Studies conducted by Barrick and Mount in 1991, Bing and Lounsbury in 2000, Lowery and Krilowicz in 1994 and Vinchur, et al. in 1998 stated that extraversion is a valid forecaster of performance specially in jobs which are need more social interactions (as cited in Rothmann and Coetzer 2003). In addition to that with respect to the police service it was found that there was a significant positive relationship between extraversion and job performance (Johnson 1997). Based on these research findings, the second hypothesis is developed as;

H₂: There is an impact of extraversion on employee job performance.

The Impact of Agreeableness on Employee Job Performance

Past research has found no correlation between Agreeableness and overall job performance (Barrick & Mount 1991). Barrick and Mount (1991) stated that there is a weak relationship between agreeableness and job performance since the correlation is very weak. Barrick, et al. (2001) found that the dimension predicts teamwork ($r=.34$) and that the dimension respectively can predict success in specific occupations. Their reasoning reported that agreeableness may predict success in specific occupations and work tasks. However the research done by Tett et al. (1991) found that agreeableness is a significant predictor of job performance. Later it was proven by Skyrme et al. (2005) and Judge et al. (1999) as Five Factor Model personality of agreeableness was positively related to the employee personality (as cited in Blignaut 2011). Hence third hypothesis is developed as;

H₃: There is an impact of agreeableness on employee job performance

The Impact of Conscientiousness on Employee Job Performance

Most of the researchers suggested that there is a clear impact of conscientiousness on employee job performance. Behling (1998) has said that conscientiousness is one of the most valid predictors of performance for most jobs, second only to general intelligence. The large scale Meta-analysis done by Barrick and Mount (1991) which was summarized all the

research conducted from 1952 to 1988 those investigated the relationship between personality and job performance. The results indicate conscientiousness correlated positively with all five occupational groups, in respect to successful job performance. Based on the findings of Barrick and Mount (1991) subsequent studies presented that conscientiousness is strongly correlated with job performance across occupations out of other personality dimensions (Barrick et al. 2001). Borman, White, Pulakos and Oppler (1991) (as cited in Anderson, et al. 2011) and Hough et al. (1990) found a correlation of 0.80 between reliability (an aspect of Conscientiousness) and job performance. Various researchers like Barrick and Mount in 1991, Barrick, Mount and Strauss in 1993, Frink and Ferris in 1999, Ones and Viswesvaran in 1997, Sackett and Wannek in 1996 reported that significant correlations between conscientiousness and job performance (as cited in Rothmann & Coetzer 2003). Skyrme, Wilkinson et al. in 2005, Salgado in 1997, Fort in 2010 and Nicholls, Viviers and Visser in 2009 found that the conscientiousness is one of the paramount predictors of job performance (as cited in Blignaut 2011). Based on these findings it can be developed next hypothesis as;

H₄: There is an impact of Conscientiousness on employee job performance

The Impact of Neuroticism on Employee Job Performance

Meta-analysis done by Meyer et al. (2002) showed that persistence commitment is negatively interrelated with complete performance and neuroticism also negatively interrelated with professional performance (Barrick & Mount 1991). Findings of the Rothamann and Coetzer (2003) explained that with a cut-off correlation of 0.30, the variables in the personality dimensions set that were correlated with the first canonical variant was neuroticism. It was found that the results about the relationship of neuroticism and job performance differ in path and correlation analysis. Further it reveals that in the path analysis, positive and insignificant relationship is indicated which means performance of an employee is not affected by his stress and nervousness level. While correlation analysis confirms the hypothesis that neuroticism trait has negative effect on employees' performance and this relationship is found significant at 0.01 (Abdullah et al. 1990). By looking at these facts, fifth hypothesis is developed as;

H₅: There is an impact of neuroticism on employee job performance.

