Impact of Personality Traits on Employees' Job Performance in Batticaloa Teaching Hospital

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Abstract- The impact of Personality traits on the Job performance of employees is absolutely clear and many organizations use this effect on their employees. Personality is one of the major psychological factors affecting the human behavior. It is important in the work place. In psychology, the five personality traits are five broad domains or dimensions of personality. Personality traits have an important role in enhancing the efficiency and effectiveness of employee's job performance. The findings states that Personality traits positively correlated with Job performance and Conscientiousness is having attributes that directly relates to Job performance of employees with highest weights. Conscientiousness, Extraversion, Openness to experience, Agreeableness have positive and significant impact on Job performance of employees and Neuroticism has negative and significant impact on Job performance of employees.

Index Terms- Conscientiousness, Extraversion, Openness to experience, Agreeableness, Personality Traits, Job Performance

I. INTRODUCTION

The successful organizations are towards the improvements in the today's competitive environment, the excellence of the organizations, their performance and human resources have become very significant. The firms consider the human resource as one of their main resources and they should take proper actions and implement strategies to achieve their objectives in terms of the human resources.

The skillful and efficient human resources are the most valuable wealth of each country. Regardless of the many natural resources owned by communities, who might have lack the proficient employees and have no ability to utilize their facilities (Shekarkan, 1997).

The economists also believe that the human resources of a company are the main factors in developing the economics and social topics. The human resources aggregate the funds, exploit the natural resources, create economic and social and political organizations and finally increase the national development. The country in which the skills and knowledge of the individuals are not developed, the national economy is not capable of efficient exploitation.

Personality is that pattern of characteristic thoughts, feelings, and behaviors that distinguishes one person from another and that persists over time and situation (Phares, 1991).

Employees' personality is very important to every organization. In psychology, the five dimensions of personality provides a clear conceptual and measurement framework for research into personality and that are used to describe human personality. The greatest achievement of firms does not only depend on employee's skills and capability but also on the different personality traits. Traits are fundamental building blocks of any personality.

The Personality traits are Conscientiousness- hardworking, careful, thorough, responsible, organized, persevering; Extraversion- sociable, talkative, gregarious, assertive, active, ambitious and expressive; Agreeableness- courteous, flexible, trusting, good natured, cooperative, forgiving, soft hearted, and tolerant; Neuroticism- anxious, depressed, angry, embarrassed, emotional, worried, and insecure; and Openness to experience- imaginative, cultured, curious, original, broad minded, intelligent and artistically sensitive. Those have been found to consistently describe personality of employees (Barrick & Mount, 1991)

Job performance defined as an important activity that provides both the goals and methods to achieve the organizational goals and also provide the achievement level in term of out-put (Ibrahim, 2004). It defined as an effort of an employee to achieve some specific goal (El-Saghier, 2002).

Traditionally, the employees' job performance has primarily defined in terms of how well an employee completes his/her assigned duties. However, the need of employees' willingness is to accomplish their duties beyond the assigned duties to achieve the goals and objectives of the organizations in recent years.

Performance during a job can be measured while considering the output or through examination of proper implementation of processes and procedure. In some cases Job performance assessment is very easy because performance objectives and goals are vibrant whereas, the jobs for which the goals and objectives are not clear are difficult to assess or measure the performance.

Hence, Different people have different Personalities that contribute to the Job performance of employees that occurs in the organization. Person's personality necessarily has a very high impact on his job. Conscientiousness; Extraversion, Agreeableness, and Openness to experience have a Positive relationship with the performance of employees at work gains a remarkable support (Barrick, 2005).

Some researchers argued that Negative relationship between the Neuroticism and the Employee's performance. To judge and to govern the individuals' job performance is the most challenging task and is consider as the most difficult applied problems in the organization (Austin & Villanova, 1992; Campbell, 1990).

II. PROBLEM JUSTICATION

In reviewing the literature, it can be found that lots of factors have influenced on Job performance of employees. Among them, dispositional factors especially Personality traits have significantly impact on Job performance. Lower personality of employees will lead to lower job performance of employees which normally leads to the lower performance of the organization. Different people have different personalities that contribute to the organizational performance that occurs in the organization.

