

# A study on impact of employees Personality Characteristics and Attitude on Organizational performance

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**Abstract:** The current conceptual study aims to add to the established personality literature by looking at work-related attitudes. The research study of relevant literature focusing on personality types, theories, and employee consequences, in particular, can still leave people feeling unsatisfied and adopting negative attitudes. Negativity, as a negative mindset of employees against their employer, contributes to unforeseen consequences such as lower performance or lower loyalty, which may occur in a variety of industries. Recommendations were also made on how to ensure that employees have positive characteristics not just in the workplace, but also in the community, in order to increase the organization's productivity and success by ensuring that employees always deliver good conduct and personality. In addition, the impact of personality traits (the big five model) and job attitudes, as well as their interrelationships, was investigated in greater depth.

Any organization that recruits employees comes from a diverse background with the common aim of achieving the organization's goals and also committing themselves to working towards achieving the organization's goals. The aim of this paper is to investigate the relationship between employee attitudes toward the organization and whether employee attitudes have a significant impact on the organization, resulting in increased loyalty. Personality traits and work-related habits such as job commitment and organizational devotion, according to the study, have strong positive significant relationships with employee performance.

**Keywords:** Personality, Attitude, Organization, Employees, Behavior.

## I. INTRODUCTION

People are born with a variety of instincts that determine their personality, such as how they behave or respond to their surroundings. Personality in the workplace is critical for achieving organisational objectives, not only in terms of profit, but also in terms of achievement, as an employee.

Personality refers to how people react to their surroundings as individuals, including how they view, think, perceive, and act. Personality can be described as a dynamic or set of characteristics possessed by an individual that affects cognition, motivation, and behavior in a variety of contexts. The importance of personality in understanding human nature cannot be overstated. The Personality Five Factor Model (FFM) is a useful framework for analyzing personality structure (Patterson et al., 2009). Five personality dimensions explain the majority of the significant differences in personality (Neuroticism, Extraversion, and Openness to Experience, Agreeability, and Conscientiousness). Personality is a significant factor that affects the innovative behavior of employees in the workplace, and it is addressed in this study. The selection of occupations is determined by the personality type. The choice of occupation is linked to the presence of certain personality traits, and people who lack these traits are more likely to be dissatisfied at work. When an organization meets its set goals while taking into account all other performance-affecting personality, external, and internal factors, it is said to be effective. A effective cumulative end result of all organizational work procedures and activities is an organizational efficiency. This study would add to the company's existing expertise. This report will also improve the employee's services, and if the employees' results are bad, this research would have a negative impact. This research will include the influence of the employee's personality by highlighting the Major Five Personality variables.

## II. OBJECTIVES

1. To examine the impact of employees personality type on organization performance.
2. To study about the employees attitude towards organization.
3. To make suggestion to improve the attitude and personality of the employee to the organization.

## III. LITERATURE REVIEW

### PERSONALITY

1. This study would also enhance employee services, and if the employees' results are poor, this research will backfire. The importance of the employee's personality will be highlighted in this study by highlighting the Major Five Personality Variables. Body, intelligence, and interests, as well as behaviours, beliefs, values, and expressive life styles, are all characteristics that make up the whole individual. "Personality is the complex organization of those psychophysical structures within an individual that define his unique adaptations to his environment," All port concluded after a thorough study of various personality concepts.

2. The personality of Encyclopedia Britannica is a distinct way of thinking, feeling, and acting. Interactions with others are where personality shines brightest, and it encompasses a wide range of moods, emotions, and points of view. It refers to both innate

and acquired behavioural characteristics that differentiate one individual from another and can be seen in people's experiences with the environment and social groups.

3. Personality, according to Eysenck and Jurgen, is a dynamic unity that changes over time. Environmental forces, rather than animism's powers, drive it. Change is possible, but it will not be achieved purely by the use of terms. In order to examine human beings with the same mature realism that we have learned to use so effectively in the physical domain, scientific personality thinking necessitates abandoning assessing, analysing, good-bad, moralistic ideas and testing them with the same mature realism that we have learned to use so effectively in the physical domain.

#### Big five factor model

4. For sing factor research, a model was developed to try to determine the key characteristics of human personality. Despite the fact that trait theories were well-known in the 1960s, there was no agreement on the number or nature of personality traits. Since then, further research have confirmed a basic five-factor personality model known as the 'Big Five.' This five-factor structure was replicated by Norma, Borgatta and Digman, and Takemoto-chock in the list derived from Cattle's 35 variables.

5. These steps are referred to as OCEAN (Openness to experience, Conscientiousness, Extraversion/Introversion, Agreeableness, and Neuroticism). The Big Five paradigm captures commonalities across most existing personality description frameworks at a high degree of abstraction and provides a comprehensive descriptive model for personality research.

6. Economists aren't the only ones interested in interpreting, predicting, and clarifying human behaviour. Psychologists have looked at these issues as well. Economists may profitably use research from psychology on the assessment, prediction, and malleability of personality traits arranged in the widely recognised Big Give taxonomy.