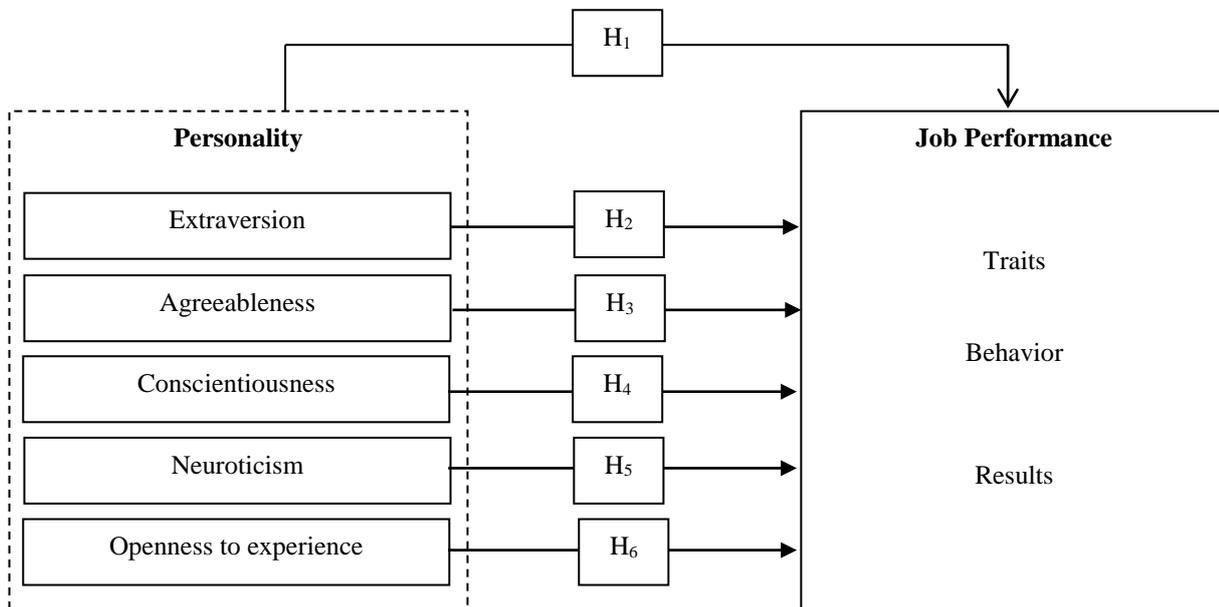
The Impact of Openness to Experience on Employee Job Performance

Research has shown that openness to experience is related to success in consulting (Hamilton 1988), training (Barrick & Mount 1991; Vinchur et al. 1998) and adapting to change (as cited in Chu et al. 2013). In contrast, Johnson (1997) and Hayes, Roehm and Castellano (1994) found that successful employees (compared with unsuccessful employees) obtained significantly lower scores on openness (as cited in Rothamann & Coetzer 2003). Tett et al. (1991) reported that openness to experience is not a valid predictor of job performance. A possible explanation for the contradictory results regarding the relationship between openness to experience and job performance is that different jobs have different requirements. Roehm and Castellano in 1994 have found that successful employees had significantly lower levels of openness than unsuccessful employees (as cited in Karthikeyan & Srivastava 2012). Based on the above evidence, final hypothesis is developed as follows;

H₆: There is an impact of openness to experience on employee job performance.

Based on the relationships found through different researches has taken as the rationale for the development of hypothesis of this study. The conceptual model relating to hypothesis and study variable can be visualized through the following conceptual framework.

Figure 1 Conceptual Framework



Method

Sample and Data Collection

Since this is a quantitative study it was used questionnaire method to collect data from participants. It was consisting of two standard questionnaire with the intention of measuring both employee personality and job performance. Employee personality measure through the standard questionnaire developed by Johnson (2011) based on the IPIP 300-item inventory originally developed by Goldberg (1999) which was designed to measure constructs similar to those assessed by the 30 facet scales in the NEO Personality Inventory developed by Costa and McCrae in 1992 (Johnson 2011). This is consisting of 40 statements. Job performance is measuring through another standard questionnaire which consist of 27 statements developed by Udayakumar in 2003 (cited in Kottawatta, 2007).

The sample of this research consisted of 103 senior managers who working in state owned commercial banks in Colombo district. The sampling method of this study was simple random sampling method.

Scales and variables

Employee Personality

Employee personality is the independent variable of this study and it is consisting of five main dimensions which were named as Big Five Factors in literature. Neuroticism,

Extroversion, Openness to Experience, Agreeableness, and Conscientiousness are these five dimensions which were coming under the Big Five Factors. It was stated several indicators with regard to elaborate these dimensions in this research study. Each dimension was measuring through four indicators which were taken from the literature.

