The Impact of Big Five Personality on Executive Employees' Job Performance: Mediating Role of Job Satisfaction in a Selected Public Financial Institution in Sri Lanka

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Abstract

The impact of an individual's Big Five Personality (BFP) on Job Performance (JP) is an important concept that has received widespread attention in the contemporary world. This study investigates the impact of an executive employee's big five personality on job performance, with Job Satisfaction (JS) as the mediating factor for executive employees in a selected public financial institution in Sri Lanka. This study employs trait theory and a Five-Factor Model, analyzing individuals through a self-administered questionnaire utilizing a natural setting. The questionnaire comprises 75 statements and a demographic profile as the measurement instrument. Thirty executives were the subjects of the pilot test. 150 executives from the chosen public-sector financial institution made up the sample size. The data was analyzed using regression analysis and the correlation coefficient technique, with statistical data analysis conducted using SPSS 26. The study revealed that the big five personality and job satisfaction significantly influence executive employees' job performance and confirmed the mediation effect of job satisfaction. This study supports the big five personality and job satisfaction effects on job performance, offering insights for future human resources management planning such as recruitment, deployment, capacity development, and performance reviews in both the public and private sectors. Longitudinal and subsequent studies using alternative data collection techniques like interviews, samples, and mixed methods are recommended for more in-depth and diverse findings.

Keywords: Big Five Personality, Executive Employees, Job Performance, Job Satisfaction, Public Sector, Sri Lanka

1. Introduction

Human capital, integral to organizational success, involves employees who innovate and strategize to meet goals despite advancements in knowledge (Ullaha et al., 2022). Scholars, like Harris and Brown (2021) and Mubarik et al. (2020), stressed the importance of employees' competencies, including knowledge and skills, in achieving organizational success. This focus on human capital underscores its critical and strategic role in organizations.

Quality Human Resources (HR) are essential for organizational continuity; lacking them can disrupt operations (Chandler, 2018). Personality, a combination of physical and mental traits, is crucial for an organization's success. Goldberg (1992) contributed to the development of The Big Five Personality Model, highlighting five dimensions: Extroversion (E), Emotional Stability (ES), Agreeableness (A), Conscientiousness (C), and Openness to Experience (OE). These dimensions' influence job performance and job satisfaction (Feist, 2010; Motowidlo et al., 2018). In today's unstable economic environment, organizations need active and dedicated employees to perform high levels of job performance. Chandrasekara's study in 2019 links the big five personalities, job performance, and job satisfaction, underlining their interconnectedness in achieving organizational goals.

A satisfied employee puts more effort into job performance and uses more effort, resulting in long-term success. Understanding the relationship between the big five personality and job performance in the public sector is essential for effective recruitment, deployment, and significant Human Recourses (HR) management decisions. Understanding the relationship between personality characteristics and job performance in the public sector is necessary. According to Armstrong (2009), those entail being aware of the importance of individual differences, the attributes that explain how people behave, their personalities, and the types of behavior prevalent in organizational settings. A satisfied employee puts more effort into job performance and then exerts more effort. As a result, every organization develops a contented staff to ensure the organization's long-term success. In 2014, Amir, Naz, Hafeez, Ashfaq, and Dogar revealed that a positive relationship exists between big five personality, job performance and economic success over the life path.   .

This study delves into the impact of big five personality on job performance among executive employees, considering the mediating role of job satisfaction, within a

specific public financial institution in Sri Lanka. It aims to bridge three key research gaps.

Population gap is investigating big five personality, job performance, and job satisfaction, within the Sri Lankan context, focusing on the unique population of executive employees in public financial institutions.

Knowledge gap is addressing the lack of research on the mediating effect of job satisfaction, on the relationship between big five personality and job performance, particularly in the HR Management field and the specific context of Sri Lanka's public sector.

Empirical gap is contributing empirical evidence by studying the impact of big five personality on executive job performance in public financial institutions, which is an underexplored area in global research, especially in sectors like universities and hospitals.Under this context, this study aims to answer the following research question:

Do the big five personalities impact on executive employees' job performance with the mediating role of job satisfaction in a selected public financial institution in Sri Lanka?

Although various research has been carried out (Chandrasekara, 2019; Higgs & Lichtenstein, 2010; Jabbar et al., 2021; Putro, 2022; Kang & Malvaso, 2023), there is still a need to fill the existing gaps. This study aims to address this empirical gap in the literature and explore the impact of big five personality and job satisfaction, on job performance among public sector executives in a selected public financial institution in Sri Lanka. Accordingly, it is expected to examine (1) The impact of big five personality on executive employees' job performance, (2) The impact of big five personality on executive employees' job satisfaction, (3) The impact of job satisfaction, on executive employees' job performance and (4) determine whether job satisfaction mediates the relationship between the big five personality and executive employees' job performance in a selected public financial institution in Sri Lanka.

