

## **Relationship between Personality Traits and Work Effectiveness: An Evidence of Employees in Electricity Generating Authority of Thailand (EGAT)**

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### **ABSTRACT:**

Personality plays a key role in organizational behaviour because the way that people think, feel, and behave affects many aspects of the workplace. In the workplace, personality also affects such things as motivation, leadership, performance, and work effectiveness. The more those people understand how personality in organizational behaviour works, the better equipped they are to be effective and accomplish their goals. The present study was designed to investigate the relationship between personality traits and work effectiveness in a sample of 1,026 employees in electricity generating authority of Thailand (EGAT) selected by stratified random sampling method. Using the two tools, the scale which measures the personality traits which based on the Big Five personality traits suggested by Goldberg's five-dimension personality model (1990) and Costa and McCrae's NEO personality inventory (1992) and the scale which measures the work effectiveness which confined to the basic assumption of Fred E. Fiedler's contingency theory (1997), the data was obtained. The descriptive statistics were used for data analysis i.e. percentage (%), mean ( ), and standard deviation (S.D.). The Analysis of Variance was used to test the difference between mean scores of personality traits and the work effectiveness rated by EGAT employees belonging to different groups of age, level education, and work experience. t-test (independent) was used to test the difference between mean scores of the personality traits and the work effectiveness rated by male and female EGAT employees. In order to find out the effect of personality traits on the work effectiveness, the Analysis of Variance was used. The Pearson Product Moment Correlation Co-efficient ( ) was employed for testing the relationship between personality traits and work effectiveness of EGAT employees. Through careful analysis, it was found that personality traits and work effectiveness of EGAT employees was at moderate level. Sex, age, level of education, and work experience did effect on the total mean scores of personality traits. Age, level of education did effect on the total mean scores of work effectiveness of EGAT employees whereas sex did not effect on the total mean score of work effectiveness. Personality trait did effect on the mean scores of work effectiveness. There was the significant positive relationship between personality traits and work effectiveness of EGAT employees.

**Keywords:** *Personality Traits, Work Effectiveness*

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The rapid change of globalization suggests that individuals must monitor global activities and take an active role in shaping their work effectiveness. In order to sustain the work effectiveness of organization and individual, knowledge, skills, values, interest and personality traits in human capital is required.

Personality plays a key role in organizational behaviour because the way that people think, feel, and behave affects many aspects of the workplace. In the workplace, personality also affects such things as motivation, leadership, performance, and work effectiveness. The more those people understand how personality in organizational behaviour works, the better equipped they are to be effective and accomplish their goals. Personality influences the people's willingness and ability to learn about the work effectiveness. It also affects the ability to adjust to new social and business environment, and to build successful relationships with employees and business partners. Personality traits are distinguishing qualities or characteristics that are the embodiment of an individual. Positive personality traits lead to achievement of goals and success.

## LITERATURE REVIEW

"Personality traits" is a complex of qualities and characteristics or the pattern of thoughts, emotions, and behaviour or acts of one people that is stable across time and many situations and seen as being distinctive to a group, nation, place etc. It is an enduring patterns of perceiving and thinking about the environment and oneself that are exhibited in a wide range of social and personal contexts and influence behaviour.

In the present study, personality traits refers to the typical pattern of thinking, feeling, and behaviour that make people unique which based on the Big Five personality traits suggested by Goldberg's five-dimension personality model (1990) and Costa and McCrae's NEO personality inventory (1992).

Contemporary psychologists have identified five core personality factors (the 'Big Five') that predispose people to behave in a certain way of work effectiveness. The Big Five personality factors are:

- ❖ Openness to Experience: It is the degree to which a person is curious, original, intellectual, creative, aesthetic sensitivity and open to new ideas. The people with high scores in openness to experience reflect in a strong intellectual curiosity and a preference for novelty and variety. They seem to thrive in situations that require flexibility and highly motivated to learn new skills and new things.
- ❖ Conscientiousness: The people with high scores in conscientious tend to be reliable, well-organized, self-disciplined, and careful. Successful conscientiousness tends to have a higher ability to manage complex tasks successfully.
- ❖ Extroversion: It describes the amount of interaction with the external world. Extroverts enjoy being with people, they tend to be action-oriented and are often perceived as being enthusiastic and full of energy. Successful extraversion tends to have a greater natural ease with interacting effectively with colleagues and employees who are of different nationalities.
- ❖ Agreeableness: Agreeable individuals value cooperation, social harmony and getting along with others. Successful agreeableness tends to adjust to an environment more easily, to

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deal with conflict more effectively, to be less competitive, and to have greater success when working with others group of colleagues.

- ❖ Neuroticism or Emotional Stability: This is the ability to cope with stress. Successful emotional stability tends to be less easily upset, they have a greater ability to cope with unexpected challenges, and they tend not to hold on to negative feelings for a long time.

