

## **The Impact of Employees' Personality on the Organizational Performance: Studying the Five Dimensions of Personality**

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### **Abstract**

Generally, people are developed with distinctive characteristics that afterwards determines the personality type; such as the methods an individual behave or respond to their circumstances. The personality features in the workplace are vital to reach corporate goals and increase overall performance. It is not merely in term of profit but also productivity, efficiency, and effectiveness across the whole firm. Even if numerous aspects exist, that is vital for companies to thrive; the essential influence of workers should not be forgotten. The research implemented quantitative methodology to study the effect of the five personality traits on the performance of employees over a sample of 100 employees. The findings stated that employee's personality is the key source to make this impact. Certainly, personality features of the employees' have important impact. Employees' work performance will affect the impact of the organization. Job performance also assures the company is implemented successfully and it comprises of the knowledge and abilities that able to guide the personnel to accomplish diversity of tasks. In this circumstance, the major goal of the research is to analyze the link between the personality qualities of workers and organization performance

**Keywords:** *Personality traits, employee performance, productivity, management, consciousness.*

### **Introduction**

Generally, individuals are created with dissimilar characters that subsequently identifies the personality type; such as the ways an individual act or react to their situation. The personality traits in

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the workplace are essential to attain organizational objectives and improve overall performance [1-6]. It is not simply in term of profit but also productivity, efficiency, and effectiveness throughout the entire organization. Even though many factors exist, that is necessary for organizations to survive; the fundamental effect of employees should not be lost. Employee's personality is the major source to produce this effect. Certainly, personality traits of the employees' have significant influences [7-8]. Employees' job performance will influence the effects of the organization. Job performance also guarantees the organization is implementation well and it consists of the knowledge and skills that able to lead the employees to achieve variety of activities [9-12]. In this situation, the main purpose of the study is to examine the relationship between the personality traits of employees and organization performance [13-16].

Alternatively, organizational performance can be defined as when an organization meets its set objectives taking into consideration all other personality dimensions that manipulate performance [17-23]. An organizational performance is an accumulated end outcome of all the organization work practices and activities. The personality of the employee is essential to make sure the organization can achieve the process and activities productively [24-28]. The rule for good management in an organization is easy as much as necessary to develop a sound plan and design a suitable personality type in order to improve organizational performance [29-35]. A good employee's personality type is a qualification for the effective achievement of these missions. In fact, a complete understanding of personality type is fundamental to every organization since it offers the building block for organizational performance which is vital to the survival and development of every organization [36-41]. Truthfully, without outstanding and astonishing personality type, an organization is only a model of men and women than mechanisms [42-46]. It is the person factors, which combines a group together and encourages it towards higher profit and productivity. Consequently, the efficacy and effectiveness of any organization thus turn on certain personality traits that support such behavior [47-53]. At the time of business competition, the personality type will play a main role in encouraging employees, which in turn will guide to maximization of overall organization performance [54-67]. The examination of the direct connection between employee personality dimensions and performance effects (productivity, profit, efficiency, and effectiveness) is receiving increasing maintain and emphasize [68-75]. Thus, selecting employees on the source of personality traits characters may have a positive impact on employee attitudes and overall performance [76-81]. This section of research is a beginning study conducted in order to provide birth to a new personality model based on the Five-Factor Model (FFM, also referred to as the Big Five Model, consisting of such personality traits as agreeableness, conscientiousness, agreeableness, extraversion, and openness to experience) which elaborate the incessant assessment of organization performance [82-89]. This exploratory environment of the study allows the study of the relationship between the Big Five Model and organizational performance. In fact, by surveying employees' perception, this study has deal with some of the controversial outcomes concerning the correlation between measures of the Big Five and organizational performance (both direct and indirect) making them clearer [90-96]. This is of particular significance for the suitable selection of successful employee personality [97-103].

### **Literature Review**

In hiring staff, recruiters also lend credence to competencies dependent on applicable university credentials and experience. The effect of personality features on employee results is an evolving theory [104-107]. The association between personality traits and work performance was identified as differing perspectives, supported by several theories. The main literature and theories about the various characteristics, work efficiency, and relationships have been examined in this section. An

overview of the existing information gaps is outlined at the conclusion of the review, as-well as areas on which this research seeks to add [108-113].

