

IMPACT OF PERSONALITY TRAITS ON NON- MANAGERIAL EMPLOYEE PERFORMANCE: WITH SPECIAL REFERENCE TO APPAREL AND TEXTILE INDUSTRY IN ANURADHAPURA DISTRICT

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INTRODUCTION

The economy in Sri Lanka has heavily depended on the apparel industry. In terms of generating income and jobs, the apparel industry is crucial to the growth of a nation's economy (Dheerasinghe, 2009). The apparel industry is the largest single employer in the manufacturing sector giving prospects for direct employment to around 300000 people and indirect employment to about 600000 people including many women in Sri Lanka (Morone et al., 2023). These employees are essential to the Apparel industry. With the increased attention to this sector, more effort should be made to improve the performance of the employees in the apparel sector (Morone et al., 2023). Therefore, it is important to consider employees' personality traits and their impact on their performance.

The patterns of ideas, feelings, and behaviours that set one person apart from another are referred to as personality. The mix of innate and taught characteristics determines how people view, engage with, and react to their surroundings (Mcadams, 1995). A person's personality is the primary factor affecting their behaviours. To put them into action, it seeks to bring together a person's physical and psychological components. Characteristics and distinguishable behaviours make up a person's personality (Costa & McCrae, 2013).

Workplace contextual factors than technical skills are more responsible for the relationship between job performance and the Big Five personality traits. It implies that the company should boost the employees' favourable perceptions of them (Ghani et al., 2016).

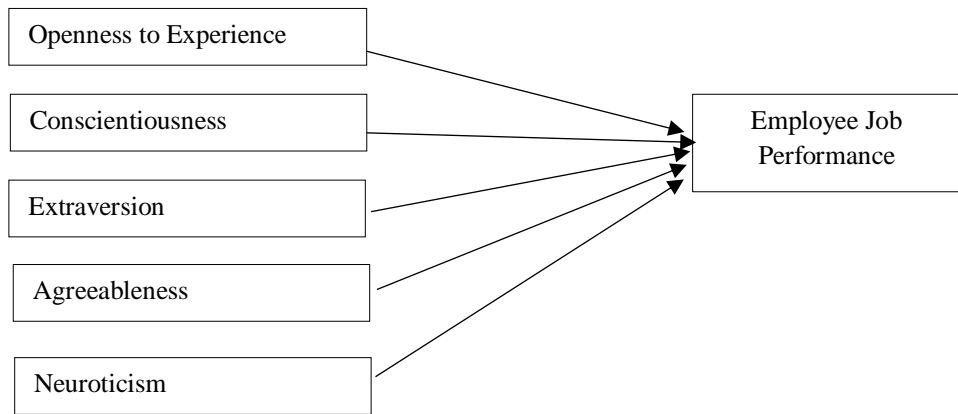
Employee attitudes and motivation are two ways that personality affects organizational behavior (Judge & Bono, 2001). For instance, those with high extraversion scores may be more motivated by social engagement and team-based activities, whereas people with high conscientiousness scores may be more driven by reaching personal objectives and doing well on individual tasks. These variations may have an impact on how workers approach their tasks and interact with one another, which may have an effect on the performance of the team as a whole (Judge & Bono, 2001).

Personality also affects how satisfied and engaged employees are at work (Judge et al., 2002). While people with high levels of agreeableness may be more content with their jobs when working in a pleasant and supportive team setting, those with high levels of emotional stability may be better equipped to handle stress and uncertainty in the workplace. This may affect staff retention and turnover rates since people who are dissatisfied at work or don't fit in well with the company culture are more likely to leave (Judge et al., 2002).

Theoretical literature has suggested that employee behaviour within organizations has a significant impact on organizational performance, and also employee personality factors can affect individual employee performance (Salgado, 1997).

METHODOLOGY

Figure 1
Conceptual Framework



The following hypotheses were created for the study;

H₁: There is an impact of openness to experience on non-managerial employee performance in the Apparel and textile industry in Anuradhapura district.

H₂: There is an impact of Conscientiousness personality on non-managerial employee performance in the Apparel and textile industry in Anuradhapura district.

H₃: There is an impact of extraversion personality on non-managerial employee performance in the Apparel and textile industry in Anuradhapura district.

H₄: There is an impact of Agreeableness on Non-managerial employee performance in the Apparel and textile industry in Anuradhapura district.

H₅: There is an impact of Neuroticism personality on non-managerial employee performance in the Apparel and textile industry in Anuradhapura district.

The type of study will be quantitative and will use large-scale survey research to produce statistics, by investigating the impact of independent variables on dependent variables; this research uses a deductive approach. This method allows for the well-defined explanation of relationships between variables like key personality traits and job performance of non-managerial employees. It also allows for the development and testing of hypotheses as well as the gathering of quantitative data and measurement of the variables. Therefore, the deductive approach was applied in this research.

The most valuable resource for every organization is its human capital as the apparel industry. Large-scale studies on the association between the Big Five personality traits and job performance have demonstrated that some personality qualities significantly predict job performance using data from tens of thousands of employees most in western countries

Workplace contextual factors than technical skills—are more responsible for the relationship between job performance and the Big Five personality traits. It implies that the company should boost the employees' favorable perceptions of them **Invalid source specified**. Also, it is very important to consider about the impact of personality traits on job performance. There are many studies related to this topic. However, in the Sri Lanka context, research and studies

on the impact of personality traits on employee performance in the apparel and textile sector are very limited. Therefore, there is an empirical gap in research into how personality traits affect employee performance in the apparel and textile sector.

