

IMPACT OF PERSONALITY TRAITS ON JOB PERFORMANCE: MODERATING ROLE OF MANAGEMENT STYLE

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ABSTRACT

In past many years, research on how the personality can impact the consequences of the work were standing out enough to be noticed. The character quality is a trademark, somewhat enduring manner by which a singular contrasts from others while different specialists We accept that character attributes allude to attributes, Models of thought, feeling and enduring way of behaving. Which are steady after some time and that clarify for individuals. conduct in various circumstances. Personality attributes can change what is happening, which can be seen and reflected distinctively because of the character qualities of individuals included. Despite the conventional conviction that all clashes are consistently unsafe, research has demonstrated the way that contention can be helpful. This study centers around the effect of various character qualities and the board style towards work execution. This exploration bargains just the particular character qualities, for example, social butterfly, receptiveness, profound shakiness, positive thinking and confidence and the directing job of the board style, for example, paternalistic. These multifaceted character qualities might contribute in the successful work execution. Also, the administration style invigorated the workers' presentation. Purposive testing strategy was utilized to gather the information. For information examination SPSS and AMOS were utilized. Cronbach's Alpha was utilized to get the dependability of the factors. Consequences of the review showed that Extrovert is altogether and decidedly connected with work execution, profound insecurity is essentially and emphatically connected with work execution and the board style directs the connection between character attributes and work.

Keywords: Management style, Job performance, Personality traits.

INTRODUCTION

Organizational research looks to comprehend these singular distinctions to figure out overall vibes and cycles. Attributes of character, inborn demeanors or characteristics learned are a necessary and unmistakable piece of each and every person, which includes and incites a progression of gathering processes. Character attributes can impact discernments, convictions, mentalities, inspirations and conduct inclinations and in different parts of the cycles and execution of the work bunch. Character has been characterized in different ways, and an entire field of character brain research has been committed to the investigation of character. Hierarchical exploration has additionally understood the significance of individual contrasts and the impacts of character attributes.

Observationally characterizing character has been made simpler with the Big Five model, aspects or qualities. A few scientists utilize various names, yet these are regularly concentrated as extraversion (against inner-directedness), pleasantness (against opposition), reliability (counter-

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freedom), profound security (against neuroticism) and transparency (against conclusion) (Carlson et al., (1971).

With the expansion in worldwide contest, the endurance of a substance is a vital component to Question in the field of business. In such a cutthroat climate, execution is the way to find lasting success. Work execution has been disclosed as the adequacy of a singular's ways of behaving that might add to hierarchical goals (Motowidlo, 2003). Likewise, it has been deciphered as the transformation of endeavors into productivities to accomplish a few explicit outcomes. Work execution might comprise the detectable ways of behaving and abilities that individuals scatter in their positions that are applicable to the objectives of the association.

In late many years, research on how the character can impact the consequences of the work were standing out enough to be noticed According to Guilford (1959), the character quality is a trademark, moderately durable manner by which a singular varies from others while different scientists We accept that character attributes allude to qualities, Models of thought, feeling and enduring way of behaving. Which are steady over the long run and that make sense of for individuals. conduct in various circumstances (Costa e McCrae, 1989; Founder, 2001). Of the various examinations on character attributes, the five the factorial model got the best consideration (for instance, Barrick, & Mount, 1991; From Raad e Doddema-Winsemius, 1999; Juan and Srivastava, 1999; Liao and Chuang, 2004). It was broadly utilized by numerous analysts, particularly those in the Fields of brain research and sociologies. to advance the conversation on the five-factor model is introduced in the following segment.

Personality attributes can change what is happening (Stewart, & Barrick, 2004), which can be seen and reflected contrastingly because of the character qualities of individuals included. As opposed to the customary conviction that all clashes are consistently unsafe, research has demonstrated the way that contention can be helpful (De Dreu, & Gelfand, 2008, Deutsch et al., 2011; Jehn, 1997; Tjosvold, & Yu, 2007). The contention has been characterized as far as restricting interests, conflicts or contrasts and the premise can be anything from relational issues to assets, choices or work-based designations (Pondy, 1967).