#### Extraversion

7. Extraversion is described by a high level of engagement with the outside world. Extraverts love people, are energetic, and always have optimistic emotions. They are enthusiastic, action-oriented people who are likely to say "Yes!" or "Let's go!" There's a lot of potential for excitement. Chatting, asserting themselves, and drawing attention to themselves in groups are all things they enjoy. Extraverts are people who are articulate, outgoing, companionable, gregarious, chatty, cheerful, and determined (Barrick & Mount, 1991). Extraverts are known for being outgoing, communicative, energetic, positive, and enthusiastic (Goldberg, 1990; Watson & Clark, 1997).

#### Openness to experience

8. Openness to experience is a measure of complexity, scope, and variability in an individual's imagination and age of experiences. This aspect includes intelligence, openness to new concepts, cultural interests, educational ability and creativity, as well as an interest in a variety of sensory and cognitive experiences. People have a wide range of interests, are open to learning, liberal, and enjoy novelty. The preservationists are traditional, conservative, and prefer familiarity over adventure. It measures how responsiveness to affective responses, such as subjective well-being, affects subjective well-being (Judge et al., 2002). This could explain why openness to the dimension of experience has been shown to have a weak relationship with satisfaction (Judge et al., 2002).

#### Agreeableness

9. Pleasantness was linked to altruism, nurturing, kindness, and emotional support versus competition, aggression, indifference, self-centeredness, spitefulness, and envy. Agreeable defines qualities such as self-sacrifice, helpfulness, nurturance, gentle and emotional support on one end of the scale, and enmity, animosity to others, and self-interest on the other (Digman, 1990).

#### Conscientiousness

10. Goal-directed behavior and the degree of impulse control are measured by conscientiousness. Conscientiousness has been linked to educational success, especially the desire to succeed. The focused person focuses on a limited number of goals and works diligently to achieve them. The agile individual, on the other hand, is more impulsive and easier to persuade from task to task. Person intuition is one of the most important factors in achieving substantial job performance (Barrick et al., 2001; Judge et al., 2002 ).

#### Neuroticism

11. Neuroticism is a measure of influence and emotional regulation. Low levels of neuroticism indicate emotional maturity, while high levels of neuroticism increase the likelihood of experiencing negative emotions. Individuals with high levels of neuroticism are more aggressive and easily bothered by stimuli in their setting. They become more erratic, anxious, temperamental, and sad. Individuals who are resistant, on the other hand, need strong stimuli. "Neuroticism refers to variations in an individual's proclivity to suffer and is characterized as emotionally insecure and uneven" (McCrae & John, 1992:p:65).

#### Employee's work related attitudes

12. According to the literature review, staff gain professional experience during their working years. The employee's work-related attitude was influenced by his or her professional background, as was the manner in which the problem was handled. The following methods should be used to gain experiences: concentration, motivation, and a willingness to work hard to enhance outcomes (Ericsson, 2001). Professional experience should not be measured by a person's number of years on the job or the number of assignments completed; rather, it should be defined by the specific expertise and abilities that a professional uses to effectively complete the job. The employee's approach to solving the problem and the process for managing the job is influenced by their 'experience.' For example, learner progress is often linked to a "depth-first" approach that addresses sub-solutions in depth, while practitioners can employ top-down and breadth-first approaches (Cross,2005). As the employee starts to accept obstacles and develops a mentality that allows him to be accessible to a variety of issues, he gains perspectives that affect his work-related attitudes (Cross,2005)

13. The aim of this study is to see how personal characteristics, technical characteristics, and work-related attitudes affect work performance. During a study of the literature, it was discovered that much of the previous research had focused on determining the ability of work participation to predict attrition and absenteeism, rather than the relationships between organisational involvement and work participation (Brown, 1996; Huselid & Day, 1991).

14. Along with job involvement and organisational dedication, the ability to develop the organisation is another work-related mindset that has been addressed in the literature. This part, on the other hand, did not receive much support from the researchers. Sagie (1998), Blau (1986), Blau and Boal (1989), Mathieu and Kohler (1990), and Morrow (1990) all consider organizational commitment and job involvement as influences in work-related attitudes (1983). As a result, we include work commitment and organizational contribution as variables of attitudes important to this job in this study.

#### Job Involvement

15. Initially, Lodahl and Kejner suggested the work participation mentality (1965). Numerous experiments have been conducted in different working environments to explore personal and situational variables. From an organisational standpoint, researchers have identified job participation as a role player in encouraging employees (Lawler, 1986). It has also been recognised that employee engagement is the factor that gives businesses a competitive advantage (Lawler, 1992; Pfeffer, 1994).