### **The Five-Factor Model and Job Performance**

The FFM of personality is the most generally known personality system of researchers. The structure of the FFM is focused in Costa and McCrae on 5 large, core factors, often known as the "Big Five". Each factor consists of groups of several narrow-interrelated features commonly referred to as facets (or sub dimensions) [114-119]. The FFM evidently refers to the five major aspects of personality as neuroticism, extroversion, open-to experience, agreeableness and conscientiousness [120-127]. While cognitive ability has previously been found to be the most religious and valid predictor of occupation performance, different study and meta-analysis have shown that human personality traits are also highly related to employment performance, particularly those included in the 5-factor model (FFM) [128-135].

#### **Neuroticism**

Neuroticism applies to those who are shy, frustrated, uncertain, sad, weak, and fearful, as opposed to emotional stability. Neuroticism includes anxiety, hostility, depression, self-awareness, impulse and vulnerability in six sub-dimensions. Neuroticism people are mostly pessimistic in nature, they are more negative than most [136-140]. That's how they like to see detrimental results in roles [141-146]. This can contribute to problems like these happening at work. They seem to be inefficient themselves and thus may not believe that he or she will carry out a mission effectively [147-151]. Again, people have low self-esteem and are concerned about their own worth, their skills and their potential to successfully achieve in comparison, people who are mentally healthy are more inclined to remain safe and relaxed and therefore to monitor and deal with tension [152-156]. They have self-esteem and thus are proud of themselves and their ability, for example people who show great self-esteem believe that they usually are competent, valuable and willing to cope with any circumstances [157-161]. Past analysis shows that emotional health forecasts employment success. As well as awareness ( $r=.23$ ), the accurate, true measure of job achievement through professions and activities is often called emotional health ( $r=.12$ ) [162-167]. However, results of the same analysis showed the correlation of emotional maturity with teamwork ( $r=.22$ ) was highest. In addition, Salgado, a research fellowship in the EU, found support for the true indicator of work success of each category, calculated through professions, apart from Conscientiousness. While today it is considered a good indicator for job success, Barrick and Mount recorded a very doubtful coefficient of correlation ( $r=.08$ ) [168-170]. Because the present study focuses on defining work performance predictors, it is critical that the possible contribution of neuroticism is tested in a government sector (KMA) sense. It seems fair to conclude that neurotic employees are doing worse than less neurotic workers [171].

#### **Extroversion**

Extroversion corresponds to the volume and strength of energy to the social environment. This component of the personality applies also to the amount and strength of interpersonal preferences, the frequency of behavior, the desire for relaxation and excitement [172-179]. Extroverts are willing to feel optimistic feelings that transform them into companions and invest more time in group interactions than in introverts. Persons that are extroversive appear to be sociable, engaging, speaking, person-oriented, cheerful, pleasant, friendly and affectionate. Individuals with low Extroversion appear to exhibit characteristics of shyness; thus, instead of getting pulled into an eventful scene with

several parties, they tend to spend time on their own [180-187]. In this general component of personality, six sub-dimensions refer to warmth, sterility, determination, activity, excitement and positive emotions. Warmth speaks of the inclination to turn towards those who look for close relationships out of their sincere affection, compassion and concern [188-191]. This trend is reserved, unusual and unemotional. Talks on being honest and direct in social settings and self-disclosure want to be known by everyone. This would be more discreet and difficult to discover. Assertiveness speaks to social audacity. One seems to pursue social contact confidently and fearlessly, to experience obstacles and threats, and to be attractive to others [191-196]. It won't be shy, timid or risk-preventing. One has high energy, is fun, cares, and moves impulsively in stimulating ways with others. It would be more extreme, careful and prudent toward citizens. Active activity discusses one's tendency to pursue fellowship, to be in a community, to become a devotee and to compromise. This is toward more personalized, autonomous and self-reliant value. According to the above study, extroverts are expected to succeed in work that demands that people socialize and be very involved with other people [197-201]. The same researchers concluded that Extroversion not only predicts total work success, but also sales performance in particular.