Theory of personality trait is one of the theory that has been effective in anticipating conduct reliably in the work environment (Paunonen, & Ashton, 2001). As indicated by character hypothesis, there are five character attributes (Cattell, & Mead, 2008, Costa, & McCrae, 1992, Digman, 1989, Goldberg, 1982). The five elements incorporate extroversion, profound voracity, transparency, confidence, and positive thinking that are depicted through a progression of constitutive characteristics (Atkinson et al., 2000). For instance, extroversion as the quest for excitement, transparency as scholarly and innovative, charm like friendliness and neuroticism like uneasiness and discouragement. Character attributes additionally make sense of discernment, that is to say, we can foresee who is more disposed to endlessly see in what ways (Casciaro, 1998). For instance, confident people can by and large see things emphatically (Srivastava, McGonigal, Richards, Butler, & Gross, 2006). In this review, we anticipated that specific attributes should be more connected with the impression of contentions, or at least, character qualities foresee in the event that individuals will see the contention or not.

Rationale of the study

Whenever the employees join any organization, they will have impact on the workplace because of their different personalities. The present organizations are more dependent on the teamwork of the employees as well as with their individual work in the organizations. Organizations want to understand the differences between the different personality traits and the impact of these personality traits on the job performance.

Most of the past studies have determined the relationship between personality traits with conflict and job performance. In this study, we focused on the administration style that is paternalistic authority as how individual mean to act in unambiguous administration style decides their exhibition. In like manner, we concentrate on the connection between character qualities and execution of individual laborer where we reason that character attributes and the executives style decides the exhibition. The administration styles are additionally expected to direct the connection between character attributes and occupation execution. In this manner we reason the moderate connection between character attributes and execution.

This study has significance both in hypothetical and commonsense effect of the character qualities and other related ideas. At first by this the analyst will actually want to recognize the hypothetical speculation with the exploration results connected with effect of character quality and the

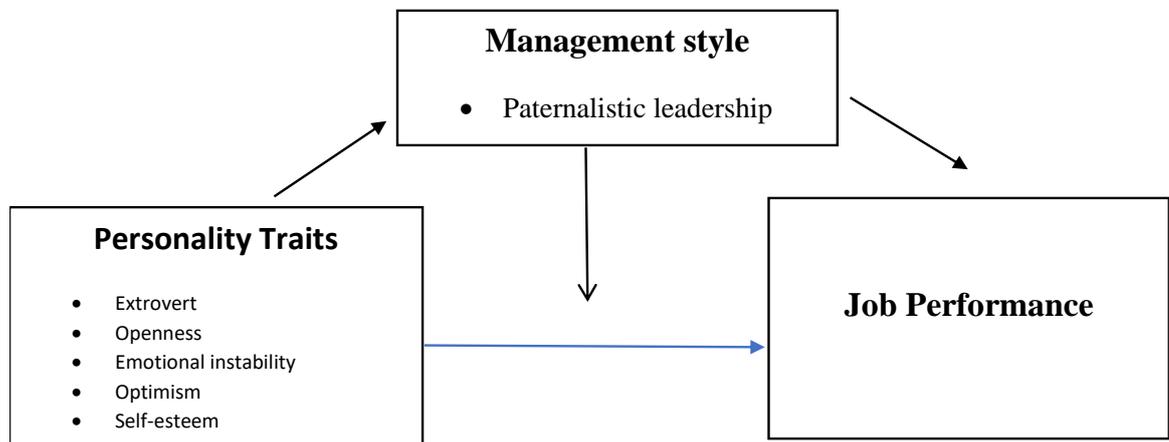
administration style on the exhibition of the workers. This study also specifically identifies that which personality traits perform better at the workplace. The result can be used by the practitioners in the practical organizations for the improvement of the employee performance.