“Work effectiveness” is the ability to achieve the expected results of work or the degree to which a set of goals or objectives are achieved on specific requirements and the targeted problems are resolved. The indicators of the work effectiveness are focused on measuring the changes in outcomes that reflect the volume of productivity growth.

The work effectiveness in this study was based on the basic assumption of Fred E. Fiedler’s contingency theory (1997). It was classified into two aspects: (1) The “group’s effectiveness” is the ability of employees and employees in working together with good atmosphere in the group beneficial to attain the target of work. (2) The “Individual’s effectiveness” is the ability of each individual in using knowledge and experience to work in order to persuade his staff member to perform the work as targeted.

The Current Study Is Attempted To Investigate The Relationship Between Personality Traits And Work Effectiveness Of Egat Employees. The Results Of The Study Are Expected To Be The Sources Or Information Which May Lead To Increase The Level Of Personality Traits And Work Effectiveness Of Employees In Any Organization. This Study Hopes To Support The Organization In Implementing The Improvement By Identifying Specific Personality Traits That Will Increase The High Level Of Work Effectiveness And Have A Positive Influence On Employees’ Performance And Organizational Productivity.

### **OBJECTIVES OF THE STUDY**

The major objectives of the current study were to examine as follow:

- (1) To study the personality traits and the work effectiveness of EGAT employees.
- (2) To study the difference between mean scores of personality traits and work effectiveness of EGAT employees belonging to different groups of sex, age, level of education, and work experience
- (3) To study the effect of personality traits on the mean scores of work effectiveness of EGAT employees
- (4) To study the relationship between personality traits and work effectiveness of EGAT employees.

### ***Variables Of The Study***

In order to determine the difference between mean scores of personality traits and work effectiveness rated by EGAT employees belonging to independent variables (i.e. sex, age, level of education and work experience), the personality traits and work effectiveness were the dependent variables of the study. For finding out the effect of personality traits on the work effectiveness by studying the difference between mean scores of the work effectiveness rated by EGAT employees belonging to different groups of personality traits, the work effectiveness was the dependent variable of the study.

### ***Research Questions***

The researcher notes the following four main researches to be answered:

- (1) What is the level of personality traits and work effectiveness of EGAT employees in total group of sample and classified into different groups of independent variables?
- (2) Is there the significant difference between mean scores of personality traits and work effectiveness rated by EGAT employees belonging to different groups of sex, age, level of education, and work experience?
- (3) Is there the significant effect of personality traits on the work effectiveness of EGAT employees?
- (4) Is there the significant relationship between personality traits and work effectiveness of EGAT employees?

### ***Hypotheses Of The Study***

Three main null hypotheses were framed for this study.

- (1) There will be no significant difference between mean scores of personality traits and work effectiveness rated by EGAT employees belonging to different groups of sex, age, level of education, and work experience.
- (2) There will be no significant effect of personality traits on the mean scores of work effectiveness of EGAT employees.
- (3) There will be no significant relationship between personality traits and work effectiveness of EGAT employees.

### ***Research Design***

The descriptive research (survey method) was designed to address the level of personality traits and work effectiveness of EGAT employees and to find out the effect of personality traits of EGAT employees on the mean scores of work effectiveness. This study also aimed to examine the relationship between personality traits and work effectiveness of EGAT employees.

### ***Research Instruments***

Two tools were used in this study. The first tool, the scale which measures the personality traits of EGAT employees. It confined to the personality traits which based on the Big Five personality traits suggested by Goldberg's five-dimension personality model (1990) and Costa and McCrae's NEO personality inventory (1992). This tool consisted of 100 statements and divided into five parts. The first 25 statements focus on openness to experience. Statements 26-46 focused on conscientiousness whereas statements 47-68 and statements 69-86 focused extraversion and agreeableness. The final 14 statements are relevant to neuroticism. Each statement has five levels of agreement i.e. "strongly agree" or "agree" or "uncertain" or "disagree" or "strongly disagree".

The second tool, the scale which measures the work effectiveness was constructed by the researcher. It confined to the basic assumption of Fred E. Fiedler's contingency theory (1997). This tool consisted of 80 statements. The first 40 statements concerned to the group's effectiveness whereas the other 40 statements related to the individual's effectiveness. Each statement in the scale has five levels of agreement i.e. "strongly agree" or "agree" or "uncertain" or "disagree" or "strongly disagree".

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The Item-Test Correlation ( $r_{xy}$ ) was applied for establishment of validity of the two scales. The scale which measures the personality traits obtained the validity index ( $r_{xy}$  value) between 0.62 - 0.83 whereas the scale which measures the work effectiveness obtained the validity index ( $r_{xy}$  value) between 0.61 - 0.83, which indicated excellence level.

*t*-test was used to establish the discrimination index of the two tools. It was found that the scale which measures the personality traits and the scale which measures the work effectiveness obtained the *t*-value greater than 1.96 which given statements differentiated between upper group and lower group.