Job Performance

Job performance is the dependent variable of the study and it can be basically divided into three aspects as traits, behavior and results (Opatha 2002). With regard to these three aspects it can be given several indicators to each aspect to make it easy to measure job performance. Trait consists of job knowledge, cooperation, dependability, interpersonal relations and communication skills. Planning work, organizing work, punctuality, attendance, speed is the indicators of behaviour aspect. Another aspect of job performance is result and it consists of efficiency, achievements, completion of work on schedule and quality of work (Kottawatta, 2007).

Results

Measurement Validation

The questionnaire used for this study consists of two standard questionnaires which included parts for measuring Employee personality and job performance of the respondents. The reliability coefficient for the questionnaire was measured separately for these two parts and employee personality had 0.882 value which has 40 statements for measuring this variable. job performance was measured through 20 statements and it had 0.785 reliability coefficient. Those values indicates that questionnaire used in this study have satisfactory level of reliability since they were grater that 0.7.

The external reliability of the instrument was tested by Test-retest method and it was carried out using 10 respondents (10 senior managers) with one week interval. Reliability coefficient for employee personality was 0.993 and job performance had 0.923 value in this Test-retest. The coefficient of the Test-retest of the instrument indicates that each instrument used for measuring employee personality and job performance has a high external reliability. Based on these results it was revealed that there was a high reliability in the research instrument.

Hypotheses Testing

The 1st hypothesis of this study is “There is an impact of employee personality on employee job performance”. Researcher has done both Correlation analysis and Simple Regression analysis o identify the relationship between employee personality and job performance. The results obtained through the Correlation analysis show that there is a strong positive relationship between these two variables since $r = 0.917$ which was significant at 1% ($p=0.000$). Therefore it can be considered that employee personality has a significant positive relationship with job performance based on the result of the correlation analysis. As per the results of the Simple Regression analysis, b value is 0.909 which is significant at 1% (significant =0.000). Adjusted R square for employee personality is 0.841 and F value is 535.891, which is significant at 1% ($p= 0.000$) and variance of employee personality is 84%

for job performance. Hence it was clear that employee personality has a significant relationship with job performance as proved by this analysis.

Based on that researcher can accept first hypothesis of this research which is that “There is an impact of employee personality on job performance” of senior managers who are working in state owned commercial banks in Colombo district. There by researcher can achieved first objective of this study.

Correlation coefficient for extraversion and job performance is 0.848 which is significant at 1% (sig.0.000) level and it was denoted that extraversion is significantly correlate with job performance. b value obtained through the Simple Regression analysis is 0.568 and variance is 71.9%. F value becomes 259.047 while having 0.848 Beta value. Therefore it was clear that extraversion has significant relationship with job performance which was significant at 1% (Sig. T=0.000) level. Therefore it can be considered that extraversion significantly impact on job performance.

Third hypothesis of this study can be accepted based on the results of the analysis where both results were implied that agreeableness has positive impact on job performance. It can be proved through Correlation analysis where having r is 0.783 value. This was revealed that there is positive relationship between these variable which was significant at 1% (sig.0.000). The b value of agreeableness is 0.568 which is significant at 1% (T= 0.000) and adjusted R square is 0.719 which has variance of 84.8%. F value is 259.047 while having 0.848 beta value. As per the result of Simple Regression analysis was proved that agreeableness has significant positive relationship with job performance. Hence it can be concluded that Agreeableness has significant impact on Job Performance and it was accepted the third hypothesis of this study.

Conscientiousness is another personality dimension which was used to develop a hypothesis of this study to examine the impact of this variable on job performance. Researcher has done Correlation analysis to identify the relationship between these variables and it was found that there is a significant relationship since correlation coefficient was 0.872. It indicates that conscientiousness has strong positive relationship with job performance. In addition to that Simple Regression analysis also assists in proving this relationship by having 0.582 b value which is significant at 1% (significant= 0.000) and 321.561 for F value. Adjusted R squared is 0.754 which is significant at 1% (significant =0.000). It has 0.872 beta value and variance is 76.1%. Based on it can be revealed that there is strong positive relationship between these variables. This leads to acceptance of the fourth hypothesis which stated that there is an impact of conscientiousness on job performance.