Researchers have shown that those with elevated Extroversion levels prefer to be bosses, the Police and posts relating to revenue. Once again, they are 26 social, helpful and cooperative people who choose to work in supporting others, e.g., social workers, teachers, counselors and health-care providers. They want to be social. They are also very businesslike, trusting, ambitious, optimistic and vigorous. They choose to direct others, participate in oral and performance-oriented practices such as lawyers, businessmen, public relations, financial planners and consultants. Barrick et al. noticed no substantial link to Extroversion's overall job efficiency, but they expanded the observations of Salgado by saying Extroversion predicts management performance ( $r=.21$ ) and coordination ( $r=.16$ ). It can be remembered that Extroversion does not. Surprisingly, no sales results value has been identified. Findings show that extroversion is a strong indicator of supervisory rating on sales efficiency and objective evidence (sales volume) on sales results, and Vinchur et al. carried out a meta-analysis. On this context, repeated previous studies suggest that Extroversion has a favorable association with work success. However, previous study results all in all suggest that extroversion is a vital personality feature that only those particular professions recognize. On the base of what was established in the literature, it is still reasonable to believe that extroverts and receptive sales staff, public relations officers and certain service providers are likely to do better than introvert workers in sales-related positions and services. The following assumption is tested: The following It is important to explore the possible association between job performance and the certain sub dimensions of extroversion, since Extroversion appears fair to believe that it would associate greatly with job performance in sales. Two such sub-dimensions are assertiveness and activity. Assertiveness applies to those that are powerful who talk plainly and hesitantly. Persons who have a high level of engagement seem to have a fast, active life, whereas low scorers are more comfortable and need not do stuff at a high speed. Based on this detail, these characteristics should be significant measures of success in the sales business. Activity would favorably align with the work success monitoring scores.

### **Openness to Experience**

Openness of experience is receptivity Four (4) main features are composed. Sense, abstraction, transformation and comfort are all of this. Sensitivity speaks to sensitivity, emotions, instincts and aesthetic. Abstractness examines complex, scientific concepts and conceptual reasoning. Change speaks to free thought, study, discovery of new methods and creative solutions. Finally, people and their emotions are looks on with warmth. It refers to people who are tending to learn different ideas

among other things as adventurous, inventive, and curious. They prefer to be artistic, and like to make something themselves in a messy and impulsive way. They are thoughtful, accessible to fresh thoughts, widely thoughtful, curious, and unique. They are often creative and judging independently, but tend to focus on projects alone, even though some are willing to contribute to such projects as musicians, architects, painters and designers. Individuals who are strong in this characteristic are likely to have optimistic views about their own ideas and interactions in life.

In the other hand, people with low score appear not to choose set schedules. In particular, it refers to the emotional processes of an organism. Many who achieve high levels may encounter deeper emotional conditions, suggesting that they may be feeling more glad and unhappy than low scorers. Fantasy, esthetics, feelings, behavior, ideals and values include six sub dimensions of openness to experience. Previous research into this aspect does not accept how much work efficiency is currently forecast. The links between Openness and overall work success were not important to Barrick. However, the results showed that openness anticipated performance in particular jobs and activities. Openness was found to be a reliable indicator of training expertise, as Barrick and Mount have shown. The correlation coefficient was relatively low for total job success 29 ( $r=.11$ ). Salgado stated in perspective that "police and professional work" are closely linked to openness. Because telephone sales may be distinguished by monotonous work and set schedules, it is fair to expect that sales people who gain a high score of Openness would perform better than sales people who gain low openness. Experience openness correlates favorably with work performance scores.

### **Agreeableness**

Accordingly, people are self-confident, supportive, forgiving, softhearted and caring. They once again concluded that it can be linked to pleasure and pleasant people have a stronger motivation for emotional intimacy, resulting in greater well-being. It means getting in a fun and rewarding friendship with others. Concrete persons appear to be philanthropic, kind, tolerant and conflict-preventing. The six sub-dimensions of this wide personality involve confidence, simplicity, altruism, compliance, modesty and tenderness. Instead, people who are not so comfortable appear to be self-centered, cynical, paranoid, distrustful, and often lack the will to work with other people. There was no association between conviction and overall work success (Barrick and Mount) in past studies. Barrick find, though, that the dimension predicts coordination ( $r=.34$ ), and successes in those jobs can be predicted, respectively. This shows that cohesion can also be conceived as a contribution to work success based on the category of profession. Regarding the surveillance scores of employment results in sales, though, it should reasonably be believed that the performance of pleasant salespeople is poorer than those of salespeople who are egocentric to a degree. This may be attributed to the assumption that workers rely on individual competitiveness rather than co-ordination of the sales approach covered by the current report. As a result, selling agents need to insist on making maximum phone calls and transactions in order to achieve their sales goals.

