

Effect of conscientiousness and agreeableness on job performance and emotional intelligence among Indian employees

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ABSTRACT

Personality has always been an important factor when it comes to hiring of employees in an organization. This study investigates effect of the two personality traits: Conscientiousness and Agreeableness on Job Performance and Emotional Intelligence. It is a quantitative research. The data was collected from 85 employees working in private or corporate sector in India. The result of this study confirms the hypothesis that there is a positive correlation between personality traits and job performance, emotional intelligence. The scales used to measure the variables are The Big Five Inventory 2-Short form (BFI-2-S) by authors Soto and John, Brief Emotional Intelligence Scale-10 (BEIS-10) by author Kevin Davies and Goodman & Svyantek (1999) Job Performance Scale by authors Goodman and Svyantek. Limitations and Scope for further research has been discussed.

Keywords: *Conscientiousness, Agreeableness, Personality, Emotional Intelligence, Job Performance*

This study aims to find out relations between personality traits (Conscientiousness and Agreeableness) with Job performance and Emotional Intelligence. Job performance is based on the tasks completed by an employee efficiently and the amount of value it puts on the organization, however it has a lot of external factors to it but the most innate one is personality trait of an individual. Performance is related to behavior and behavior to personality trait of an individual. Moreover, some researches such as Goldberg (1993) indicated persons personality traits are valid predictors for different dimensions of job performance. Job performance also depends on external factors such as workplace environment, incentives, intrapersonal relations, etc. Personality is considered as one of the important factors for evaluating the employee thus we can see a lot of organizations conducting personality tests for a particular job profile. The most widely used model of trait theory is Big Five Model which includes traits as Conscientiousness Agreeableness, Extraversion, Openness to Experience and Neuroticism. Traits are the building blocks of someone's personality and they are called traits only when consistency and permanence of that particular behavior is shown when it is needed. The study aims to put light on whether these traits influence an employee's job performance and also whether emotions play a role in this. Out of these five the following study will only measure the effect of

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Received: August 05, 2020; Revision Received: September 15, 2020; Accepted: September 19, 2020

Effect of conscientiousness and agreeableness on job performance and emotional intelligence among Indian employees

conscientiousness and agreeableness in Indian Employees as this hasn't been discussed a lot. Agreeableness means a person is soft-hearted, helpful, and trustworthy and Conscientiousness means a person is persistent, hardworking, organized. The other variable is Emotional Intelligence, according to Goleman, emotional intelligence involves the following elements: self-awareness, empathy, handling relationships, managing feelings, motivation. The definition of emotional intelligence by Peter Salovey and John Mayer is, 'the ability to monitor one's own emotion and other people's emotions, to discriminate between emotions and label them properly and to use emotional information to guide thinking and behavior'. So, to study how personality traits can impact emotional intelligence in workplace and are employees able to manage them in their job setting is another perspective to study in this paper. There are various researches done to support the objective of this paper. The Effect of Employee Personality on Organizational Performance: Study on Insurance Company by Baiduri Youshan (April, 2015). The paper aims to analyze personality in terms of employees in a Malaysian company. The researcher has tried to explain the problems faced by emotions and personality of a person on their performance, and the other one is Effect of Personality Traits and Emotional Intelligence on Leadership Effectiveness, June, 2010. By Ajai Pratap Singh, Avinash Pathardikar. This study talks about emotional intelligence and its effect on leadership effectiveness, the study was conducted on 140 Indians and the authors hypothesized that the five personality traits and emotional intelligence would significantly predict leadership effectiveness among IT professionals.

MATERIALS AND METHODS

Significance and Rationale

Job performance of employees has been very important for organizations these days. Job performance depends on a person's motivation, commitment and also his personality and his emotional make up as well. Personality trait is a concept which helps the individual as well as the company to understand or predict his capability at work. Employees working in a company are from different age groups some are new while some are quite experienced. So, this study might help us understand the relationship between Job Performance, Emotional Intelligence of employees working in Indian companies and also how personality traits have an impact on them.

Objective:

1. To study the relationship between Conscientiousness and Job Performance among Indian Employees.
2. To study the relationship between Conscientiousness and Emotional Intelligence among Indian Employees.
3. To study the relationship between Agreeableness and Job Performance among Indian Employees.
4. To study the relationship between Agreeableness and Emotional Intelligence among Indian Employees.

Hypothesis

- H1: There will be a positive correlation between Conscientiousness and Job Performance.
H2: There will be a positive correlation between Conscientiousness and Emotional Intelligence.
H3: There will be a positive correlation between Agreeableness and Job Performance.
H4: There will be a positive correlation between Agreeableness and Emotional Intelligence.