This study focuses on how the Personality traits impact on Job performance of employees. In a sample of nursing service employees, Day and Bedeian (1995) found that the more similar in Agreeableness employees were to their co-workers, the more positive supervisors' ratings of performance were.

It seems that employees who tend towards Neuroticism (i.e. who are prone to having irrational ideas, being less able to control impulses, and coping poorly with stress) perform poorer and are less creative than those who are emotionally stable. This result confirms the findings of Judge (1999). Furthermore, Extraversion was associated with Task performance and creativity, probably because of the fact that extraverts tend to experience positive affect (Clark & Watson, 1991).

Heineck (2007) observed that from UK perspective the relationship between Agreeableness and performance is negative whereas "Openness to experience" has a good acceptance and is rewarded positively, hence affect the performance positively. Moreover, the Conscientiousness and performance showed a nonlinear slope.

As a developing country, Personality of an employee has become a way to enhance the Sri Lankan's economy at the same time, create a work environment that is aligned with a Nature of workers. On other hand, Job performance of service sector employees in Sri Lanka can also be in consideration, where the negative personality traits of employees can result in lower Job performance. As positive Personality traits relates to higher employee performance. Anyway, the impact of employee's Personality traits on Job performance has not been adequately tested. In Sri Lanka, service sectors cannot be found any research on the Personality traits and Job performance among the Teaching Hospital employees.

III. PROBLEM STATEMENT

There is a dearth of empirical research related to impact of Personality traits on Job performance of Employees. Therefore, in order to find out the empirical gap, the problem addressed in this Study is to investigate:

"How Do Personality traits Impact on Job performance of employees in the Teaching Hospital in Batticaloa District?".

IV. RESEARCH QUESTIONS

1. To what extent the level of Personality traits of employees exist in the Teaching Hospital in Batticaloa District?

2. To what degree the level of Job performance of employees in Teaching Hospital in Batticaloa District?

3. Does the relationship between Personality traits and Job performance of employees exist in Teaching Hospital in Batticaloa District?

V. RESEARCH OBJECTIVES

1. To find out the level of personality traits of employees exist in the Teaching Hospital in Batticaloa District.

2. To examine the level of job performance of employees in Teaching Hospital in Batticaloa District.

3. To ascertain the relationship between personality traits and job performance of employees in Teaching Hospital in Batticaloa District.

VI. SIGNIFICANCE OF THE STUDY

Any detailed about the impact of Personality traits on Job performance of employees have not been investigated in relation to Teaching Hospital in Batticaloa District. The significance of the study can be first considered to that event. This study can also provide a base for assessing the Personality traits and Job performance of employees. The practical implication of this study is to help organizations on how performance of firms can be increased while considering Personality traits and how employee's performance increase or decrease when considering the Personality traits. This will also very helpful to the Ministry of Health in Sri Lanka.

Therefore, Findings of this study can help healthcare policy-makers and administrators all around the world understand the impact of personality traits on Job performance of employees and to make decisions in relation to enhancing Personality traits to obtain better results from employees towards achieving organizational objectives. Further, the Teaching Hospital can find ways to retain their valuable employee by promoting the employee's Personality traits towards employee performance.

VII. LITERATURE REVIEW

Intense global competition and need for responsiveness depend on personality traits of employees. Personality refers to the relatively stable pattern of behaviors and consistent internal states that explain a person's behavioral tendencies (McShane & Von Glinow, 2006). Job performance of employees is considered as an important aspect in management of human resources. It comes under the aspect of encouragement acquisition development care etc. Performance dependent on several among which some of they are productivity, efficiency, effectiveness, commitment, absenteeism and turnover. So the Personality traits are the important factor and best predictor to the Job performance of employees.

A. The Concept of Personality

According to Allport (1961), "personality is the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment". Manavita (2002) defines personality is "an individual's habitual way of thinking, feeling, perceiving, and reacting to the world". Robbin (2001) describes Personality as "the conducts and ways in which people responds and cooperates with another".