Correlation analysis was done on openness to experience and job performance which was shown that openness to experience has moderate relationship with job performance ($r=0.346$, significant at 1% (sig.0.000) level). The b value of the equation, the gradient of the regression, is 0.277. As indicated by R Squared, 0.120 of the variance of openness to

experience on job performance with the standardized beta of 0.346. The F value is 13.751, which is significant at 1% ($T = 0.000$), which suggests that job performance has significantly explained 78.3% of the variance of openness to experience. As per the result it can be considered that there is positive moderate relationship between these two variables. It was revealed that openness to experience has a significant positive impact on job performance.

Final hypothesis of this study stated that there is an impact of neuroticism on job performance. Results obtained through the Correlation analysis proved that there is significant negative impact of neuroticism on job performance by having $r = (-0.554)$ which was significant at 1% (Sig. 0.000) level. Apart from that Simple Regression analysis also indicated this negative relationship by having b value is (-0.954), which is significant at 1% ($T = 0.000$). As indicated by R Squared, 0.307 of neuroticism on job performance with the standardized beta of (-0.554). The F value is 44.741 and Adjusted R squared for neuroticism is 0.300. These values denoted that neuroticism has strong negative relationship with job performance. According to that it can be considered neuroticism has an impact on job performance as stated in the final hypothesis of the study.

Discussion

The purpose of this study was to investigate the impact of employee personality on job performance of senior managers of state owned commercial banks in Colombo district. In addition to that it was focus on to investigate the possible impact of each sub dimensions of personality (Extraversion, Agreeableness, Openness to experience, Conscientiousness, Neuroticism) on job performance. Six hypotheses were formulated based on the objectives of the research and they were tested based on the results of Pearson's Correlation analysis and Simple Regression analysis. All the hypotheses were supported by the results of these two analyses and confirmed with previous research findings with respect to the employee personality and job performance.

In line with the hypothesis, this study found a significant positive correlation between employee personality and job performance. It was indicated that personality of senior managers was directly impact on their performance. Specifically, result of the Correlation analysis and Regression analysis clearly showed there is a positive relationship between dependent variable and independent variable of the study.

This was supported to the previous research findings of Gaffoor (2009) who found that employee personality was positively impact on job performance. His study identified this relationship by having strong Correlation value with respect to the empirical study of non-academic employees of the Universities in the Eastern Province of Sri Lanka. In addition to that this was confirmed the arguments of Abdullah (2013); Karthikeyan and Srivastava (2011) and Blignaut (2011) who stated that there was significant positive relationship of employee personality on job performance.

Then the researcher has found that a dimension of personality, extraversion also positively correlate with job performance. Based on the outcomes of the two analyses done by researcher it was clear that extraversion has significant impact on job performance. This was confirmed the previous research findings of Karthikeyan and Srivastava (2011), Clark and Watson (1991), Johnson (1997), Barrick and Mount (1991) and Salgado (1997) which were clearly show that extraversion was positively impacted on jJob performance within different contexts.

As per the statistical evidence of the study researcher was able to accept the third hypothesis of the study which was confirmed that there was an impact of agreeableness on job performance of senior managers in state owned commercial banks in Colombo district. This was agreed with statistical evidence of Blignaut (2011) and Judge et al. (1999) with respect to the relationship between these two variables.

In line with hypothesis of the research it was revealed that conscientiousness also has strong positive relationship with job performance. Both correlation analysis and regression analysis proved that there was positive relationship with these variables which was significant at 1% (Sig.0.000) level. This finding was clearly compatible with empirical studies done by Abdullah et al. (2013), Salgado (1997), Barrick and Mount (1991) and Hough et al. (1990), but was partially divergent from Tett et al. (1991) who found that conscientiousness showed lower validity than the other personality dimensions.

Openness to experience is another personality dimension which was used to develop hypothesis of this study and statistical evidence showed that it was significantly correlate with dependent variable of the study. Thereby researcher can concluded that openness to experience was impacted on job performance and it lead to acceptance of the hypothesis of the study. This was agreed with arguments of Rothmann and Coetzer (2003), Raudsepp (1990), Johnson (1997), Hayes, Roehm and Castellano (1994) and Tett et al. (1991).