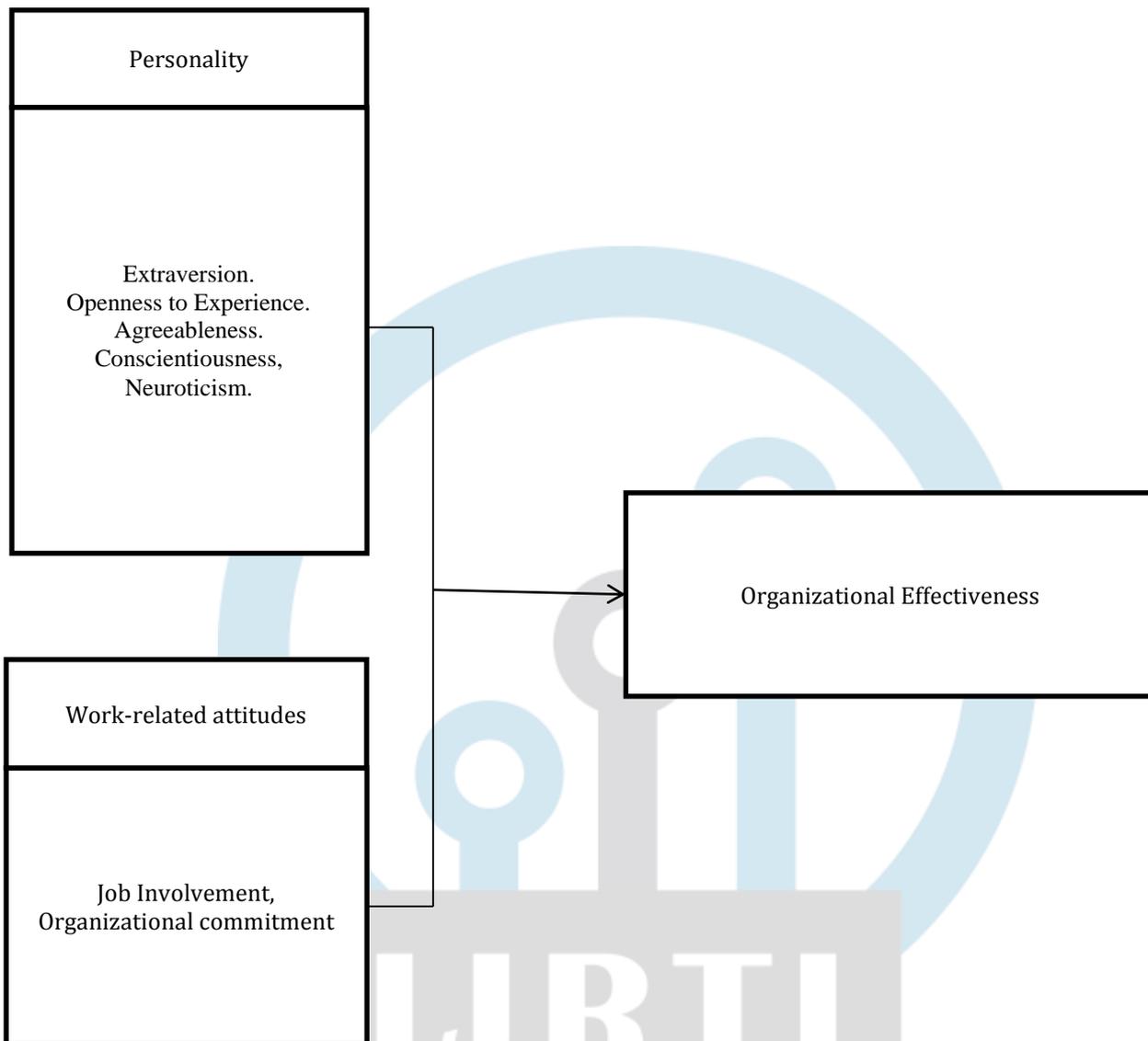
16. Workplace engagement is an essential aspect of employees' lives. Job practises take a long time to develop themselves as a major factor in the lives of the working class (Brown, 1996). People are influenced by it in one of two ways: it inspires them and keeps them continually involved in their work, or it makes them tired of doing the same job, causing them to want to emotionally and mentally separate themselves from it. Work commitment, on the other hand, is regarded as the most important factor for personal growth and job satisfaction in the workplace, along with motivational and goal-oriented conduct, according to individual perspectives (Hackman & Lawler, 1971; Khan, 1990; Lawler & Hall, 1970).

#### Organizational Commitment

17. The researchers have different ideas about what constitutes organizational participation (Cohen & Kirchmeyer, 1995; Dunham, Grube, & Castandeda, 1994; Hackett et al., 1994; Iverson & Roy, 1994; Jaros et al., 1993). The majority of the research scientists, on the other hand, believed that these factors were due to the dedicated behavioral sciences' behavioral and attitudinal commitment.

Organizational engagement is defined as an individual's affirmative affiliation with an organization; thus, the definition of organizational engagement may refer to a situation in which an employee's identity is with the organization and he or she wants to sustain that relationship in order to achieve the organization's goals. Positive organizational engagement (also known as attitude engagement) develops employees' loyalty to the business (Porter et al.,1974)

## IV. CONCEPTUAL



## V. CONCLUSION

By undertaking an in-depth literature review on the topic, the current conceptual research aims to add new information to the existing literature on personality and attitude. Overall, we find that this study accomplished its goals by defining the most common personality traits and attitudes among respondents, as well as how they affect organizational effectiveness.

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