B. Personality Traits

Personality traits is social and personal lasting pattern of perceiving, relating to, and thinning about environment and oneself. According to Goldberg, (1990) and Hogan (1996), researchers agree to big five personality dimensions which include all the personality traits. The dimensions of the five-factor model of personality are Neuroticism, Extraversion, Openness to Experience, Agreeableness, and Conscientiousness.

Neuroticism is a dimension of normal personality indicating the general tendency to experience negative effects such as fear, sadness, embarrassment, anger, guilt and disgust. High scorers may be at risk of some kinds of psychiatric problems. A high Neuroticism score indicates that a person is prone to having irrational ideas, being less able to control impulses, and coping poorly with stress. A low Neuroticism score is indicative of emotional stability. These people are usually calm, even-tempered, relaxed and able to face stressful situations without becoming upset (Hough, 1990).

Extraversion dimension captures one's comfort level with relationships. Extraversion includes traits such as sociability, assertiveness, activity and talkativeness. Extraverts are energetic and optimistic. Introverts are reserved rather than unfriendly, independent rather than followers, even-paced rather than sluggish. Extraversion is characterized by positive feelings and experiences and is therefore seen as a positive affect (Clark & Watson, 1991).

Openness to experience dimension addresses an individual's range of interests and fascination with novelty. Openness to Experience includes active imagination, aesthetic sensitivity, and attentiveness to inner feelings, a preference for variety, intellectual curiosity and independence of judgment. People scoring low on Openness tend to be conventional in behavior and conservative in outlook. They prefer the familiar to the novel, and their emotional responses are somewhat muted. People scoring high on Openness tend to be unconventional, willing to question authority and prepared to entertain new ethical, social and political ideas. Open individuals are curious about both inner and outer worlds, and their lives are experientially richer. They are willing to entertain novel ideas and unconventional values, and they experience both positive and negative emotions more keenly than do closed individuals (Hamilton, 1988).

Agreeableness dimension refers to an individual's propensity to differ to others. According to Tett (1991), Agreeableness person is fundamentally altruistic, sympathetic to others and eager to help them, and in return believes that others will be equally helpful. The disagreeable/antagonistic person is egocentric, skeptical of others' intentions, and competitive rather than co-operative. The people with high agreeableness can more easily control their negative emotions.

Conscientiousness dimension is measure of reliability. Conscientiousness refers to self-control and the active process of planning, organizing and carrying out tasks (Barrick & Mount, 1993). The conscientious person is purposeful, strong-willed and determined. Conscientiousness is manifested in achievement orientation (hardworking and persistent), dependability (responsible and careful) and orderliness (planful and organized). On the negative side, high Conscientiousness may lead to annoying fastidiousness, compulsive neatness or workaholic behavior. Low scorers may not necessarily lack moral principles, but they are less exacting in applying them.

C. The Concept of Job Performance

Job performance is defined as function of knowledge, skills, abilities, and motivation directed at role-prescribed behavior (Campbell, 1999). According to Rothman & Coetzer (2003), job performance is described as achievement of the goals and targets which are set by organization. According to Boshoff, Arnolds, Wright, Kacmar, McMahan & DeLeeuw (1995), Job performance is influenced by aptitude, need for achievement, self-regard, locus of control, affective temperament, and the interaction between these constructs.

The dimensions of job performance of employees are task performance and contextual performance.

Task performance is the efficiency of individual work that indicates the degrees of completion of assignments under organizational expectations. It is

the proficiency of an official job that contributes to the technological core of an organization (Borman & Motowidlo, 1993; Borman & Motowidlo, 1997).Task performance which refers to the activities appears in the Job Description of Employees.

Task performance can be defined as the proficiency (i.e., competency, 1999) with which one performs central job tasks (Campbell, 1999). Other labels sometimes used for task performance are job-specific task proficiency, technical proficiency or in-role performance. In Murphy's framework, the first dimension, labeled task behaviors, could be considered task performance. Campbell himself stated that his first two dimensions, job-specific task proficiency (core job tasks) and non–job-specific task proficiency (tasks not specific to a given job, but expected of all employees), represent task performance (Viswesvaran, 2000). Viswesvaran's first three dimensions, productivity, quality, and job knowledge, could be considered task performance. Later developed individual work performance frameworks all included one dimension to describe task performance.