Scope of the study

This study focuses on the impact of different personality traits and management style towards job performance. This research deals only the specific personality traits such as extrovert, openness, emotional instability, optimism and self-esteem and the moderating role of management style such as paternalistic. These multifactor personality traits may contribute in the effective job performance. And the management style stimulated the employees' performance.

Research Objectives

- To analyse the effect of extrovert on the job performance.
- To determine the impact of openness on the job performance.
- To examine the impact of emotional instability of the job performance.
- To check the impact of optimism on the job performance.
- To examine the impact of self-esteem on the job performance.
- To explore the moderating role of management style in a relationship to personality trait and job performance.



Conceptual Framework

REVIEW OF LITERATURE

Various past studies recognized the significance of traits and tracked down the two benefits and detriments. Some way or another, it is troublesome the figure out the elements of traits and never be undervalued. There is a huge connection between HR the executives rehearses and the personality traits of workers inside the associations (Akhtar, Boustani, Tsvirikos, & Chamorro-Premuzic, 2015). At the point when an association enroll and choose the workers for the association, HR the executives might assess the character qualities (Ghani, Yunus, & Bahry, 2016).

Noraini binti Rusbadrol (2015) said, personality attributes extroverts, emotional instability, openness and selfesteem are related with work performance. Then again, there is no relationship made among Extroversion and Conscientiousness with the gig execution. Though Andreas (2012) research on tele deals workers proposed that there is connection between's Extroversion, Conscientiousness and Emotional flimsiness with the gig execution. Li-Chuan Chu et al., (2013), says in his examinations that Extroversion and Conscientiousness fundamentally affected work execution, though close to home unsteadiness and transparency don't affect on work execution. The outcomes expressed that extraversion and scruples attributes fairly intercede the connection between work execution, neuroticism character qualities moderate the connection between work execution. Ozgur Ongore, (2014), Openness to Experience and Agreeableness was inspected as a critical indicator of Job

Engagement. M. Zeki Tesdimir said, there is an importance between work fulfillment and 4 character qualities yet no importance among neuroticism and occupation fulfillment.

Biswas (2008) directed a test on character, Comprehensive Self-viability and Team Performance. This study was on wide open advancement gatherings. This study gives the association between monstrous 5 elements of character and summed up apparent usefulness with group execution. In accordance with research specialist that character aspects play a vital half in group execution in any event, for brief lived independent work gatherings. The review recommends that future examination should target genuine execution of provincial improvement gatherings and a multi-strategy approach should be continued in future and complex build of group viability should be utilized.

Aside from that, another trait qualities, dependability character attributes is the most judicious of specialist work execution (Hurtz, & Donovan, 2000). Genuineness is a capacity, demand, dedication, achievement trying and restraint, the specialist sees the meaning of showing up at a goal and depletes vivacious, pardoning and untiring undertakings to get satisfaction from playing out the commitment effectively (Burch, & Anderson, 2004). Examination concerning the association between the character attributes and workforce utilizing gives additional evidence that uprightness is the most real sign of occupation execution (Schmidt, & Ryan, 1993). Honest intentions transforms into the most genuine marker diverge from another trailblazer's character qualities to inspect delegate work execution. Likewise, personality traits influence representative diversely regarding work settings. At the end of the day, characteristics showed up in the condition where people realize that they can't deal with any tension confronting them. At last, qualities influence a singular's life in all viewpoints (Ling, & Bhatti, 2014). To keep a decent relationship and association with their subordinates, factions and managers and as a result of a lot of surplus exercises and work over-burden that would make added clashes, absence of conviction in jobs, absence of advancement possibilities, impossible cutoff times and time strain in finishing their undertaking can make representatives negative characteristics.