### **Conscientiousness**

Four (4) main influences defining various ways humans govern themselves are conscientious. Conscientiousness is made up. It is law, perfectionism, severity and fundamentality. Regular awareness means that society's agreed codes of conduct are adopted and conscientiously respected. Perfectionism represents a desire to be self-disciplined, structured, thorough, detailed and purposeful. Gravity entails a desire to be prudent, thoughtful, self-controllable and careful in decision making. Conscience applies to those whose self-control is exhibited by being able to prepare, organize,

function strategically against objectives and execute activities. Awareness is also the feature linked to vigilance, autonomy, punctuality and general competence. The feature distinguishes an individual who is effective. They are really trustworthy, orderly, and self-disciplinary individuals who want a clear, supervised atmosphere. Once again, they are performance-oriented, cautious, hard-working, coordinated and accountable. Conscientiousness is a common trend for participation in the job which contributes to a higher probability of achieving satisfactory labor benefits, both formal and informal in terms of compensation and appreciation. High conscientiousness on the negative side will contribute to irritating, fastidiousness, compulsive purity or working holiday. Low scorers do not actually be without moral values, but their application is less detailed. The six sub-dimensions contained in this general personality dimension relate to competence, order, docility, self-discipline, and deliberation. Mount and Barrick examined the interaction between the FFM and the work of five occupational classes (i.e. technical, police, managers, distribution, and skilled/semiprofessional) in the broad meta-analysis by summarizing vast quantities of evidence from studies undertaken from 1952 to 1988.

They wanted to identify an important and strong correlation with at least one aspect of the personality included in the FFM, and work results in all professions, using both subjective and quantitative performance measurements. The findings showed that they have backed their theory.

In reality, knowledge was positive ( $r= 0,22$ ) in relation to good results in all five occupational classes. More recently, Mount and Barrick have re-established their own 1991 findings stating: 'Persons reliably, perseveringly, led to and coordinated as performer in virtually any job tend to be higher; persons negatively perceived as reckless, negligent, low-performing and impulsive in virtually any job tend to be less efficient.' Concerning the results of Barrick and Mount, the research findings that follow support the notion that awareness is the dimension of personality that correlates most strongly with the overall performance of employment in all professions. For the present analysis, these results indicate that sales people who are very attentive are often those that earn good job performance supervision scores. The theory is then checked as follows: In the results of Barrick and Mount's reports, Vinchur have observed that awareness is positively linked to job success, which is somewhat similar to those of correlation coefficients. The connections between work success and conscientiousness sub-dimensions are further explored by Vinchur. They noticed the  $r= 0,25$  sub-dimension: the effort is closely linked to employment success. Indeed, the pursuit  $r= 0,25$  was more strongly tied to work success than the wider element ( $r= 0,21$ ). In this light, it will be important to explore more closely how successful efforts in the present study could contribute to job results. Self-discipline is often examined in order to expand the examination of sub-dimensions: The goal-based approach is a feature which can correspond favorably with the surveillance scores of the job success in the current report, individuals that strive hard to accomplish their targets. This is apparent since salespeople rely, more or less, on achieving set budgetary and sales objectives. Self-control means the stability of a person to initiate and complete activities, facing boringness or other disruptions. This feature along with Achievement-Striving should be synonymous with good sales work. Self-discipline is favorably correlated with work success supervision scores.

## **Employee Performance**

In organizational and individual success performance may be segregated. Production of employees is also regarded as performance of jobs. However, it seems that employment success in organizations is largely subjectively calculated and that there are few alternate alternatives apparently. The first differentiation is rendered in this chapter from the success of organizational to the work.

## **Job Performance**

For the organization, the effectiveness of an organization depends on employee ingenuity, imagination and dedication good employee output is important. Performed here is the execution of the assigning of job or duties and efforts against the objectives of the organization, including the conduct, the professional behaviour, the behaviour, the position and the way the individual carries out their jobs. Higher performance benefits from adequate conduct, in particular discretion and successful use of the expertise, abilities and competence needed. Performance may also be graded as conduct and outcome. The conduct is derived from the artist and output is transformed from abstraction into motion. Behavior is not just a tool for success but is the culmination of emotional and physical effort used for activities and may be evaluated independently of the results. In order to stabilize our economy, good work production and productivity growth are necessary as well; improvements in the living standards, higher incomes, increased consumables, etc. Griffin et al. further conclude that research into the human workforce is also critical for society as a whole. The performance of employees and their productivity appears to be linked to their employment output, e.g., in the U.S. the amount and volume of products generated in certain situations are calculated. Generally speaking, though, output continues to be tied to productive concepts like earnings, attrition and success of quality or perception-oriented conditions, e.g., supervisory rates and objectives.