Contextual performance means that individuals have the willingness to perform organizational activities, which are unofficially regulative and the earnest to persist in the accomplishment of organizational assignments as well as cooperate and keep good relationship with coworkers to achieve better Contextual performance signifies that employees will help organizational operations by free will without any internal system to regulate or control. This kind of performance can intensify an organization's or a group's efficacy and further affect job performance (Crant, 1995).

Contextual performance can be defined as individual behaviors that support the organizational, social, and psychological environment in which the technical core must function (Borman & Motowidlo, 1993) Several labels exist for this dimension, such as non–job-specific task proficiency, extra-role performance (Bakker, 2008; Demerouti, 2006), organizational citizenship behavior (Viswesvaran, 2000) or interpersonal relations.

D. The Relationship between personality traits job performance of employees

Personality characteristics mainly describe and predict human behavior, not behavioral changes or development (Liao & Lee, 2009). One's personality may have very little impact on the quality of work being done or other job performance indicators. Big five personality traits play a very significant role in developing employees' performance which results in increased organizational output. Those are extraversion, conscientiousness, agreeableness, openness, and neuroticism.

Neuroticism is the most important characteristic that affects the employability of candidates. Neuroticism is composed of few negative attributes as stressed, nervous and anxious personality. In a recent study Judge, Higgins, Thoresen and Barrick (1999) found that Neuroticism is inversely related to job performance of employees.

Extraversion is characterized by positive feelings and experiences and is therefore seen as a positive affect (Clark & Watson, 1991). Extraversion has proven significant and positive predictor of job performance of employees especially in the jobs where interpersonal in jobs where communications and interactions are high. Johnson (1997) found a positive relationship between extraversion and job performance of employees.

Conscientiousness must be directly related to the job performance of employees because of the nature attributes it possess responsible, organized, well-Planned, disciplined and goal achiever. There Barrick and Mount (1993) found conscientiousness trait of personality can predict performance of employees in number of different nature of contextual performance of employees jobs. With few exceptions, majority of the studies confirm that conscientiousness is valid predictor of performance.

Agreeableness can be a best predictor of performance of employee's personnel and managerial level because agreeableness trait contains attributes as cooperative, tolerant and courteous with others. Judge, Higgins, Thoresen and Barrick (1999) concluded that agreeableness trait is a good predictor of employees'

performance of the jobs requires teamwork and these findings are also confirmed by Neuman and Wright (1999). So overall researchers are on consensus that agreeableness can positively and significantly predict the job performance of employees.

Openness to experience trait refers to personality characteristics as curious, creative, broad minded, intelligent and imaginative. These characteristics lead individuals toward active participation in learning opportunities as training development programs (Barrick & Mount, 1993; Rothman & Coetzer, 2003). Few researchers are on opinion that openness to experience trait can predict the performance in jobs where communications and interactions are high among the employees (Hamilton, 1988). So there is abundance of literature that confirms a positive and significant relationship in openness to experience and job performance of employees.

VIII. CONCEPTUAL FRAMEWORK

Based on the literature reviews, this conceptual framework has developed to investigate the Personality traits and Job performance of employees.
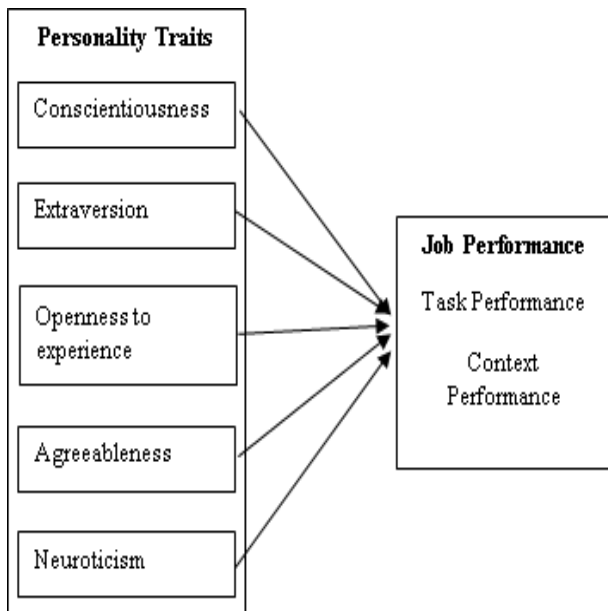

Figure 1. Conceptual framework

IX. METHODOLOGY

A. Type of investigation

This study is concerned; it is non-causal one in the perspective of research questions. In this study, researcher has attempted to explore, describe and understand the Personality and Job performance of nursing staffs in the Teaching Hospital.