Effect of conscientiousness and agreeableness on job performance and emotional intelligence among Indian employees

Variables

Independent Variables: Conscientiousness and Agreeableness

Dependent Variables: Job Performance and Emotional Intelligence.

Control Variable: Age from 20 to 40 years.

Sample

The sample comprised of 85 employees ranging from 20 to 40 years of age working in private, corporate companies in India.

Data Collection

The collection of data was done through online social platforms. Questionnaire was formed in Google forms. The link was sent via email or social platforms. After the questionnaires were received, they were further used to analyze the result. Convenience sampling technique and snowball sampling technique was used.

Instruments:

Three scales were used in this study.

- 1. The Big Five Inventory 2-Short form (BFI-2-S)** The authors of this scale are John and Soto. It is a 30-item scale which has a scale from 1 to 5. Where; 1. Disagree strongly 2. Disagree a little 3. Neither agree nor disagree 4. Agree a little 5. Agree strongly. It measures all the 5 traits and also the facets. The internal consistency is adequate.
- 2. Brief Emotional Intelligence Scale–10 (BEIS-10)** The author is Kevin Davies. It is a 10 item scale which measures EI. It is a Likert scale from 1 to 5. One being strongly disagree to five being strongly agree. The scale has internal consistency reliability of 0.87 to 0.90. The tool also has good test-retest reliability.
- 3. Goodman and Svyantek (1999) Job Performance Scale.** The scale consists of 25 items, covering three dimensions of Job Performance, i.e. Altruism, Conscientiousness and Task Performance. The authors of this scale are Goodman and Svyantek.

The actual tool consists of a 7 point Likert Scale but the research uses a 5 point Likert Scale. The reliability statistics shows that 25 items possessed mean Cronbach's Alpha Coefficient up to 0.82 and mean Item-total Correlation up to 0.70, which is evidence of internal consistency. The inter scale correlations of the three dimensions of Job Performance scale show a 0.83, which is reliable. Similarly, the validity statistics also shows that the scale is defect free and it measures what it is supposed to.

RESULTS

The result for present research is given below in a table as well as graph format. The independent variables have been correlated with the dependent variable.

1. Relationship between Conscientiousness and Job Performance.

Table 1: Correlation between Conscientiousness and Job Performance.

Variables	Correlation Coefficient	Critical value (N-2)	Level of Significance
Conscientiousness and Job Performance	0.452168835	.217	0.05*

Effect of conscientiousness and agreeableness on job performance and emotional intelligence among Indian employees

Above table signifies the results for correlation between Conscientiousness and Job Performance. The correlation coefficient was found to be 0.452168835. It signifies that both the variables are highly correlated. It was found to be significant at a 0.05 level.

2. Relationship between Conscientiousness and Emotional Intelligence.

Table 2: Correlation between Conscientiousness and Emotional Intelligence.

Variables	Correlation Coefficient	Critical value (N-2)	Level of Significance
Conscientiousness and Emotional Intelligence	0.271100905	.217	0.05*

Above table signifies the results for correlation between Conscientiousness and Emotional Intelligence. The correlation coefficient was found to be 0.271100905. It signifies that both the variables are moderately correlated. It was found to be significant at a 0.05 level.

4. Relationship between Agreeableness and Job Performance.

Table 3: Correlation between Agreeableness and Job Performance.

Variables	Correlation Coefficient	Critical value (N-2)	Level of Significance
Agreeableness and Job Performance	0.271642328	.217	0.05*

Above table signifies the results for correlation between Agreeableness and Job Performance. The correlation coefficient was found to be 0.271642328. It signifies that both the variables are moderately correlated. It was found to be significant at a 0.05 level.

4. Relationship between Agreeableness and Emotional Intelligence.

Table 4: Correlation between Agreeableness and Emotional Intelligence.

Variables	Correlation Coefficient	Critical value (N-2)	Level of Significance
Agreeableness and Emotional Intelligence	0.23580505	.217	0.05*

Above table signifies the results for correlation between Agreeableness and Emotional Intelligence. The correlation coefficient was found to be 0.23580505. It shows a low level of correlation between the 2 variables. It was found to be significant at a 0.05 level.

DISCUSSION

The aim of the study was to find the effect of personality traits on job performance and emotional intelligence of Indian employee. The results for same have been mentioned above and the discussion follows here.

The first hypothesis states that there will be a positive correlation between conscientiousness and job performance which was accepted as the correlation between the two was high which was found to be significant at 0.05 level. Conscientiousness is a personality trait which reflects a tendency to be organized, hard-working and goal directed; these are the qualities which an organization looks in any employee before hiring them as it is highly related to job performance. Along with the trait the scale also measures various facets of it such as responsibility, organization and productiveness, as the employee performs well on an individual level it benefits the organization as a whole. The result is found to be consistent

Effect of conscientiousness and agreeableness on job performance and emotional intelligence among Indian employees

with the literature review that has been referred. For context Yasir Shahzad, (2011) studied the relation between these two variables which were found to be correlated.