The skill of the employee is vital to a high level of employment success according to Hunter and Hunter. The employee must be capable of achieving positive outcomes and productive results. Hunter and Hunter contend that the organization should realize this in advance. They can pick or hire workers with the requisite skills. The second is of necessity longer, but will finally achieve better performance. In addition to this argument, Lindner maintains that employee success can be seen as "obtaining outside funds." The success of an employee is dependent on individual variables according to Vroom. This includes appearance, capabilities, understanding, expertise and ability. Many scientists believe that employment success is divided into these five variables. Some scholars contend also that the attitude of a worker is more important to the success of employment. The success of the job can be separated into attitude, talents, expertise and skills. Some investigators contend that the involvement of personality in the success of employment is unique. Bishop and others claim, however, that work output involves a challenge, namely performance evaluation.

## **Personality Traits and Job Performance**

For example, for purposes such as staff development, staff formation, leadership styles and team building, formal appraisal of personalities is typical in many organizations. For instance, about 80% of 500 businesses take personality tests to evaluate their employees. Personal traits, including work satisfaction and job success, are correlated with several job variables. It is obvious that the importance of the signature characteristics to these tasks depends heavily on the nature of job and the type of organization. There is extensive literature on personality and work success and corporate satisfaction. Researchers that work with public service management problems rely on unique characteristics of this field that are separate from the business environment. The definition of 'the motivation of the public sector' that addresses this difference often contains an important literature. Data show that persons entering the public sector share common characteristics that make them distinct from those in public authorities or companies that produce profits. Certain literatures say that individuals entering non-profit sectors often vary in work satisfaction. Personality characters as an indicator of employment happiness and employment success have therefore been viewed as important but with distinct trends in the private sector and a new report discuss initial work in this field. The huge, growing field of non-

profit and voluntary organizations, and there are practically no studies into correlations between the key personal characteristics and success and happiness among executive directors of these organizations, is a further important organizational environment. Unique, socially valued causes are addressed through non-profits such as the Red Cross, the UAE, child care organizations and service groupings for veterans and earnings from contributions to that purpose. We might speculate that employees and directors in such organizations, both private benefit and public work, have distinct motivations and personal backgrounds than their colleagues. A first foray in this demographic is the present research. The Myers-Briggs Type Indicator, which sells about 2.5 million tests per year, is the most common specialized personality appraisal tool in public sector research and several companies. Although the MBTI is popular in many organizational environments, it is a defective measurement tool. Modern psychology of personality believes that the instrument is based on an ancient personality hypothesis. The instrument often has severe measuring problems forcing citizens within one group or another. We suggest a stronger scientific basis for personality assessment with the Five Factor Personality Model (FFM). Personality traits have mostly abandoned the concept of developing new individual theories. This is an empirically tested, sound personality model with a big pledge for non-profit directors. There is an extensive body of study on the usage of FFM in traditional market environments such as companies, companies and industry.

### **Administration of the Research Instrument**

A survey was used to collect data. Three technological approaches are data collection, direct communication and indirect usage of information (through surveys and questionnaires). This initiative employs two of the three data collection strategies (direct and indirect contact). Answers to the scores of respondents were deemed unacceptable. If (less than 10 percent) respondents did not address surveys, responses were mostly dismissed and not collected.

### **Data Analysis**

The data analysis decreased the raw statistics, including summaries and figures, to a proportionate extent. In order to explain the findings of the survey, the following steps were taken. Data have been revised to maintain consistency between respondents to detect and fix possible errors and discrepancies. The research is a thorough investigation. The raw data from an analysis is valuable to the extent that decision making is important. The data will be coded on SPSS from 1 to 5, in which 1 represents strongly agree and 5 represents strongly disagree.

### **Population of the Study**

Population implies the whole or more of all things, subjects or representatives who fulfill specific criteria. All the units protected or standardized by the study are comprised of the population. The research was done to assess the impact of five big personality traits on the performance of employees in the workplace. Research in line with key managers in various companies was performed. Employees are focused on a case study method and do not represent an operational opportunity strategy around the industry.

### **Descriptive Analysis**



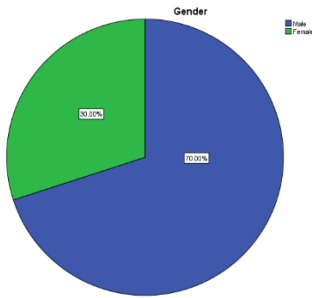


Figure 1. Gender of Employees

The diagram above shows that 70% of the respondents who answered the questionnaire are males and 30% are females.