B. Extent of Researcher Interference with the Study

The extent of researcher interference in the study was minimal, because the researcher did not interfere with the normal flow of activities.

C. Study setting

This study was carried out in a natural (none contrived) environment where events occur normally.

D. Unit of Analysis

The unit of analysis refers to the level of aggregation of the data collected during the subsequent data analysis stage. This study in concerned the unit of analysis is the individual nursing staff of Teaching Hospital in Batticaloa.

E. Time Horizon

This study was a cross sectional one in the time horizon, because data were collected in a one single time from the respondents.

F. Sample Size, Sampling Distribution, and Sample Methods

The total population of the study is 448 nursing staff of Teaching Hospital in Batticaloa. Out of these nursing staffs, only 205 were selected as sample to conduct this research by using Simple random sampling method. The following Table 1 shows the sampling framework of this study.

Table 1: Sampling Framework

Categories	Population	Sample
Merton	4	2
Nursing Sisters	29	13
Nurses	415	190
Total	448	205

(Source: Hospital employee record, 2018)

G.   Data Collection Method

It refers what data are used to carry out this research study and how the data was collected. Primary Data was used in this research study. In order to achieve the objective of this study, primary data were collected by using closed- ended questionnaire which was designed for this study purpose distributed among the nursing staffs in Teaching Hospital, Batticaloa. The study questionnaire has following structure:

The questionnaire was developed based on personal information and research information. In this research, all the questions are prepared closed. In general closed questions are considered as more efficient and reliable than open ended questions. In fact typical surveys tend to have more ordinal measures than any kind when asking questions that requires respondent to order their answers. In the research one of the ordinal measures called "Likert's five points rating scale" is used to require respondents to order their answers.

Personal information consists of the information regarding the Name of the hospital, Gender, Age, Designation, Education, and Experience in Work.

In order to analyze the Impact of Personality Traits on Job Performance of Nursing staffs, seven variables were used in this study. Independent variable has five dimensions such as Conscientiousness, Extraversion, Openness to experience, Agreeableness, and Neuroticism and Dependent variable has two dimensions such as Task Performance, and Contextual Performance. It also has some sub indicators that are clearly shown in the framework of operationalization.

H.   Method of Data Presentation and Analysis

Method of Data Evaluation

In this study each variable is given a scale from 1–5 to show the extent of importance based on responses. Univariate measures are calculated for each of variables. To tedious work involve in the calculation the Univariate measures, and SPSS (22.0) have been used for deriving distribution, measures of control tendency, and measures of dispersion.

The mean value is lying in the range of 1-5 and the value of each respondent for a variable is compared with the medium values of 3. In evaluating the samples as a whole the mean value of the respondent is compared with the medium. It a respondent's average score of an aspect is less than the mean value (2.5) it is assumed that the respondent has low level of Job performance in relation to the particular variable. Thus the decision rule can be formulated as follows.

Table 2: Decision Rule for Univariate Analysis

Range	Decision Attributes
$1 \le Xi \ge 2.5$	Low level
$2.5 < Xi \ge 3.5$	Moderate level
$3.5 < Xi \ge 5$	High level

(Source: Developed for Research Purpose)

X. FINDINGS

A. Reliability Analysis

Cronbach's Alpha coefficient was used to measure internal consistency. Cronbach's Alpha coefficient varies between 0 and 1 and the cutoff point is 0.6 (Godard, Ehlinger & Grenier, 2001). The reliability test results show that the reliability coefficient (Cronbach's Alpha) for each factor of the Personality traits and Job performance.