Test-retest method was used to establish the reliability of the tools. The scale which measures the personality traits and the scale which measures the work effectiveness were found the correlation efficient ( $r_{xy}$ ) = 0.90.

### ***Population And Sample Of The Study***

Population of the present study was the employees in Electricity Generating Authority of Thailand (EGAT) in the year 2014-2015. 1,026 EGAT employees were selected by stratified random sampling method to be the sample of the study.

### ***Data Analysis And Statistics Used***

The descriptive statistics were used for data analysis i.e. percentage (%), mean ( $\bar{X}$ ), and standard deviation (S.D.). The Analysis of Variance (ANOVA) was used to test the difference between mean scores of personality traits and work effectiveness rated by EGAT employees belonging to different groups of age, level education, and work experience. t-test (independent) was used to test the difference between mean scores of the personality traits and the work effectiveness rated by male and female EGAT employees. For finding out the effect of personality traits on work effectiveness of EGAT employees, the Analysis of Variance (ANOVA) was applied. The Pearson Product Moment Correlation Co-efficient ( $r_{xy}$ ) was used for testing the relationship between personality traits and work effectiveness of EGAT employees.

## **MAJOR FINDINGS**

The results of the present study were found as follow:

(1) The personality traits of EGAT employees was at moderate level.

Sex did effect on the mean score of personality traits of EGAT employees in total score and in the dimensions of openness to experience, conscientiousness, extraversion, and agreeableness. Male employees obtained greater mean score on personality traits than that of female employees. Sex did not effect on the mean score of personality traits of employees in the dimension of neuroticism.

Age, level of education, and work experience did effect on the mean scores of personality traits of employees in total score and indifferent dimensions. The employees with older age obtained greater mean score on personality traits than that of the employees with younger age. The employees with higher level of education obtained greater mean score on personality traits than

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that of the employees with lower level of education. The employees with more years of work experience obtained greater mean score on personality traits than that of the employees with less years of work experience.

(2) The work effectiveness of EGAT employees was at moderate level.

Sex did not effect on the mean score of work effectiveness of employees in total score and indifferent aspects.

Age, level of education, and work experience did effect on the mean scores of work effectiveness. The employees with older age obtained greater mean score on work effectiveness than that of the employees with younger age. The employees with higher level of education obtained greater mean score on work effectiveness than that of the employees with lower level of education. The employees with more years of work experience obtained greater mean score on work effectiveness than that of the EGAT employees with less years of work experience.

(3) Personality trait did effect on the mean scores of the work effectiveness in total score and in different aspects. The employees belonging to higher group of personality traits obtained greater mean score on work effectiveness in total score and in different aspects than that of the employees belonging to lower group of personality traits.

**Table 1 shows the summary of the results of ANOVA for the work effectiveness rated by EGAT employees belonging to different levels of personality traits**

Source Of Variance	DF	Ss	Ms	F-Test
Between Group	2	487.88	243.94	204.99**
Within Group	1023	1214.22	1.19	
Total	1025	1702.10		

F-test significant at 0.05 level of confidence = 2.99

F-test significant at 0.01 level of confidence = 4.60

\*\* = Significant at 0.01 level of confidence

From table 1, it reveals that the *F – ratio* on ANOVA of the work effectiveness rated by EGAT employees belonging to different groups of level of personality traits (i.e. high, moderate, and low) is 204.99 which is significant at 0.01 level of confidence. Hence, it can be concluded that personality traits do effect on the mean score of the work effectiveness of EGAT employees.

(4) There was the significant positive relationship between personality traits and work effectiveness in total score and in different aspects. The sign of the correlation coefficient shows that if the personality traits increase, the work effectiveness in total score and in different aspects also increases. On the other hand, if the personality traits decrease, the work effectiveness in total score and in different aspects also decreases.

## **CONCLUSIONS**

The results of the present study show that the personality traits has been considered as an important factor related the work effectiveness. The right personality traits can provide the better effectiveness in organization. It is to be suggested that EGAT employees are needed to be improved their personality traits into a high level. The employees with younger age, low level of

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education, and less year of work experience should be focused for the improvement of the higher level of personality traits.

In order to improve the degree of openness of experience, EGAT employees should be encouraged to create the new and different ideas, actions, feelings, and values. EGAT employees should be improved the degree to which they are organized, systematic, punctual, achievement-oriented, and dependable for the better level of conscientiousness.

If EGAT employees want to be highly on the extraversion, they should be improved the degree to which they are outgoing, talkative, sociable, and enjoys socializing. EGAT employees should be encouraged to improve to the high degree of agreeableness who are the person with affable, tolerant, sensitive, trusting, kind, and warm.

Finally, EGAT employees should be developed to high degree of emotion stability who are the person with low in anxious, irritable, temperamental, and moody.

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### ***Conflict of Interest***

The author declared no conflict of interest.

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