It is critical to address and personality traits on the grounds that the variables adversely impact representatives intellectually and influence their actual wellbeing. Each successful organization would depend on how efficient and successful way worker figures out how to deal with and complete their errands with no trouble at all to perform better. Besides, traits have turned into a moving peculiarity to the businesses on the grounds that these issues would have brought adverse outcome, for example, expanded truancy, low efficiency, a great deal of worker's concern would emerge, for example, illicit drug use, liquor abuse, hypertension and some more. Managers ought to realize that the personality traits of the representatives can't be overlooked in the organization. Consequently, the management ought to know about the representative's condition (Camps, Stouten, & Euwema, 2016). In the event that businesses can distinguish the qualities among workers, they ought to emerge for certain answers for fulfill the representatives and ensure that they can comprehend their traits to perform well to give benefit to the organization.

RESEARCH METHODOLOGY

This study is meant to examine the effect of personality traits on moderating role of management style. Drawn from the writing on personality traits, job performance and management style this study possess a theoretical model. In this study character is conceptualized as the progressive, with expansive qualities or spaces at the most elevated, most broad level subsuming various smaller, lower level, more unambiguous attributes. Five personality traits used in this study are Extrovert, Openness to encounter, Emotional dependability, Optimism, Self-regard.

The following develop the executives style the is paternalistic administration is conceptualized as an initiative style "confining the opportunities and obligations of subordinates or wards in what is thought of or professed to be their wellbeing" (OED, 2009). Also, the last build work execution is conceptualized as the appraisal of whether a representative has taken care of their business competently. It's a singular assessment — one estimated in view of a solitary individual's work.

Sample and Sampling Technique

In order to investigate the impact of personality traits on job performance and moderating role of management style on the relationship between these two variables, this research takes sample of 199 respondents from telecommunication organizations of Rawalpindi/Islamabad marketing and sales department employees were taken as sample for this research. Purposive sampling technique is used.

Purposive sampling is based on the purpose of the study. Only those elements are selected from the population which suits best for the purpose of the study. Primary data has been collected on adopted questionnaire. For analysis SPSS and AMOS have been used.

Procedure

Whenever we want to collect data for research, we need any research method. Research shows us that which type of research method best with our research either quantitative or qualitative. Method which we use in our research is quantitative. We use questionnaire for data collection and delivered it by hand. And specifically, SPSS (Statistical Package Social Science) analytical technique was used to compile the data after collection and coding. We are highly grateful for our respondents because without their response our research will never finish. And we promise them that their data will be safe, and we will use that information only for the academia purpose and we will not misuse it.

RESULTS AND INTERPRETATION

The data which was collected through structured questionnaire, analyzed by using descriptive statistics and regression analysis. Result of demographic variables are shown in the table. Researchers have used Cronbach’s Alpha to get the reliability of the variables.

Correlation Analysis

Correlation coefficient measures the degree of relationship between two or more variables. Range of correlation is -1 to +1. When value is close to 0, its mean that there is no correlation but when the value is close to 1, its mean that correlation occurs between our variables.

		JP	PATE	EXT	OPEN	EST	OPT	SET
JP	Pearson Correlation	1	.415**	.813**	.739**	.352**	.333**	.178*
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.012
	N	199	199	199	199	199	199	199
PATE	Pearson Correlation	.415**	1	.319**	.338**	.171*	.295**	.247**
	Sig. (2-tailed)	.000		.000	.000	.015	.000	.000
	N	199	199	199	199	199	199	199
EXT	Pearson Correlation	.813**	.319**	1	.907**	.370**	.336**	.243**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.001
	N	199	199	199	199	199	199	199
OPEN	Pearson Correlation	.739**	.338**	.907**	1	.334**	.370**	.270**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	199	199	199	199	199	199	199
EST	Pearson Correlation	.352**	.171*	.370**	.334**	1	.657**	.373**
	Sig. (2-tailed)	.000	.015	.000	.000		.000	.000
	N	199	199	199	199	199	199	199
OPT	Pearson Correlation	.333**	.295**	.336**	.370**	.657**	1	.851**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	199	199	199	199	199	199	199
SET	Pearson Correlation	.178*	.247**	.243**	.270**	.373**	.851**	1
	Sig. (2-tailed)	.012	.000	.001	.000	.000	.000	
	N	199	199	199	199	199	199	199