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16-25	30	30.0	30.0	30.0
	26-30	27	27.0	27.0	57.0
	31-35	22	22.0	22.0	79.0
	36 and up	21	21.0	21.0	100.0
	Total	100	100.0	100.0	

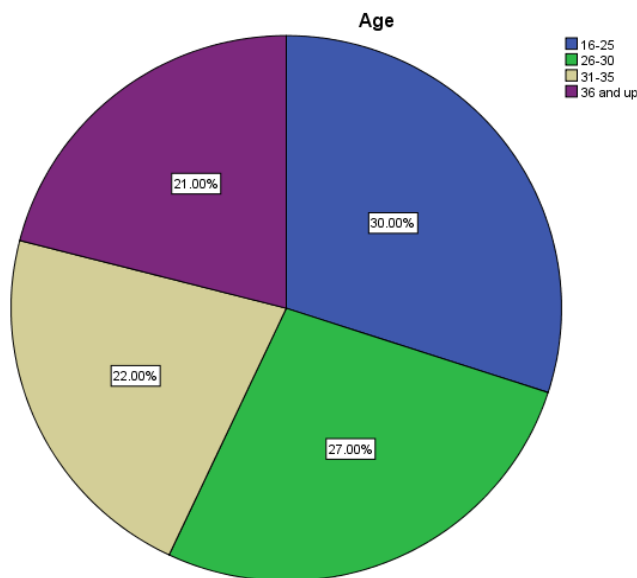


Figure 2. Age of Employees

The table above shows that 30% of respondents included in the study is between 16 years of age and 25 years of age, and 27% of respondents between 26 and 30 years of age. In contrast, 22% of respondents are between the ages of 31 and 35, and 21% are between the ages of 36 and above.

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**Personality**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	35	35.0	35.0	35.0
Agree	30	30.0	30.0	65.0
Strongly Disagree	18	18.0	18.0	83.0
Disagree	17	17.0	17.0	100.0
Total	100	100.0	100.0	

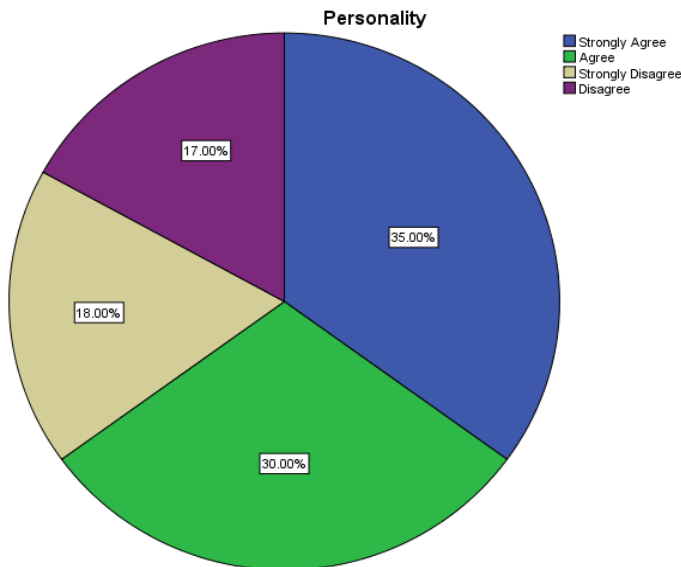
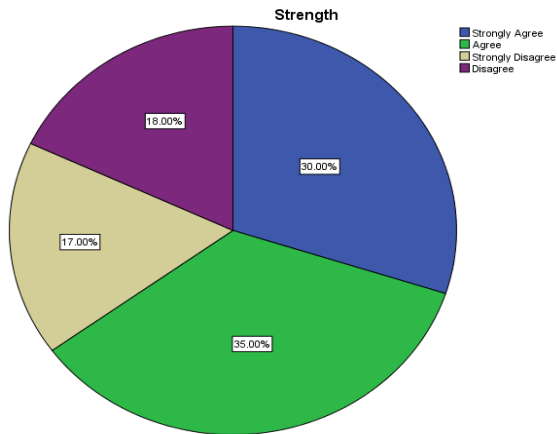


Figure 3. I Am Not Shy or Sneaky so it Effects in My Work

The above diagram shows that 35% of respondents believe firmly that they are not shy or sly so that they have an impact on their job, whereas 30% agree that they are not shy or sneaky and that their work does so. Rather, 18% of respondents disagreed strongly and proclaimed that being sly or subtle does not work and 17% disagreed that being deceptive or quiet has an effect on their work.