Table 3: Reliability Analysis

Variables	No. of items	Cronbach's Alpha
Conscientiousness	7	0.879
Extraversion	5	0.885
Openness to Experience	6	0.862
Agreeableness	6	0.853
Neuroticism	6	0.686
Task Performance	18	0.871
Contextual Performance	11	0.867

(Source: Survey Data)

B. Personal Information

Response Rate

The primary data were collected through the questionnaire from Teaching Hospital in Batticaloa. Total of 205 questionnaires were distributed to the

nursing staff. In total 188 (91.7%) questionnaire were returned.

Gender

Gender of the nursing staff in this study is represented by the total number of 188. Among the total nursing staffs, 44.1% were found as male and remaining 55.9% were as female.

Age

Age distribution pattern of the nursing staff in this study is represented by the total numbers of 188. Age level was categorized into four classes. Among the total nursing staff, 5.9% of nursing staff were found to be below 25 years old, 36.1% were founded in between 25 to 34 years of age, 31.9% of nursing staff were founded in between 35 to 44 years of age and remaining 26.1% represents are above 44 years.

Designation

For the study purpose the occupational distribution pattern of the nursing staff represented by 188, and has been divided into three categories. Out of 188 respondents, 1.1% was matrons, 6.9% were nursing sisters and remaining 92.0% were nurses.

Educational Level

The educational level of the nursing staff for this study is represented by the total respondents of 188. The educational level of respondents were classified by five categories from the questionnaire, and out of 188 respondents 35.1% of the nursing staff had G.C.E (A/L) qualification, 63.8% of the nursing staff had diploma level, and where remaining 1.1% of them were found under the category of degree.

Experience

The experience of the nursing staff is represented by the total respondents of 188. Experience of nursing staff were classified by four categories and 12.2% of nursing staff had below 2 years of experience, 14.9% of respondents had between 2 years to 4 years of experience, 16.0% of nursing staff had between 4

years to 6 years of experience, and remaining 56.9% had above 2 years of experience.

C. Research Information

The research information considers independent variable and dependent variable. In this study, Personality trait was selected as independent variable and Job performance was selected as dependent variable. These variables also have appropriate dimensions which were also measured through appropriate indicators. The other part of the questionnaire was set out to gather information about these variables, and have been collected from 188 nursing staff of Teaching Hospital in Batticaloa.

Level of Personality Traits

The independent variable which is Personality trait has high level on nursing staff (Mean = 3.91). In addition, the respondents expressed the common opinion regarding the Personality traits (SD = 0.207). The dimensions of Personality traits are Conscientiousness, Extraversion, Openness to Experience, and Agreeableness which show the high level on nursing staff and Neuroticism shows the low level on nursing staff. They have the mean values 4.67, 4.24, 4.36, 4.56, 1.74 respectively.

Table 4: Level of Personality Traits

Variables	Mean	SD
Conscientiousness	4.67	0.355
Extraversion	4.24	0.423
Openness to Experience	4.36	0.484
Agreeableness	4.56	0.412
Neuroticism	1.74	0.417
Personality Traits	3.91	0.207

(Source: Survey Data)

Level of Job Performance

The dependent variable which is job performance has high level on nursing staff (Mean = 4.51). In addition, the respondents expressed the common opinion regarding the Personality traits (SD = 0.309). The dimensions of Job performance are Task performance and Contextual performance which have mean values 4.52 and 4.50. They have high level on nursing staff.

Table 5: Level of Job Performance

Variables	Mean	SD
Task Performance	4.52	0.313
Contextual Performance	4.50	0.399
Job Performance	4.51	0.309

(Source: Survey Data)

Relationship between Personality Traits and Job Performance

Correlation regarding dimensions of Personality traits and Job performance are clearly shown in the Table 6. Here are the correlation between Personality traits and Job performance. Conscientiousness with Task performance (r = 0.269, p <0.05), Conscientiousness with Contextual performance (r = 0.329, p <0.05), and Conscientiousness with overall Job performance (r = 0.350, p <0.05) are positively correlated.

Extraversion with Task performance (r = 0.150, p <0.05), Extraversion with Contextual performance (r = 0.170, p <0.05), and Extraversion with overall Job performance (r = 0.186, p <0.05) are positively correlated.