Therefore, these big five personality traits and their impact on non-managerial job performance lead to the identification research problem that is worth to studying. Primary data used by the researcher. Structured questionnaires (Salgado, 1997) were used to gather primary data. The researcher chose the field experiment as the research strategy for this study. For the study, the researcher selected 3300 non-managerial employees working in the apparel and textile industry in Anuradhapura as the population as their performance is a critical factor for the success of the apparel sector organizations. The Researcher selected 341 non-managerial employees who work in the apparel and textile industry in Anuradhapura District as the sample of the research according to Morgan's table. The sampling method was a simple random technique.

RESULTS AND DISCUSSION

Table 1

Reliability Analysis

Variable	Cronbach`s Value	Number of Items
Neuroticism	0.829	6
Extraversion	0.832	4
Agreeableness	0.808	4
Conscientiousness	0.827	4
Openness to experience	0.714	2
Job Performance	0.946	13

Cornbrash's alpha values for Neuroticism, Extraversion, Agreeableness, Conscientiousness, and Openness to experience and Job Performance were higher than 0.7, which suggests that the internal reliability of the variables was at a satisfactory level.

Table 2

Model Summary of Multiple Regressions

Model	R	R Square	Adjusted R Square	Std. Error
1	0.889 ^a	0.791	0.788	0.268
a. Predictors: (Constant), Openness to experience, Neuroticism, Agreeableness, Conscientiousness, Extraversion				

R Square value was 0.889 which indicates 88.9% variation in Job performance is explained by Openness to experience, Neuroticism, Agreeableness, Conscientiousness and Extraversion at the 0.5 significant levels.

Table 3
Coefficient of Regression Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error			
(Constant)	1.068	0.093		11.427	0.000
Neuroticism	-0.047	0.024	-0.064	-1.955	0.051
Extraversion	0.155	0.028	0.214	5.600	0.000
Agreeableness	0.125	0.020	0.225	6.294	0.000
Conscientiousness	0.308	0.030	0.372	10.322	0.000
Openness to experience	0.228	0.030	0.291	7.572	0.000

Understanding how personality factors affect work performance is very important. Because of this, human resources managers can assign their personnel to suitable positions. This article looked at the effects of personality traits on work performance. Extraversion, conscientiousness, openness, agreeableness, emotional stability, and job success are some of the big five personality qualities that have been used to accomplish this. Non-managerial workers in the apparel and textile industries in Anuradhapura district 3300 make up the statistical population of this study, and a sample size of 341 people from MAS Kreedaa, D2 clothing and Compass International were chosen at random for the study.

According to past research, a person's personality characteristics can significantly affect their performance at work. Salgado and his co-workers **Invalid source specified.** discovered that job performance was positively correlated with openness to experience across a range of occupations. The author posits that this might be the case because open people are more likely to produce original ideas and methods, which can result in better performance outcomes. According to the particular study data analysis findings, there is a significant positive correlation between the performance and openness to experience. Also openness to experience has a positive and significant impact on the performance. (B= 0.228, $p<0.05$). Conscientiousness: According to one study, conscientiousness was associated with improved job performance across a range of occupations and industries **Invalid source specified.** The results of the particular study's data analysis show that there is a strong positive relationship between performance and conscientiousness. Moreover, conscientiousness has a positive and considerable impact on performance. (B= 0.308, , $p<0.05$). Extraversion was found to be positively correlated with job success across a range of vocations by Barrick and Mount **Invalid source specified.**, especially in jobs requiring social interaction. According to the authors, this might be because extraverted people are more likely to start and sustain social ties, which can result in better performance outcomes.

The data analysis for this particular study's study reveals a positive correlation between performance and extraversion. Moreover, extraversion has a positive and significant impact on performance. (B=0.155 & , $p<0.05$). According to a research of customer service personnel, agreeableness was positively correlated with job performances **Invalid source specified.** However, another study indicated that among a sample of workers from different industries, agreeableness was not a significant predictor of job performance **Invalid source specified.** Performance and agreeableness have a strong positive correlation, according to the data analysis for this particular study. Moreover, agreeableness has a positive and significant impact on performance. (B= 0.125, , $p<0.05$). Salgado and his co-workers **Invalid source specified.** discovered that neuroticism was negatively correlated with job performance across

a range of professions. The authors speculate that this might be the case because neurotic people are more likely to feel bad feelings in reaction to workplace pressures, which can impair their focus and decision-making skills.

Also, the researcher has found that there is a negative impact on performance $B = -0.047$. But the Sig Value is $p < 0.051$. So Researcher couldn't significantly identify the impact between these two variables. The study fills up the gaps that have been noted in the previous research in order to achieve that. The results of the current study and prior research both support the idea that these dimensions have an impact on job performance. These findings demonstrate that the researcher's objectives were achieved while demonstrating that the study's hypotheses were supported in order to fill in any gaps in the existing literature.

CONCLUSION AND IMPLICATION

According to the analysis, the researcher has found that personality traits have highly affected employee job performance except neuroticism related to the apparel and textile industry in Anuradhapura district. According to the study, four dimensions have a significant impact and confirm the theory. This suggested that personality traits can affect increase or decrease employee job performance and considering about personalities of employees is more important. It can be concluded that these findings will be useful for the apparel industry in selection, induction and training their non-managerial employees as the main expectation is to increase employee performance. Hence; the managerial employees can focus more on the personality traits of the applicants and employees while implementing the above mentioned HR functions.

Keywords: Apparel and textile industry, job performance, non-managerial employees, personality traits

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