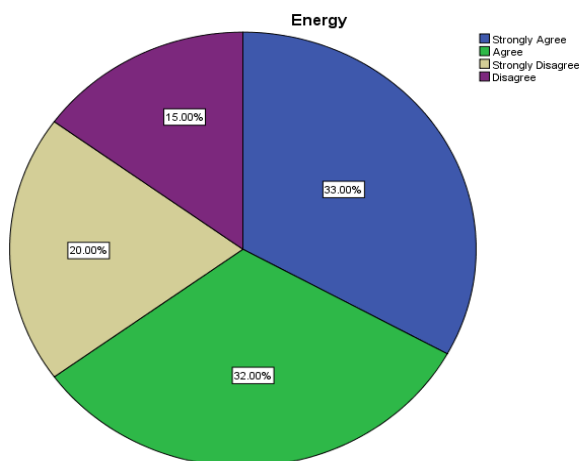
**Strength**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	30	30.0	30.0	30.0
Agree	35	35.0	35.0	65.0
Strongly Disagree	17	17.0	17.0	82.0
Disagree	18	18.0	18.0	100.0
Total	100	100.0	100.0	



*Figure 4.* One of My Greatest Strengths is My Ability to Get People to Do What I Want at Work  
 The above diagram shows that 30% of respondents are firmly agreed that their ability to get others to do what they intend on their job is one of their greatest strengths; 35% believe that their ability to get others to work is one of their greatest strength. In the opposite, 17 percent of respondents disagreed very strongly and announced that it was unable to get people to do what they wanted at work and that 18 percent disagreed that it was not one of their strengths to have people do what they wanted at work.

Energy					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	33	33.0	33.0	33.0
	Agree	32	32.0	32.0	65.0
	Strongly Disagree	20	20.0	20.0	85.0
	Disagree	15	15.0	15.0	100.0
Total		100	100.0	100.0	



*Figure 5.* I Do Most Things Energetically and this has Effect on My Work

The above pie chart shows that 33% of respondents believe strongly that they do most stuff energy fully and that this impacts their job and 32% of respondents agree that they do most energy efficiently and function effectively. 20% of respondents, by contrast, clearly disagree and say they don't do most things energetically; they do their job, and 15% disagree and say they don't do most things energetically, and it works.

### Regression Analysis

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<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.899 <sup>a</sup>	.809	.807	.45782

a. Predictors: (Constant), Extraversion

<b>Coefficients</b>						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.698	.105		6.656	.001
	Extraversion	.874	.043	.899	20.376	.000

a. Dependent Variable: Performance

The results indicated a meaning of 0.001 that is less than 0.05, according to the latter regression analysis, which means the zero hypothesis of "extraversion has an adverse impact on the performance of employees in the workplace" was rejected and the alternative hypothesis accepted that "extraversion has a positive effect on the workplace performance has Referring to the table above, the study showed that there are close links between workers with the extraversion characteristics and the job success at the workplace where the above table suggested an 80.9 rate, which is above 25 percent.

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919 <sup>a</sup>	.844	.842	.41371

a. Predictors: (Constant), Agreeableness Average

<b>Coefficients</b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.615	.096		6.374	.000
	Agreeableness Average	.889	.039	.919	23.031	.000

a. Dependent Variable: Performance

In the latter analysis the results showed an importance level of 0.000, which is less than 0.05, which means the null hypothesis that "openness has a negative effect on the performance of staff at work" is rejected and the alternative hypothesis is adopted, which states that "openness has a positive effect on the performance of employees in the area of where they are located." Referring to the above chart, the study showed a close link between workers who have the agreeability characteristics and their occupational success in which the above table, which suggested an 84.4 percent adjustment in R-Square, is over 25 percent.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.918 <sup>a</sup>	.843	.841	.41502

a. Predictors: (Constant), Openness Average

<b>Coefficients</b>						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.558	.099		5.635	.002
	Openness Average	.893	.039	.918	22.945	.000

a. Dependent Variable: Performance

In reference to the above-mentioned regression, the results showed that the meaning level was less than 0.002 which means that "openness to experience has a negative effect on the performance of employees on the job" is rejected, although accepting the alternative hypothesis, that "opening to experiences has a positive impact on employees per workplace." With regard to the above chart, there was a positive partnership between experienced and performing workers in workplaces, which indicates a ratio of 84.3 percent in the above table, which is over 25 percent, so the above variables have a strong relationship.