Openness to experience with Task performance (r = 0.228, p <0.05), Openness to experience with Contextual performance (r = 0.246, p <0.05), and Openness to experience with overall Job performance (r = 0.275, p <0.05) are positively correlated.

Agreeableness with Task performance (r = 0.386, p <0.05), Agreeableness with Contextual performance (r = 0.307, p <0.05), and Agreeableness with overall Job performance (r = 0.395, p <0.05) are positively correlated.

Neuroticism with Task performance (r = - 0.656, p <0.05), Neuroticism with Contextual performance (r = - 0.394, p <0.05), and Neuroticism with overall Job performance (r = - 0.588, p <0.05) are negatively correlated.

Table 6: Relationship between Personality Traits and Job Performance

Variables	TP	CP	JP
Conscientiousness	0.269**	0.329**	0.350**
Extraversion	0.150**	0.170**	0.186**
Openness to Experience	0.228**	0.246**	0.275**
Agreeableness	0.386**	0.307**	0.395**
Neuroticism	-0.656**	-0.394**	-0.588**
Personality Traits	0.149**	0.261**	0.245**

(Source: Survey Data)

In this table, TP = Task Performance, CP = Contextual Performance, and JP = Job performance

Impact of Personality Traits on Job Performance

Multiple regression analysis or hierarchical regression analysis was performed to test the relationship. Further findings revealed the influence Personality traits on the Job Performance of employees.

Table 7: Regression Analysis of Variables

Model	R	R Square	Adj.R Square
1	0.699	0.488	0.474

(Source: Survey Data)

According to table 7, 47.4% of variance in Job Performance is explained by variance in Personality Traits.

Table 8: Multiple Regression Model

Model	Unstandardized Coefficients		Sig.
	B	Std.Error	
Constant	3.199	0.323	0.000
Conscientiousness	0.195	0.048	0.000
Extraversion	0.136	0.041	0.010
Openness to experience	0.109	0.036	0.003
Agreeableness	0.124	0.044	0.006
Neuroticism	-0.373	0.041	0.000

(Source: Survey Data)

According to table 8, all the dimensions of personality traits impact on job performance at the significance level of 5%. It results of fitting a multiple linear

regression model to describe the relationship between Personality traits and Job performance. The equation of the fitted model is;

Job performance = 3.199 (Constant) + 0.195 (Conscientiousness) + 0.003 (Extraversion) + 0.109 (Openness to experience) + 0.124 (Agreeableness) − 0.373 (Neuroticism)

XI.   CONCLUSION

This study was initiated with the aim to investigate the impact of Personality traits on Job performance of employees.   Results on the Personality and Performance relationship show that Personality directly affects the Task and Contextual performance and Overall Job performance. Then, these findings are consistent with the previews researchers but in some literature, there are too many inconsistencies on the results of this relationship. Few studies have indicated personality as an important and significant predictor of performance while other authors disagree with this claim.

First trait of Personality, Conscientiousness is having attributes that directly relates to Job performance of employees, as responsible, organize, disciplined etc. so, highest regression weights and correlation values are found in the relationship of conscientiousness and both constructs of Job performance. Second trait of Personality, Extraversion is a positive and significant predictor of employees' performance which means employees those are outgoing, social, talkative perform better than the individuals those prefer to remain in a narrow shell. Third trait of Personality, Openness to experience perform better at job as compare to others because he works creatively and innovatively that makes his work distinguishing from others. Fourth trait of Personality, Agreeableness is a positive and significant predictor because Employees who are cooperative and tolerant towards their supervisor, patients, and co-worker perform better in their jobs. This study has considered two dimensions of job performance that are task and contextual performance. This study has undertaken both dimensions considering equally important.

Moreover,   Conscientiousness,   Extraversion, Openness to experience, Agreeableness have positive and significant impact on Job performance of employees and Neuroticism has negative and significant impact on Job performance of employees. Therefore, empirical gap of the problem addressed in this study "How Do Personality traits Impact on Job performance of employees in the Teaching Hospital in Batticaloa District" fulfilled by the finds of this study.

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