The second hypothesis states that there will be a positive correlation between conscientiousness and emotional intelligence which was accepted as the correlation value was 0.271 which is significant at 0.05 level. Being emotionally stable is very important in a working environment as it affects an employee's work performance. People high in emotional Intelligence are tough minded and emotionally stable they don't let their emotions affect their decisions. That is why EI is positively related to Conscientiousness as the traits discussed above go hand in hand with an emotionally stable person. The result is backed up by the research from authors Cesar Douglas, Dwight D. Frink, Gerald R. Ferris (2004) the names of their paper is Emotional Intelligence as moderator of the relationship between conscientiousness and job performance.

The third hypothesis states that there will be a positive correlation between Agreeableness and Job performance which has a 0.2716 correlation value at a 0.05 level of significance. The hypothesis is accepted. Agreeableness personality trait is relevant in a working environment because they are better liked are more compliant and conforming. The facets which are measured by the scale are compassion, respectful and trust. Agreeable people are satisfied in their jobs and contribute to organizational performance by engaging in citizenship behavior (discretionary behavior that contributes to the psychological and social environment of the workplace). (Stephen P. Robbins, 2015). Employees who score higher in agreeableness have good interpersonal skills and teamwork and have lower levels of deviant behavior which helps them to be a better performer at work. However, agreeableness and job performance can vary depending on the sector and type of job. A person working in sales and is high on agreeableness will have a negative effect on job performance. As this research is conducted on employees working in private/corporate sectors agreeableness positively affects job performance.

The fourth hypothesis states that there will be a positive correlation between agreeableness and emotional intelligence which was accepted as there is a 0.23580505 correlation value at a 0.05 level of significance. Emotional intelligence is said to refer to "an ability to recognize the meanings of emotions and their relationships, and to reason and problem-solve on the basis of them" (Mayer, Caruso & Salovey, 2000). Employees who are emotionally intelligent are likely to adapt to change in the organization. Agreeable people have good relations as it is a characteristic trait to be a good listener and so it has a positive effect on emotional intelligence.

Limitations

1. This research is however subject to limitations, the first is the sample size. The sample size consisted of 85 people and the target population was employees working in private/corporate sectors. If the sample size would have been more than 100 the research could have generated more significant relationship between the variables.
2. Another limitation of the study is that the scale used to measure job performance was used as a self report scale and thus the difference can be found between how people perceive their own work versus how others perceive their work.
3. There was geographical constraint due to COVID-19 pandemic as the data collection was done online, due to social distancing and lockdown. It has also affected the emotional intelligence scale used in the research.

Effect of conscientiousness and agreeableness on job performance and emotional intelligence among Indian employees

Recommendation for further studies

Despite knowing the relationship between these variables, it is important to further explore this topic in Indian context because of India's diversity and culture. It is recommended to further explore the effect of personality traits by conducting a comparative research. Also comparisons can be made between genders, age groups and between different tier employees. Another factor that can be explored is the motivation, passion of an employee towards their work which affects their job performance.

CONCLUSION

The study generated results which will add to the subject of organizational psychology. The research was focused on studying the relationship between personality types and job performance and emotional Intelligence in Indian Employees. It was a quantitative research with a sample size of 85 people. The results found generated a positive correlation between the variables. The correlation analysis showed that there is high correlation between conscientiousness and job performance, which can be used as an important predictor to hire employees. Thus, studying these all variables or factors can give organization a fair idea of employee's behavior and can help the organization to retain employees conduct various workshops to enhance their work skills to uplift the company as a whole.

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Effect of conscientiousness and agreeableness on job performance and emotional intelligence among Indian employees

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Acknowledgements

I would like to thank my mother who has always supported me throughout this wonderful journey. Thank you for being my biggest fan, without you it would have been impossible. I would like to thank my HOD Prof. Tonmoy Holdar for showing faith and confidence in me. I am grateful towards my guide and my mentor Prof. Abhijeet Chore who has constantly given me his constructive feedback and attention to detail which has helped me produce this wonderful research in spite of the pandemic and all the hardships we are going through as a country. Thank you for everything. Lastly, I thank the almighty to give me the strength and intellect to complete this research.

Conflict of Interest

The author declared no conflict of interest.

Effect of conscientiousness and agreeableness on job performance and emotional intelligence among Indian employees

How to cite this article: Girme A. (2020). Effect of conscientiousness and agreeableness on job performance and emotional intelligence among Indian employees. *International Journal of Indian Psychology*, 8(3), 1035-1042. DIP:18.01.110/20200803, DOI:10.25215/0803.110