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909 <sup>a</sup>	.825	.824	.43770

a. Predictors: (Constant), Conscientiousness Average

<b>Coefficients</b>						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.672	.100		6.691	.003
	Conscientiousness	.880	.041	.909	21.528	.000

a. Dependent Variable: Performance

In reference to the above regression analysis, the results indicate a meaning level of 0.003 which is less than 0.05 which means that the null hypothesis that states that "conscience has a negative effect on employee performance at work" is dismissed and that "conscience has a positive impact on the employee's performance" accepts the alternative hypothesis that Referring to the table above, the analyzes showed that a close association exists between aware workers and their job success in which an 82.5%, above 25%, is seen in the table above. This makes a clear connection between these variables possible.

### **Main Findings and the Analysis of the Results**

Research also shown that the efficiency of workers is influenced by the characteristics and conducts of employees in their workplaces, referring to previous studies on the effect of personality qualities on work success at work. The results revealed a clear association between personality characteristics and employee output on the workplace, after the distribution of the survey among managers and workers in the Libanese service sector, as well as the collection and analysis of data using the SPSS statistical method. The H1-0 hypothesis that "Employees open to experience have little influence on organizational success" is not accepted. The openness of regression analysis of practice has a

beneficial impact on the success of workers in the workplace, contributing to the longitudinal analysis made during the previous section of the report. The H1-1 hypothesis notes that "employees who are accessible to influence on the success of their employees at work" is acknowledged. Through the mathematical study in the previous chapter of study and the connection to an open-minded regression analysis, the efficiency of workers at the workplace is positively affected.

The theory H2-0, that there is "a detrimental relationship regarding knowledge and efficiency of workers," is denied. With regard to the predictive study in the previous portion, the conscientiousness in regression analysis has a positive impact on the success of workers at work. The H2-1 theory, "There's a good relationship between awareness and efficiency of employees," is approved Referring to the mathematical study carried out in the previous chapter and the regression analysis Conscience has a positive impact on the success of workers at work. The "bad relationship between the extraverts' workers and their efficiency" theory H3-0 is dismissed. With regard to the predictive study performed in the previous portion, the analysis extraverted has an optimistic impact on the job success of workers and refers to the regression analysis. The "There is a good connection between the productivity of extraordinaries and staff" hypothesis H3-1 is acknowledged. The study extraverts have a good impact on employee success at work in the comparison to the statistical analysis performed in the previous chapter of the report. The H4-0 hypothesis that "the relationship between convenience and efficiency is negative" is dismissed. The coincidence of regression analysis has a favorable impact on workers' job results in relation to the statistical analysis conducted in the last chapter of the report. A positive relation between coincidence people and efficiency of workers is acknowledged in H4-1 hypothesis. H4-1 The co-ordination of the regression analytical study in regard to the statistical analysis performed in the previous chapter of the study has a positive impact on employee success at work. The H5-0 hypothesis that the relationship between neurotic characteristics and employee efficiency is negative is acknowledged. The neurotics have a detrimental impact on employee results in the workplace with reference to the predictive analytics carried out in the previous chapter of the study and the regression analysis. The "strong relationship between neurotic features and the effectiveness of workers" hypothesis H5-1 is denied. The neurotic analysis has a detrimental impact on employee output at the working environment, based on statistical analysis in the previous part.

### **Limitations**

Many constraints were particularly imposed by research in the collection of data from workers and managers in various organizations, where certain respondents declined to reply to the questionnaire to preserve the secrecy and feared loss of work in the organisation, and chose not to reply to the questionnaire. The second constraint of the study is that the sample being examined is small and the primary explanation for that is insufficient amount of time for the investigation, so that reliable conclusions might occur if the investigator were willing to gather information from a larger sample.

### **Recommendations**

Research has extensively explored the concept of personality characteristics and their effect on the success of workers. The same study should be replicated in a larger sense to scientifically verify the results of the research. The aim of the study was to define the connection between personality traits and employee performance based and independent variables. Therefore, the next logical move is the analysis by discussing many case studies of the impact of each characteristic on efficiency of employees. In order to handle these personalities and meet the desires of staff to improve their efficiency, the management in the job can finally closely examine the characteristics of the workers.

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