2. Literature Review

2.1 Personality

Personality is a comprehensive concept designed by an individual's ambitions, feelings, and fundamental psychological processes. Several theories attempt to capture its complexity, including the Five-Factor Model, Trait Theory, Three

Dimensions of Personality, and the Sixteen-Factor Model. The Five-Factor Model explains personality into five key traits: agreeableness, conscientiousness, extroversion, neuroticism, and openness to experience. Trait Theory, pioneered by Allport (1937), proposes that traits arrange mental structures that differ among individuals. Raymond Cattell's Sixteen-Factor Model develops an adapted questionnaire to evaluate personality based on sixteen distinct traits (Novikova, 2013).

The "Big Five" theory has emerged as a broad framework, highlighting additional personality traits while incorporating insights from numerous psychological theories. The big five personality explains structural characteristics that classify individuals based on their thoughts, emotions, and behaviors. Personality is a complicated combination of biological influences and environmental pressures, containing various behavioral, emotional, and cognitive qualities. Trait theory gained prominence in the 1980s, leading to the establishment of the five-factor structure derived from Cattell's work, further validated, and expanded upon by Donald Fiske, Norman, Smith, Goldberg, McCrae, and Costa (Cherry, 2019).

The big five personality models contain five key dimensions that capture a person's personality traits: Openness to Experience, Conscientiousness, Extroversion, Agreeableness, and Emotional Stability. These dimensions are crucial in shaping an individual's behavior and interactions. Openness to experience is vital for adapting to changing situations and acquiring new skills, making it essential for an organization's future endeavors. Conscientiousness reflects traits such as dependability, efficiency, and deliberate conduct, contributing to an individual's reliability in various tasks. Extroversion is often associated with success in leadership roles, while Agreeableness is important for fostering positive interpersonal relationships through helpfulness, forgiveness, and trustworthiness. Emotional stability measures neurotic tendencies, influencing how individuals handle stress and emotional challenges. Research indicates that these big five personality traits significantly impact individual job performance, especially in tasks conducting independently.

2.2 Job Performance

Job performance is a crucial measure for organizations, evaluating employees' achievements and contributions to organizational success. It involves various dimensions such as task performance, contextual performance, adaptive performance, and counterproductive work behavior (Koopmans et al., 2014). Task performance focuses on employees' proficiency in completing primary job duties, directly impacting outcomes and results. Contextual performance measures

individual actions that contribute to the organizational, social, and psychological aspects of the work environment, supporting the overall functioning of the organization. Counterproductive work behavior, which includes tardiness, dishonesty, off-task behavior, absence, and substance use, can negatively affect organizational well-being and productivity. Adaptive performance is a unique aspect of personal job performance, reflecting an employee's ability to adapt to job situations or work demands effectively. Overall, job performance is a critical criterion that reflects employees' resourcefulness and alignment with organizational goals.

2.3 Job Satisfaction

Job satisfaction is a positive attitude in the workplace that fosters employee commitment and adaptability to job demands. It's influenced by how well employees perceive their work environment meeting their individual needs, significantly impacting on their overall satisfaction. Job satisfaction is vital for both employees and organizations and is a focal point in management and organizational behavior studies.

Key factors affecting job satisfaction include pay, work environment, promotions, supervision, workgroup dynamics, and working conditions (Luz & Oliveira, 2018). Pay is crucial as it helps meet higher-level needs and reflects employees' perceived value to towards the organization. Promotions, with their varied forms and associated privileges, have a nuanced impact on job satisfaction. Positive supervisor interactions contribute significantly to job satisfaction, as do the nature of the work itself, including duties, learning opportunities, and responsibilities. Work conditions are influenced by the success and enthusiasm of others, and effective management empowers employees to make decisions, fostering ownership and commitment. Organizations must establish standards, provide support, and promote a positive work culture to enhance job satisfaction and overall productivity.

2.4 Conceptual Framework

Reviewing the established literature, the conceptual framework of the study is shown in Figure 01. In the conceptual framework big five personality was considered as the independent construct, job performance as the dependent construct, and job satisfaction as the mediator construct.

*Figure 01***:** *Conceptual Framework*
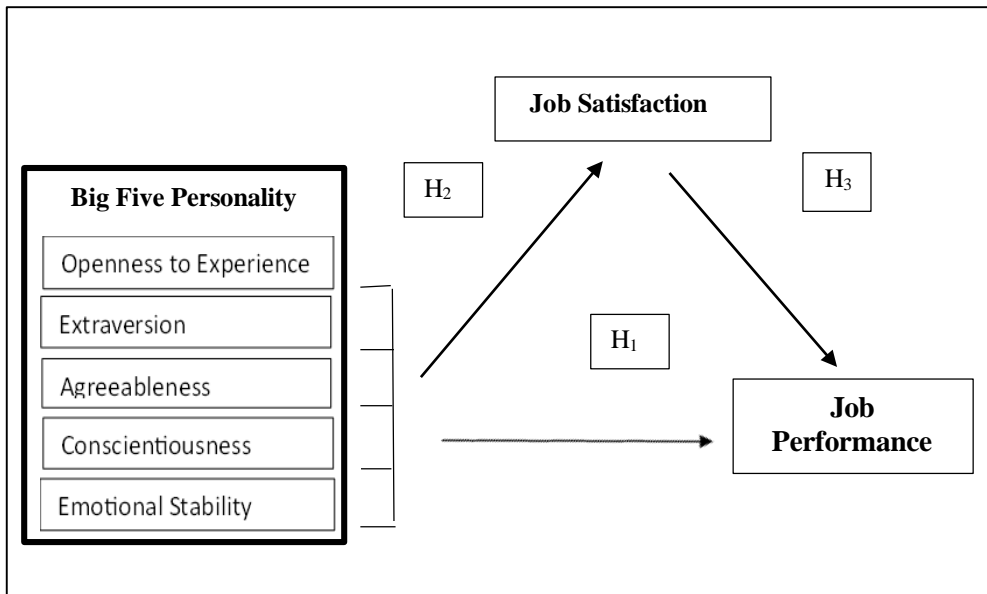
Source: Based on Literature Review

