Impact of Personality Traits and Paternalistic Management Style on Job Performance of Employees in Pakistan

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Abstract

Different personalities and management style affect the performance of the employee. The study aims to investigate the impact of personality traits on the job performance. The five personality traits are self-esteem, openness to experience, extraversion and emotional stability. The study also explores the relationship between paternalistic management style and the job performance. A purposive sample of 199 respondents from telecommunication Sector of Pakistan is selected for the study. The result reveals that personality traits of extraversion, optimism and emotional stability and management style of paternalistic approach positively and significantly relates to employee’s job performance.

Keywords: big-five personality, paternalistic management, job performance, optimism, extraversion

INTRODUCTION

As we know, that global competition is getting tough day by day, the survival of an entity is a very important element to question in the field of business. The performance of the workers is affected by different personalities and management style. Personality research has strived to describe and forecast the performance of people conferring to their personalities. Organizations depend more on working groups and teams to achieve their goals, as they progress, and people struggle to be more complicated and multidimensional. These working groups embrace participants who present their individually variant characteristics. Features of personality, intrinsic outlooks or attributes learned are an integral and distinct part of every individual, which encompasses and instigates a series of cluster procedures.

People with different personality traits perceive and handle the situation differently (Stewart & Barrick, 2004). Personality traits can encourage perceptions, views, minds, motivations and conduct inclination in various phases of the processes and performance of the work group. According to (Guilford, 1959) the personality trait is a hallmark, relatively long-lasting way in which an individual differs from others while other researchers we believe personality traits denote to characteristics, Models of thinking, emotion and lasting conduct. Which are balanced over time and that describe behavior of people in diverse situations (McCrae & Costa Jr, 1989). Big five model has made defining personality empirically quite easier, dimensions or traits. The personality trait theory is successful like other theories in forecasting behavior steadily in the office (Paunonen & Ashton, 2001). Personality trait illustrates that are five different personality traits. The 5 dynamic factors consist of extroversion, emotional instability, openness, self-esteem and optimism that are defined by a series of constitutive traits (Hough, 1992). Previous literature has indicated a relationship of big-five personality with job performance (Hurtz & Donovan, 2000). However, there is no research which relates the five personality types with job performance in Pakistan.

Many of the past researches have determined the relationship among personality traits with conflict and job performance. We also focused on the management style that is paternalistic leadership as how individual intend to behave in specific management style determines their performance. Consequently, we examine relationship among personality traits and performance of single worker that we purpose personality traits and management style determines the performance. The management styles are also expected to influence job performance. Subsequently we purpose the moderate relationship of personality traits and performance. Ayub, AlQurashi, Al-Yafi, and Jhun (2017) recommended that the structure of the job or management styles may concerned with job performance and could be explored in the future. Paternalistic leaders get worried about their employees wellbeing. They are more like to tolerate mistakes of their employees and instead of reprimending them they would inspire them to correct mistakes. Moreover they would protect their employees against harm. They would also help them in career and job tasks (Chen, Eberly, Chiang, Farh, & Cheng, 2014).

The study investigated that personality traits ought to be examined with details concentrations of each trait may have various impact on job performance and results. Emotional stability was positively related in the direction of job performance. The rest of traits in the big five model were associated to definite professions. This means that there is a relationship among personality traits and job performance and the job...
performance may vary among distinct management styles (Barrick, 2005). Tjosvold, Wong, and Feng Chen (2014) have provided a literature on openness to experience (OTE) individual are open-minded and such people not only tolerate things but also discuss issues to maintain the performance. Paternalistic leaders are somewhat like parents. They treat their subordinates as family members. Not only they help them at office, they are also concerned about their family and financial issues (Farh, Liang, Chou, & Cheng, 2008).

LITERATURE REVIEW

Murphy (1989) defined job performance as a set of behaviors that are linked with organization goals the person is working in. Many studies are done in several sectors which shows there is linkage between job performance and conflict roles (Babin & Boles, 1998). In scientific discipline, the modern researchers have given a lot of importance to the 5 personality traits and characteristics which hold them. Binti Rusbadrol, Mahmud, and Aril (2015) said, personality traits extroverts, openness, emotional instability, optimism and self-esteem are significantly related with job performance (Klang, 2012) research on tele sales employees suggested that there is correlation between Extroversion, Conscientiousness and Emotional instability with the job performance. Chu, Lee, Huang, and Lin (2013), says in their studies that Extroversion and Conscientiousness had a substantial effect on job performance, whereas emotional instability and openness do not impact on job performance. The results stated that extraversion and conscientiousness as well as extraversion had role to shape job performance. In Ongore (2014) study, OTE and Agreeableness influence job engagement.