Researcher has found that neuroticism has impact on job performance. The results of both correlation analysis and regression analysis showed that neuroticism has negative relationship with job performance. The statistical evidence of the present was confirmed previous findings of Klang (2012), Hormann and Maschke (1996), Dunn et al. (1995) and Judge et al. (1999) which were found with respect to their research studies.

Finally researcher can be concluded that all the hypotheses of the study were accepted while achieving all the research objectives as well. It was clear that employee personality has a significant impact on job performance of senior managers' who are working within the state owned commercial banks in Colombo district.

Conclusion and Implications

According to the results obtain through the data analysis came out from Pearson's Correlation Analysis and Regression Analysis, it was found that there are significant relationships among

each personality dimensions and job performance in relation to this study. Mainly it was clearly found that there is a strong positive relationship between employee personality and job performance. Further the results proved that Extraversion, Agreeableness and Conscientiousness have strong positive relationship with job performance while Openness to experience has moderate relationship with job performance. It can be revealed that Neuroticism has strong negative relationship with job performance since values obtained through both Correlation analysis and Regression analysis indicated a negative relationship. Therefore it can be concluded that there is clear impact on each Personality dimensions on job performance.

Findings of the study will be important in theoretically and practically for the parties who are directly attached with the research area. As concluded by the findings employee personality can make significant impact on Job Performance. Based on findings of the study researcher can provide some managerial implications which will be important for relevant parties of banking sector. As per the model of personality which researcher used in this study there are five dimensions of personality were identified and these dimensions were impacted on job performance in different ways and it is suggested to identify the types of personality dimensions which were possessed by employees of the organizations in order to improve Job Performance of the employees.

It was highly recommended to conduct a personality analysis before appointing employees into senior manager positions since the Job Performance of senior managers more likely to make a significant effect on organizational performance as well. The result of the Personality analysis can be used for managerial decisions which are relevant to several Human Resource Management functions. The results obtain through the personality analysis can be included into management inventories of the organizations which are maintain for proper labor movements.

Decisions regarding training and development of the organizations can use the findings of this research. Based on the findings management have to decide the most suitable method for improving job performance of senior managers by enhancing their personalities with the help of suitable techniques and methods. When implementing training programs for enhancing employee personality age difference, marital status, gender distribution should be taken into consideration since it become an important within this context.

Finally it can be concluded that increasing job performance of employees in banking sector which become very important because it became a necessity in today's context. The effect of globalization and other technological advancement job performance of employees should be increased as expected by organizations. The findings of this study will assist the administrators of banking sector in developing suitable strategy in order to enhance the increased level of job performance of the employees.

Further research studies are suggested to carry out the effects of employee personality on job performance of senior managers working in state owned commercial banks in Colombo district. In the future, it is strongly encouraged that an empirical research is carried out to identify the relationship between employee personality on job performance. It is suggested to future researchers to study this area by taking considerable time period to identify the relationship between the variables of this research. Present study was conducted based on senior manager category employees who working within two head offices of state owned commercial banks located in Colombo district. It can be suggested that research can be conducted by taking sample which represent overall organization. In addition to that further researchers can focus on different employee categories in these two banks. If the researchers capable of doing study effectively it was suggested to choose sample from state owned commercial banks as well as private commercial banks.

When done successfully, it will not only enrich the existing literature, but it will also practically enlighten researchers, practitioners, human resource managers and government officers towards using the findings of the study to justify their efforts in designing appropriate learning and performance improvement interventions so that job can be structured in relation to personality traits of employees which can lead to improving employee performance, which in turn can lead to organizational productivity and development.

There were some limitations can be identified within this research. Mainly this research focuses on to identify the impact of employee personality on job performance of state owned commercial banks in Colombo district. Researcher only can obtain information from senior managers who are working in head offices of two banks which are locating at Colombo district. This was the major limitation of this study. Apart from that researcher used Five Factor Model of Personality though there are several Personality models in literature. On the other hand job performance was measured through three main criteria as traits, behaviour and results though there are different types of measurements available in literature. On the other hand researcher used questionnaire method to obtained data from the respondents and it was lead to provide false information intentionally or unintentionally. Finally it can be considered that lack of literature available in relation to research and previous practices available regarding this study area within Sri Lankan context. There are no sufficient researches done on this topic relating to banking sector in Sri Lanka specially for state owned commercial banks in our country.

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