2.5 Big Five Personality and Employees' Job Performance

The study examines the correlation between the big five personality and job performance, particularly in sales roles, revealing moderate correlations between extroversion, conscientiousness, neuroticism, and job performance. It underscores the implication of considering sub-dimensions of personality in assessing job performance. Higgs and Lichtenstein's (2010) research underscores the importance of personality traits and values in job performance and growth. Additionally, Youshan and Hassan's study in 2015 highlights the impact of big five personality on job performance leading to the formulation of the first hypothesis:

(H_1): *Big Five personalities significantly impact on executive employees' job performance*

2.5.1 Openness to Experience Significantly Impacts on Executive Employees' Job Performance

Openness to experience characterized by acceptance of change, creativity, and cognitive flexibility, has a significant impact on job performance among executive employees. Studies by Judge et al. (1999) and Barrick et al. (2001) have noted the

influence of openness to experience on job performance. Therefore, the first sub-hypothesis formulated as,

H1a: Openness to Experience significantly impacts on executive employees' job performance

2.5.2 Extroversion Significantly Impacts on Executive Employees' Job Performance

Extroversion (E) is a reliable personality predictor of leadership and job performance Zakaria and Yusof (2018) indicate a relatively positive association between extroversion and job performance. Extroversion may have a non-linear relationship with performance (Blickle et al., 2015). In line with that, the second sub-hypothesis is as follows:

H1b: Extroversion significantly impacts on executive employees' job performance

2.5.3 Agreeableness Significantly Impacts on Executive Employees' Job Performance

Agreeableness(A) is a key factor in job performance, with research showing a low positive relationship between agreeableness and job performance (Zakaria & Yusof, 2018). People with high agreeableness tend to be more motivated, satisfied, and follow norms, leading to quick integration into new groups and organizations. Rishipal and Nidhi's study in 2013 assessed the effects of improved psychological characteristics, such as self-image and agreeableness on job performance. The hypothesis is that the concepts of agreeableness and self-image depend on job performance. Accordingly, the following is the subsequent sub-hypothesis:

H1c: Agreeableness significantly impacts on executive employees' job performance

2.5.4 Conscientiousness significantly impacts on executive employees' Job Performance

Conscientiousness personality traits, including diligence, thoroughness, accountability, preparation, and persistence, strongly correlate with job performance. Research has shown a positive correlation between conscientiousness and outcomes, with conscientiousness justifying outcomes as having the strongest correlation (Sulaiman et al., 2012). Conscientious personalities possess thorough preparation, efficient management, and time management, leading to further job performance. The hypothesis is as follows;

H1d: Conscientiousness significantly impacts on executive employees' job performance

2.5.5 Emotional Stability Significantly Impacts on Executive Employees' Job Performance

Digman (1990) identified neuroticism as indicating adaptation as opposed to emotional stability (ES) and addressing the level of the person being anxious and insecure. Emotional stability is replaced by depression, calmness, self-confidence, and coolness (Kariyawasam & Welmilla, 2020). According to another research, neuroticism was negatively related to job performance (Seibert & Kraimer, 2001). Based on the preceding evidence, it is hypothesized as follows;

H1e: Emotional Stability significantly impacts on executive employees' job performance

2.6 Big Five Personality and Employees' Job Satisfaction

Balasuriya and Perera (2016) found that personality traits like agreeableness, openness to experience, and conscientiousness have a significant positive effect on job satisfaction among executives in private hospitals. Ranasinghe and Kottawatta's (2016) found a significant impact of big five personality traits on job satisfaction among school teachers. Bui (2017) found a strong relationship between UK employees' big five personality traits and job satisfaction. Ijaz and Khan (2015) found that extroversion and openness to experience positively correlated with job satisfaction, while emotional stability was strongly associated with job satisfaction. Tham (2019) found that big five personality has the most significant influence on job satisfaction. The hypothesis is developed as follows:

Hypothesis 2 (H2): Big Five personality significantly impacts on executive employees' job satisfaction

2.7 Job Satisfaction and Employees' Job Performance

Vroom (1964) and Helmi and Abunar (2021) highlighted the importance of job satisfaction and job performance in government and local business sectors. Cook (2008) and Inuwa (2016) emphasized the connection between job satisfaction and job performance. Pushpakumari (2008) found a favorable association between employees' job satisfaction and job performance, suggesting organizations should

focus on employee job satisfaction for higher performance. Therefore, the third hypothesis is developed as:

Hypothesis 3 (H3): Job satisfaction significantly impacts on executive employees' job performance

2.8 Job Satisfaction Mediates the Relationship Between the Big Five Personality and Employees' Job Performance

Chandrasekara (2019) found that job satisfaction has a mediating effect on the relationship between big five personality and job performance. Hence, the final hypothesis is developed as follows:

Hypothesis 4 (H4): Job satisfaction mediates the relationship between the big five personality and executive employees' job performance

3. Methodology

This study uses an analytical research method to examine the impact of big five personality on job performance of executive employees within a chosen public financial institution in Sri Lanka. The unit of analysis comprises individual officers functioning at the executive level within the institution. To minimize disruption to daily operations, the study was conducted with minimal interference in the work procedures of the participants. The research settings are categorized into contrived settings, which are artificial, and non-contrived settings, representing natural work environments. This study adopts a cross-sectional design, executed once to gather data from 150 executive employees selected through a census sampling technique. Data collection primarily relies on questionnaires distributed among the chosen participants, supplemented by secondary data from e-journals, journals, government records, and books. Data analysis techniques included Preliminary Analysis, Exploratory Factor Analysis (EFA), Univariate Analysis, Pearson Correlation Analysis, Multiple Regression Analysis, And Mediator Analysis. Statistical Package for the Social Sciences (SPSS) version 26 software was used for preliminary analysis to handle missing data, outliers, and assumption testing, EFA validated measurement items, while univariate analysis assessed variables' distributions. Regression analysis identified direct and indirect effects, Pearson correlation analyzed linear relationships, and multiple regression defined functional correlations. Mediator analysis was complemented by the Sobel test.

3.1 Measures

The first part of the questionnaire consists of statements on big five personality, and the study used a scale of 25 items (McCrae & Costa, 2010). The second section of the questionnaire consists of information about job performance, a scale of 40 items has been used (Koopmans, 2014). The third part of the questionnaire consists of data on job satisfaction. For this reason, a scale of 05 items is used concerning the work (Luz & Oliveira, 2018). With the provided question statements, respondents were asked to mark their best judgment or assessment on a scale of 5 Likert points, with 5 being "Strongly Agree" and 1 being "Strongly Disagree". The fourth section describes gathering data regarding the executive employees' demographics, such as gender, age group, marital status, the highest level of education, and years of employment.

4. Analysis and Discussion

4.1 Analysis

This section outlines the process and outcomes of assessing the validity and reliability of the 75-item questionnaire used to measure big five personality, job performance, and job satisfaction dimensions among executive employees in a selected public financial institution in Sri Lanka. Content validity was established through a pilot test involving 30 executives, ensuring the questionnaire accurately captured the intended dimensions. Reliability was evaluated using Cronbach's Alpha and yielded values between 0.6 and 0.9, indicating good internal consistency (Hair et al., 2014).

The procedures and findings related to data preparation, screening, and statistical testing were conducted on responses from 129 executive employees, achieving an 86% response rate. Data preparation involved addressing missing data, outliers, ensuring multivariate assumptions, sample adequacy, EFA (refer Table 01), and reliability testing (refer Table 02). Assumptions such as normality, linearity, homoscedasticity, and multicollinearity were tested using Kolmogorov-Smirnov tests, visual inspection of data plots, and tolerance values (VIF) to detect multicollinearity, with a cutoff tolerance rate of 0.10. The Pearson correlation analysis revealed a statistically significant positive relationship ($r=.656$, $p <.001$) between big five personality and job performance, indicating that these variables tend to increase together with a moderate strength of association. EFA was utilized as a data reduction method, identifying common clusters and factors with loadings above 0.5 for further analysis.

Table 01: Summary of EFA

Construct	Removed items	Factor loading >.5 (Min-Max)
BFP	None	0.726 - 0.883
JP	None	0.702 - 0.914
JS	None	0.747 - 0.932

Source: Survey Data (2023)

4.2 Assessing Reliability of Constructs

All Cronbach's alpha values are above 0.70 in Table 02. Hence the reliability of the variables was ensured.

Table 02: Reliability of Constructs

	CRONBACH ALPHA	
VARIABLE	**Items**	**Cronbach's Alpha**
BFP	25	.762
JP	45	.816
JS	05	.802

Source: Survey Data (2023)

Content validity describes explanatory items' adequacy and representativeness (Sekaran & Bougie, 2016). According to the literature, particular concepts and methods for this study were developed and carried out. Construct validity is the evaluation of measurable objects' underlying conceptual framework through convergent and discriminant validity, as per Kevin and Andrew (2012). Convergent validity refers to the high correlation between two indicators measuring the same concept. In this study, a Composite Reliability (CR) of 0.6 or more is considered acceptable, as the Average Variance Extracted (AVE) is below 0.5 (refer Table 03).