Self-esteem and Job performance

Kuster, Orth, and Meier (2012) stated in their study that high self-esteem individuals do better work and give outcomes, and people with low self-esteem depends on others and face difficulty in making decisions. Rosenberg (1965) defined self-esteem as a one’s complete evaluation of worth or value. It’s the assembling of individual’s attitudes towards himself. The results from the research Akgunduz (2015) stated there is not at all significant effect of self-esteem on job performance in different fields like service occupations, but high self-esteem helps perseverence after failure and can be cooperative in some job contexts. It means that self-esteem is developed when employee’s work standards are tied with their attitudes. Though, it should be kept in mind that self-esteem of some persons is affected by many persons from their previous, including tutors, coworkers, contemporaries to additional community clusters together with they are connected (Osborne, 1997).

H1: Self-esteem is positively related to Job performance

Optimism and Job Performance

Optimism is the most constant personality trait associated with positive outlooks concerning upcoming future measures. Optimists people are confident for the best outcomes, contrary to pessimists; they believe & wait for worst effects to occurred (Scheier & Carver, 1985). To achieve the organizational objectives, optimism should be the best atmosphere. Employees perform well and make performance because of optimistic thinking(Jabbar, Nawaz, Rehman, Bhatti, & Choudhary). Every organization gives importance to create good relations among the employees and towards employees also. The perfect leadership style changes the level of employee’s performance by motivating them and giving safe environment. Career success is due to the optimism and work management.

Optimism effect workplace performance and it’s the most important trait and known as high performers (Hart & Holmstrm, 1986). Grove and Heard (1997) said that athletes give out performance because of optimism and importance was also given. The athletes of different players and individual games were stood up to from the skilled research helpers and they were forced to take part in study. Positively optimistic was linked to the habit of problem-centered and negatively linked with the use of emotion focus tactics (Carver, Scheier, & Weintraub, 1989). It’s simple on the road to build relationship among optimism and employee performance naturally, this relationship is not studied too much. Performance is positively linked with optimism (Kluemper, Little, & DeGroot, 2009).

H2: Optimism is positively related to Job performance

Openness to Experience and Job performance

This trait affects performance paths by its impacts on individual’s core inspiration to learn. Though, persons with openness are not responsible more than less individuals of openness, they perform good behaviors and present min-sets that give long-run attainment of information and skills (Ackerman & Rolfhus, 1999). For example, when the less OTE colleagues and high OTE individuals are compared, high open individuals discover the surroundings and find new methods of performing things (Costa Jr & McCrae, 1992). Moreover, highly openness to individuals implement a learning goal positioning, which is linked with the greatly adaptive design to respond that contains the challenges of the goal setting, usage of more essential learning tactics, greater level of work and planning, and better advice seeking behavior (Payne, Youngcourt, & Beabien, 2007).

The influence of OTE and job performance is examined by Thoresen, Bradley, Bliese, and Thoresen (2004). They stated that OTE is positively linked to performance which increased for an illustration of 48 sales employees that have given an innovative product to introduce and their performance was measured each 3 months in a year. Therefore, it is hypothesized that

H3: OTE is positively related to Job performance

Extraversion and Job performance

Extravert individuals show interest in interacting with people close to them and are generally frank. They are social, cheerful, they love to have others attention in parties and social gatherings. Those people like to go out, party hard, celebrate, meet different people and often get bored when there is no one to accompany them. They appreciate the company of others and hate being alone. Chu et al. (2013) says in his studies that Extroversion and Conscientiousness had a substantial effect on job performance, whereas emotional instability and openness do not impact on job performance. The results stated that extraversion and conscientiousness traits somewhat mediate the relationship between job performance. A study conducted by Lounsbury et al. (2012) examined key personality traits and carrier satisfaction of client service employees. extraversion was positively related to career satisfaction. Therefore it is hypothesized that