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Results indicate that our all variables are positively correlated with each other. We can see in the table that the magnitude between job performance and paternalistic is 0.415 which shows that increase in variable parallelly increases the other variable. Magnitude between job performance and extrovert is 0.813 which shows increase in one variable parallelly increases the other variable. Magnitude between job performance and openness to experience is 0.739 which also shows that increase in one variable parallelly increases the other variable. Magnitude between job performance and emotional instability is 0.352 which shows that increase in job performance parallelly increases the emotional stability. Magnitude between job performance and optimism is 0.333 which shows that increase in job performance parallelly increases optimism. Magnitude between job performance and self-esteem is 0.178 which shows that increase in one variable parallelly increases in the other variable. Magnitude between paternalistic and extrovert is 0.319 which shows that increase in one variable also parallelly increases another variable. Magnitude between paternalistic and openness to experience is 0.338 which shows that increase in one variable parallelly increase in the other variable. Magnitude between paternalistic and emotional instability is 0.171 which shows that increase in one variable parallelly increase the other variable. Magnitude between paternalistic and optimism is 0.295 which shows that increase in one variable parallelly increase in the other variable. Magnitude between paternalistic and self-esteem is 0.247 which shows increase in one variable parallelly increase in another variable. Our all results show .000 significant level which is the best level of significance and this shows that our all variables are significantly correlated.

Reliability Analysis

Sr. No.	Construct	No. of items	Cronbach's Alpha
1.	Paternalistic	21	0.853
2.	Extrovert	4	0.787
3.	Openness to Experience	13	0.834
4.	Emotional Instability	13	0.894
5.	Optimism	13	0.762
6.	Self – Esteem	12	0.805

There are total 21 items of paternalistic and its Cronbach's Alpha is 0.853. extrovert has a total of 4 items and its Cronbach's Alpha is 0.787. Openness to experience has a total of 13 items and its Cronbach's Alpha value is 0.834. Emotional instability has a total of 13 items and its Cronbach's Alpha value is 0.894. Optimism has a total of 13 items and its Cronbach's Alpha is 0.762. And Self – esteem has a total of 12 items and its Cronbach's Alpha value is 0.805. the results in the table shows that the reliability is up to the mark of all the variables which means that our Cronbach's Alpha is Greater than 0.7

Regression Analysis

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.525 ^a	.276	.268		.74585

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	36.916	2	18.458	33.180	.000 ^b
Residual	96.796	174	.556		
Total	133.712	176			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Personality Traits

This table shows total summary/pictureof the model. R and R2 values are shown here. The R is a co relation co efficient and its value shows are 0.283, which shows the association regard. It demonstrates a worth of low connection. The valueof R2 tends to the effect size. It is here .080 can be figured out, which is low. Whether or not the relapse model out and out predicts the variable ought to be apparent to the ANOVA table. Consequence of relapse shows the worth of F is a huge for this model

which is 18.228 and Significance worth of F is 0.00, which shows the quantifiable importance of the relapse model. $P < 0.01$, the model can expect the reliant variable. The last table is coefficient table. It exhibits the way that how subordinate variable can be expected from the autonomous variable. The consistent worth is colossal at 0.01 and B worth of 3.416. The Value shows for B of character attributes is .206. With the help of these qualities we can draw condition: work execution = 4.713 - 0.349 (character attributes).

Regression Analysis (Moderation)

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.4852	.2354	.268		.632

CONCLUSION AND RECOMMENDATIONS

This study opened the new ways for extra research work around here. Especially for Pakistani analysts, who can get hold of similar subject sorts, the results can be either insisted or excused, as it needs insistence of the results found by various researchers. The approaches to controlling oneself report inclination should be done while going for extra re-search around here. A single opportunity is to insist the validness from a couple of power sources. Trial plans can similarly use by making some conduct based models control a parts of the examination to concentrate on the circumstances and logical results relationship. Such exploratory examinations are being used in created countries of the world, where examination studies has gone to next even out. Being an underdeveloped country, we should take on a couple of new procedures to achieve something from our assessment attempts.

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