Table 03: Convergent Validity

VARIABLE	NO. OF QUESTIONS	FACTOR MIN- MAX>0.3	CR>0.7	AVE >0.5
BFP	25	1.765 * 0.026	0.931	0.775
JP	45	1.683 * 0.018	0.964	0.862
JS	5	1.538 * 0.072	0.762	0.641

Source: Survey Data (2023)

Table 03 confirms the construct's convergent validity, with CR values above 0.7 and AVE above 0.5, indicating that the latent variable accounts for over half of the fitting indicators' variance.

Discriminant validity is established when measures are not theoretically highly correlated with each other (Sekaran & Bougie, 2016). A comparison of the squared AVE value of the correlation estimates is used to examine the present study's discriminant validity (Hair et al., 2014). Table 04 below presents the results of discriminant validity.

Table 04: Validity

VARIABLE	BFP	JP	JS
BFP	1	.656	.518
JP	.656	1	.731
JS	.518	.731	1

Source: Survey Data (2023)

Table 04 above depicts the data for discriminant validity and the result of the present study. It ensures discriminant validity as the squared coefficient values are below the AVE (Huang et al., 2013).

4.2 Demographic Profile of the Sample

The demographic profile of the sample from the survey data indicates a slightly higher representation of females at 62% compared to males at 38%. The age distribution shows that most respondents fall within the 28-35 age, comprising 61% of the sample, followed by 36-48-year-olds at 27%. In terms of marital status, 75% of respondents are married, while 23% are single. Most respondents reported having two children.

Regarding education, the majority hold master's degrees (62%) or equivalent qualifications like CIMA/Chartered/Other Education. In terms of employment-related experience, the respondents were categorized into four age groups. 14 with under six years of experience, 31 with six to twelve years, and 53 with twelve to eighteen years. Thirty-one respondents have over 18 years of experience. Additionally, 41% of respondents reported having experience from twelve to eighteen years in the public sector.

4.3 Hypotheses Testing

4.3.1 H1: Big Five personality significantly impacts on executive employees' job performance

According to Table 05, there is a significant association between the big five personality and the job performance. The results show that the R Square value was .430. That means job performance explains 43 percent of the variance in the big five personality.

Table 05: Model Summary Big Five Personality on Job Performance

Model	R	R Square	Adjusted R Sq.	Std. Error of Est.
1	.656[a]	.430	.42	.18538

Source: Survey Data (2023)

The p-value is less than 0.05, according to Table 06 below. It means job performance is used to predict big five personality. Based on those results, the regression equation related to the job performance of executive employees is:

Job Performance= 1.516+.533 (big five personality)

Thus, for every unit increase in big five personality, job performance is expected to increase by .533.

Table 06: Coefficients Statistics of Big Five Personality on Job Performance

Model		Unstandardized Coefficients		Std. Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	Constant	1.516	.199		7.636	.000
	BFP	.533	.055	.656	9.783	.000

Source: Survey Data (2023)

Table 07: ANOVA -H_1

			ANOVA[a]			
Model		**Sum of Sq.**	**df**	**Mean Sq.**	**F**	**Sig.**
1	Regression	3.289	1	3.289	95.708	.000[b]
	Residual	4.364	127	.034		
	Total	7.653	128			

a. Dependent Variable: Job Performance
b. Predictors: (Constant), Big Five Personality
Source: Survey Data (2023)

The study's p-value is below 0.05, indicating a significant positive impact of big five personality on employee job performance, thus accepting Hypothesis 1 (H_1).

Table 08 revealed the summary statistics of this study's sub-hypotheses H_{1a}, H_{1b}, H_{1c}, H_{1d}, and H_{1e}.

Table 08: Summary Statistics of Sub Hypotheses

	H_{1a}	H_{1b}	H_{1c}	H_{1d}	H_{1c}
Pearson Correlation	.542	.477	.401	.279	.537
R Square	.293	.227	.161	.078	.288
Coefficient Beta	.284	.221	.273	.143	.347
P-value at ANOVA	0.000	0.000	0.000	0.001	0.000

Source: Survey Data (2023)

4.3.2 H$_{1a}$: Openness to Experience Significantly Impacts on Executive Employees' Job Performance

The study found a positive association between openness to experience and job performance among executive employees in a Sri Lankan public financial institution, with a Pearson correlation coefficient of 0.542**, indicating a moderate positive relationship at the 99 percent confidence level. The regression analysis is conducted to assess the impact of openness to experience on job performance. The R-squared value of the model summary is 0.293, showing that openness to experience accounts for 29% of the variation in job performance. Here also, the p-value is less than 0.05. Therefore, this validates that openness to experience has a significant positive effect on employee job performance in this study. According to these statistical findings, it concludes that hypothesis H$_{1a}$ is accepted.

4.3.3 H$_{1b}$: Extraversion Significantly Impacts on Executive Employees' Job Performance

Table 08 shows the Pearson correlation coefficient between the two variables is 0.477. A relationship was found between extroversion and job performance among the executives in a selected public financial institution in Sri Lanka. Since the significant value indicates 0.000, it observes that the relationship is statistically moderate as a positive association at the 99 percent confidence level of the model. This study statistically assures that extroversion and job performance have a positive relationship. Regression analysis is performed to evaluate the impact of extroversion on job performance. Based on the model summary, the R-squared value is 0.227, showing that the variance in extroversion accounts for 23% of job performance. The p-value is less than 0.05. Accordingly, extroversion significantly positively affects the employee job performance in this study. It concludes that hypothesis H$_{1b}$ is accepted based on these statistical findings.