H4: Extraversion is positively related to Job performance

Emotional Stability and Job Performance

Emotional instability or neuroticism is the disposition to experience negative feelings. Those who are highly neurotic tends to experience a anxiety, anger or depression. In addition they are likely to experience a
Paternalistic Management style and job performance

Podolny, & Sullivan, 2008

relationships to act out in the dealings of the groups structure in employees’ collaborations letting behaviors of clan decre
how the individuals of the teams cooperate with one other, ideas.
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Tian & Sanchez, 2017

If the communication is closed which really hinders the different culturally groups of showing their imaginative ability, then a matter comes; which requirements under which employees of will different culturally teams can communicate more freely with other persons? We have taken the help from benevolent paternalistic leaders, and these leaders show a management style common by Chinese perspectives (Chen et al., 2014). Generous leaders care for their subordinates, relate to their job and their own welfare, accept the mistakes of subordinates, help them in doing their work properly, take care of them, provide them training and mentoring, and take care the development of the career of the subordinates (Farh et al., 2008). Therefore, leaders who are paternalistic not only affects in a way employee behave with the leader but also in a way employee behave more nicely in the organization. Employees having generous paternalistic leaders can give more innovative ideas (Tian & Sanchez, 2017), stating they give the subordinates the safe environment in which they explore their creative ideas. We can assume that leadership with paternalistic will affect how the individuals of the teams cooperate with one other, decreasing the negative intercultural variety on openness of communication. A leader’s behavior of paternalistic make structure in employees’ collaborations letting behaviors of clan relationships to act out in the dealings of the groups (Morris, Podolny, & Sullivan, 2008).

H5: Emotional Stability is positively related to job performance.

Paternalistic Management style and job performance

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H6: Paternalistic management style is positively related to Job performance

The research framework is shown in fig. 1.

Fig. 1: Research Framework

RESEARCH METHODOLOGY

The data was collected using survey from two telecommunication organizations of Islamabad, Pakistan. We have taken these organizations because there are many employees who interacts with the customers on daily basis to examine their personality traits that we are debating in our work. The target respondents were 250 in all our study and 199 questionnaires were properly filled and returned

Instruments

Extrovert (α = .834), emotional instability (α = .762) and openness to experience (α = .894) is measured by BFQ-C (Barbaranelli, Caprara, Rabasca, & Pastorelli, 2003). It consists of 13 question of each construct. All items were fastened on five-point Likert like scale (1 = almost never to 5 = almost always). Optimism is measured by a scale developed by Scheier and Carver (1985) This scale of measurement consists of 12 questions. All items were replied on five-point Likert scale that starts from 1 = strongly disagree to 5 = strongly agree (α = .805). Self-esteem is measured by a 13 item scale of Robson (1989). All the items were measured by five-point Likert scale that ranges from 1 = strongly disagree to 5 = strongly agree (α = .954). Paternalistic management style is measured by scale developed by Cheng, Chou, and Farh (2000). This scale of measurement consists of 4 questions. All the items were measured by five-point Likert scale that ranges from 1 = strongly disagree to 5 = strongly agree (α = .787). Job Performance is measured by a 12 items scale of Williams and Anderson (1991). This scale of measurement consists of 21 questions measured on five-point Likert scale that ranges from 1 = strongly disagree to 5 = strongly agree (α = .853).

ANALYSIS

Regression and correlation analysis in SPSS (Statistical Package Social Science) analytical technique is used for compiling data after collection and coding. The data which was collected through questionnaire, analyzed by using descriptive statics.

Demographics

We have collected data from 199 respondents from which 103 are males and its percentage is 51.8% of the total size. Females are 96 and its percentage is 48.2% of the total size. We demonstrated our best to sustain the gender respondents should stay equal in the numbers but due to small number of females than males in these organizations because due to cultural behavior most of the females did not fill the questionnaire. The respondents with experience of 1-5 years are total 40 in number which is about 20.1% of total sample size. The respondents with experience of 6-10 years are total 91 in number which is about 45.7% of the total sample size. The respondents with experience of above 10 years are total 68 in number which is 34.2% of the total sample size. The respondents with low level are 54 with 27.1% of the total sample size. The respondents of middle level are 114 with 57.3% of the total sample size. The respondents of top level are 31 with 15.6% of the total sample size. The number of respondents with bachelor’s degree is at the top in number. They are 114 in total with 57.3%. After that respondents with master’s degree is at the second number. They are 58 in total with 29.1%. The respondents with intermediate degree are on the third number. They are 27 in total with 13.6% of the total sample size. In this table, age group 16-24 is on the first with 13.6%, second is the age group 25-35 with 65.8%, third is the age group 36-46 with 19.6%, forth is the age group 47-57 with 1.0% of the total sample size which is 199.