4.3.4 H$_{1c}$: Agreeableness Significantly Impacts on Executive Employees' Job Performance

Table 08 shows that the two variables' Pearson correlation coefficient is 0.401. A relationship was found between agreeableness and job performance among executive employees in a selected public financial institution in Sri Lanka. Since the significant value indicates 0.000, it observes that the relationship is moderately significant as a positive association at the 99 percent confidence level of the model. It statistically confirms that agreeableness, and job performance have a positive relationship based

on this study area. Regression analysis is performed to evaluate the impact of agreeableness on job performance. According to the model summary, the R-squared value is 0.161, showing that the variance in agreeableness accounts for 16% of job performance. Table 8 shows that the P-value was less than 0.05. Accordingly, agreeableness significantly positively affects the employee job performance in this study. It concludes that hypothesis H_{1c} is accepted based on these statistical findings.

4.3.5 H1d: Conscientiousness Significantly Impacts on Executive Employees' Job Performance

Table 08 presents the Pearson correlation coefficient of 0.279 between variables conscientiousness and job performance, indicating a weak positive relationship among executive employees in a selected public financial institution in Sri Lanka. The significant value of 0.000 at a 99% confidence level confirms the statistical significance of this positive association. Regression analysis further evaluates the impact of conscientiousness on job performance, with the R-squared value of 0.078 indicating that approximately 8% of the variance in job performance can be explained by conscientiousness. The P-value, less than 0.05, signifies the significant positive impact of conscientiousness on employee job performance in this study. Therefore, hypothesis H1d, which suggests a positive relationship between conscientiousness and job performance, is supported by these statistical findings.

4.3.6 H1e: Emotional Stability Significantly Impacts on Executive Employees' Job Performance

The study aimed to assess the relationship between emotional stability and job performance among executive employees in a specific public financial institution in Sri Lanka. The analysis revealed a Pearson correlation coefficient of 0.537, indicating a strong positive relationship between emotional stability and job performance. The significant value of 0.000 at a 99% confidence level confirms the statistical significance of this positive association. Regression analysis further quantified the impact of emotional stability on job performance, with an R-squared value of 0.347, signifying that 35% of the variance in job performance can be attributed to emotional stability. The P-value, less than 0.05, confirms the significant positive impact of emotional stability on employee job performance in this study. Consequently, hypothesis H_{1e}, which posits a positive relationship between emotional stability and job performance, is supported by these statistical findings.

Table 09: Model Summary Big Five Personality on Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.518[a]	.268	.263	.41224

Source: Survey Data (2023)

In Table 09, the correlation value between the variables appears as .518. According to its depicted data, it demonstrates that big five personality and job satisfaction have a significant positive association. Table 09 results show that the multiple regression coefficients (R) of the big five personality and the related DV (job satisfaction) were .518, and the R Square value was .268. That means 27 percent of the variance (R Square) in the big five personality explained by job satisfaction.

Table 10: Coefficients of Big Five Personality on Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant	1.029	.441		2.331	.000
	BFP	.828	.121	.518	6.827	.000

Source: Survey Data (2023)

The p-value is less than 0.05, according to Table 10 above. It means job satisfaction can be used to predict big five personality. Based on those results, the regression equation related to the job satisfaction of executive employees is:

Job Satisfaction = 1.029+.828 (big five personality)

Thus, for every unit increase in the big five personality, job satisfaction is expected to increase by .828.

Table 11: ANOVA - H2

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.920	1	.920	46.605	.000[b]
	Residual	21.583	127	.170		
	Total	29.503	128			

a. Dependent Variable: FullJS

b. Predictors: (Constant), FullBFP

Source: Survey Data (2023)

According to Table 11, the p-value is below 0.05. It ensures that big five personality has a significant positive impact on executive employees' job satisfaction in this study. Based on those statistical findings, Hypothesis Two (H$_2$) is accepted.

4.3.7 H$_3$: Job Satisfaction Significantly Impacts on Executive Employees' Job Performance

Table 12: Model Summary of Job Satisfaction on Job Performance

Model	R	R Square	Adjusted R Square	Std. An error in the Estimate
1	.731[a]	.534	.531	.16751

Source: Survey Data (2023)

In Table 12 the correlation value between the variables appears as .731. Its depicted data detects a strong correlation between the IV (job satisfaction) and the DV (job performance).

Table 12 results show that the multiple regression coefficients (R) of the job satisfaction and the related DV (job performance) were .731, and the R Square value was .534. That means 53 percent of the variance (R Square) in the job satisfaction is explained by job performance.

Table 13: Coefficients of Job Satisfaction on Job Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.950	.125		15.571	.000
	JS	.372	.031	.731	12.073	.000

Source: Survey Data (2023)

The p-value is less than 0.05, according to Table 13 above. It indicates that job performance can predict job satisfaction. Based on those results, the regression equation related to the job performance of executive employees is:

Job Performance= 1.950+0.372 (job satisfaction)

Thus, for every unit increase in job satisfaction, job performance is expected to increase by .372.

Table 14: ANOVA - H3

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	4.090	1	4.090	145.749	.000[b]
Residual	3.564	127	.028		
Total	7.653	128			

Source: Survey Data (2023)

According to Table 14, the p-value is below 0.05. It ensures job satisfaction has a significant positive impact on employee job performance in this study. Based on those statistical findings, Hypothesis three (H_3) is accepted.

4.3.8 H_4: Job Satisfaction Mediates the Relationship Between Big Five Personality and Executive Employees' Job Performance

The study utilized multiple regression analysis and the Baron and Kenny (1986) test to examine the mediating effect of job satisfaction between big five personality and job performance. Results indicated that when big five personality and job satisfaction regress against job performance, one unit of change is added to the DV.

Table 15: Results of H4

Testing Steps in the Mediator Model	B	Beta	Std. Error	Sig. Value
Testing Step 1 (Path C)	.533	.656	.055	.000
Outcome – JP				
Predictor – BFP				
Testing Step 2 (Path A)	.372	.731	.031	.000
Mediator – JS				
Predictor - BFP				
Testing Step 3 and 4 (Path B and C′)	.272	.535	.032	.000
Outcome – JP				
Mediator – JS				
Predictor – BFP	.308	.378	.051	.000

Source: Survey Data (2023)

Table 15 confirms the statistical significance between DV and IVs, with IV and mediating variables having significant effects. Sobel test is used to identify the mediator's significance, evaluate the coefficient's product, and compare production coefficients with the direct route.

$$Path\ A = .372\ (0.31)$$
$$Path\ B = .272\ (.032)$$

Table 16: Sobel Test of Mediation

Item	Value
Test Statistic	6.52299226
Std. Error	0.0155498
p-value	0.000

Source: Survey Data (2023)

The study confirms the significant relationship between DV and IVs, with job satisfaction fully mediating the relationship between big five personality and job performance. The Sobel test indicates a significant indirect effect, with maximum mediation evidence when the IV and DV association is zero.

5. Discussion

The study confirms that big five personality can predict employees' job performance, aligning with previous research indicating that big five personality is a key driver of executive employees' job performance. According to regression analysis results, openness to experience can predict job performance. The results of this study are consistent with prior research that revealed that openness to experience is a crucial driver of executive employees' job performance (Griffin & Hesketh, 2004; Sev, 2019; Barrick & Mount, 1991; Judge et al., 1999). According to the results of the regression analysis, openness to experience can predict job performance.

The study's findings align with other research, which showed that extroversion is a significant factor in determining executive employees' job performance (Judge & Kammeyer-Mueller, 2007; Rusting & Larsen, 1998; Zakaria & Yusof, 2018; Blickle et al., 2015). As regression analysis results show, agreeableness can predict job performance. The findings of this study are consistent with other research that has shown that agreeableness is a significant factor in determining the job performance

of executive employees (McCrae & John, 1992; Judge et al., 1999; Zakaria & Yusof, 2018; Hussein, 2017; McGowan, 2022; Rishipal & Nidhi, 2013). Based on the regression analysis's findings, demonstrate that conscientiousness can forecast job performance.

The findings of the study are consistent with those of other studies that have demonstrated the importance of conscientiousness in predicting executive employees' job performance (Barrick & Mount, 1991; McCrae & John, 1992; Judge et al., 1999; Sulaiman et al., 2012; Lounsbury et al., 2012). According to the regression analysis, findings show that emotional stability can predict job performance. This study's findings are in line with those of other studies that have shown the importance of emotional stability in predicting executive employees' job performance (Digman, 1990; Kariyawasam & Welmilla, 2020; Seibert & Kraimer, 2001). According to Regression analysis, results demonstrate that big five personality can predict job satisfaction. This study's findings are in line with past research that has demonstrated the value of big five personality in predicting executive employees' (Balasuriya & Perera, 2016; Bui, 2017; Ijaz & Khan, 2015; Tham, 2019; Mount et al., 2006; Ranasinghe & Kottawatta, 2016) have found that big five personality has a constructive impact on job performance.

The findings of the regression study demonstrate the ability of job satisfaction to predict job performance. The results of this study are in line with earlier studies that have shown the importance of job satisfaction in predicting executive employees' job performance. This relationship has been tested and proved several times by various studies conducted by (Vroom, 1964; Pushpakumari, 2008; Helmi & Abunar, 2021; Cook, 2008; Inuwa, 2016).

The regression study's results reveal that job satisfaction can mediate between big five personality and job performance. The findings of this study are in line with other research that highlighted the significance of job satisfaction in resolving executive employees' big five personality and job performance. Putro (2022), Chandrasekara (2019) and Mount et al. (2006) have tested and concluded the mediating effect of job satisfaction on big five personality and job performance and the relationship has been empirically proved.

6. Conclusion and Recommendations

This study explores the impact of big five personality on the job performance of executive employees in a public financial institution in Sri Lanka. The results support

the first hypothesis, H_1, states that big five personality positively affects job performance, with significant effects on employees' openness to experience, extroversion, agreeableness, conscientiousness, and emotional stability. The second hypothesis, H_2, supports the second hypothesis, confirming previous studies. The third hypothesis, H_3, shows that job satisfaction positively affects job performance, and the fourth hypothesis, H_4, suggests that job satisfaction mediates the relationship between big five personality and job performance, confirming previous research. The findings are valuable for authorities in public financial institutions to understand how the big five personality impact their job performance.

This study bridges theoretical and practical gaps in HR management, enhancing recruitment, deployment, training, and performance evaluation processes. It strengthens human capital, enhances employee satisfaction, and fills decision-making gaps, impacting public service and Sri Lanka's social, economic, cultural, political, and environmental context.

The aim of the study is to improve HR management decisions and employee performance evaluations, aiding policymakers, and administrators in understanding the impact of big five personality on job performance. Improve HR management decisions and employee performance evaluations, aiding policymakers, and administrators in understanding the impact of big five personality on job performance. It also suggests strategies for executive employees to enhance employee job performance and enhance overall organizational performance. The findings can be applied to identify effective and valuable employees.

This study explores the mediating effect of big five personality and job performance on job satisfaction in HR management, contributing to unexplored literature and laying the groundwork for innovative insights. It validates the influence of these factors using Trait Theory and the Five Factor Model. This study involved 129 executives from a selected public sector financial institution in Sri Lanka. Future research should target other organizations and staff levels. The findings may be limited by the data set and the use of alternative methods like interviews and diverse samples. Expanding future studies with these methods could provide more comprehensive information.

The study emphasizes the importance of personality in recruitment and executive tasks, highlighting the role of the big five personality in hiring new employees. It suggests that organizations can use personality measures during job interviews to improve the big five personality and evaluate employee job performance more

effectively than traditional systems. The findings demonstrate the critical role of big five personality (Openness to experience, extroversion, agreeableness, conscientiousness, and emotional stability) and job satisfaction in influencing executive employees' job performance in a selected public financial institution in Sri Lanka. This research confirmed that not only does the big five personality that executive employees possess require a certain degree of job satisfaction to them, which can lead to boosting job performance. These findings are helpful for the selected institution and crucial for every organization. These findings provide a clear picture of the management of private and public institutions relating to big five personality and job performance issues. Accordingly, HR heads should know the personality type they expect executive employees to possess. Other than that, the management should also consider a certain degree of job satisfaction given to the executives because it leads to a high level of job performance among the executive employees.

Besides that, the management of public and private institutions must ensure that they have selected the suitable person best suited to the respective job. Selecting the inappropriate person might influence overall organizational performance and the executive employees' job performance, leading the country's development.

7. Limitations and Future Research

7.1 Limitations
This study's focus on a single public financial institution in Sri Lanka restricts the generalizability of its findings to other institutions and sectors. Variations in organizational culture, management styles, employee category and their demographics across different institutions could affect the applicability of the results. Additionally, the study's use of a small and selectively chosen sample may not fully represent the diversity of executive employees within the institution, potentially introducing bias and reducing the external validity of the findings. Furthermore, data collection through questionnaires may lead to respondent bias, where participants provide socially desirable responses or inaccurately represent their true feelings and experiences. Employing a quantitative approach limits the depth of understanding compared to a mixed methods approach, which could incorporate qualitative data through interviews to provide richer insights into executive employees' big five personality, job performance, and job satisfaction.

7.2 Future Research Directions

To address these limitations and further advance knowledge in the field, future research could explore various avenues. Longitudinal studies tracking changes in executive employees' job performance and job satisfaction over time could offer valuable insights into the long term effects of big five personality within the selected institution and across different sectors. Diversifying samples to include participants from various sectors and locations within Sri Lanka would enhance the generalizability of the findings and allow for comparisons across different contexts. Employing a mixed methods approach combining quantitative surveys with qualitative interviews could provide a more comprehensive understanding of the relationships between variables by capturing both quantitative data on big five personality, job performance, job satisfaction and qualitative insights into individual experiences and perceptions.

Moreover, future research could explore additional mediating factors beyond job satisfaction that may influence the relationship between the big five personality and job performance. Factors such as organizational culture, leadership styles, and work environment could be examined to identify their role in shaping employee outcomes. Comparative studies between public and private financial institutions in Sri Lanka could reveal differences in the impact of big five personality on job performance and job satisfaction, informing tailored strategies for enhancing employee outcomes in different organizational settings. Intervention studies testing the effectiveness of strategies aimed at improving job satisfaction and job performance among executive employees could provide practical insights for organizational management by experimenting with various interventions, such as training programs, leadership development initiatives, and organizational restructuring. By addressing these limitations and pursuing these future research directions, scholars can contribute to advancing knowledge in the field of organizational behavior and HR Management within the context of public financial institutions in Sri Lanka.

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