Correlation Analysis

RESEARCH METHODOLOGY

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The results of correlation shows that except for paternalistic management style and personality trait of extraversion, all other dependent variables are positively and significantly correlated to job performance.

Table 1. Correlation table

| Variable     | 1     | 2     | 3     | 4     | 5     | 6     | 7     |
|--------------|-------|-------|-------|-------|-------|-------|-------|
| Job performance | 1     |       |       |       |       |       |       |
| Paternalistic  | .415  | 1     |       |       |       |       |       |
| Extraversion   | .813  | .319**| 1     |       |       |       |       |
| Openness      | .739**| .338**| .907**| 1     |       |       |       |
| Self-Esteem   | .352**| .171  | .370**| .334  | 1     |       |       |
| Optimism      | .333**| .295**| .336  | .370**| .657**| 1     |       |
| Emotional     | .178* | .247**| .243**| .270**| .373  | .853**| 1     |

Regression Analysis

Two models were tested. First we input only personality independent variables. in this model the value of R Square show that these variables explain 68.7% of job performance. By adding paternalistic management style, this values goes to 71.1%. In both cases the model was a perfect fit.

Table 2. R square and F values

| Model | $R^2$      | Adjusted $R^2$ | F    | Sig. |
|-------|-----------|---------------|------|------|
| 1     | .69       | .68           | 84.54| .00  |
| 2     | .71       | .71           | 78.54| .00  |

1. Predictors: (Constant), SET, EXT, EST, OPEN, OPT
2. Predictors: (Constant), SET, EXT, PAT, EST, OPEN, OPT

The results of model 2 shows that extraversion, optimism, emotional stability as personality traits and paternalistic management style are positively and significantly related to job performance. Therefore H2, H4, H5, and H6 are accepted. H1 and H3 are not accepted.

Table 3. Regression coefficients for two models

| Variable    | Model 1 | Model 2 |
|-------------|---------|---------|
| (Constant)  | 1.31    | 1.15    |
| Extraversion| 0.69    | 0.68    |
| OTE         | -0.04   | -0.06   |
| Self-Esteem | -0.07   | -0.05   |
| Optimism    | 0.30    | 0.26    |
| ES          | -0.21   | -0.20   |
| Paternalistic| -0.21 | 0.10    |

OTE = Openness to Experience, ES = Emotional Stability

DISCUSSION

The purpose of the study is to study the impact of personality traits and management style on job performance. A sample size of 199 employees is used from telecommunication organizations from Islamabad and Rawalpindi. Main reasons to choose this sample is of telecommunication organization is that, there is more interactions with the service sector organization and there is always change in the nature job whole requirement and nature of the job. Due to which individuals of different personality traits are required. The results of present study depict that the middle level employees of telecommunication sector in Islamabad and Rawalpindi areas, job performance is affected by the personality traits due to management style. It is found that middle level employees well performed and as they perceived their management in highly paternalistic that is why they feel encourage and motivated. Thus, positive work attitude such as low turnover and better performance arise. Hence due positive management style employees are unable to quit their jobs, and this leads them towards involving themselves perform well at their workplace.

Personality trait extrovert is significantly related with job performance. These findings were in line with previous literature (Barrick, Parks, & Mount, 2005; binti Rusfadrol et al., 2015). Personality trait emotional instability is significantly related with job performance. There is correlation between emotional instability with the job performance. These findings were in line with previous literature (Klang, 2012). The researchers propose that optimistic employees perform well, make performance because of optimistic thinking, create good relations and manage the work properly. Optimism effect workplace performance and it’s the most important trait and known as high performers (Hart & Holmstrm, 1986). Employees having paternalistic leadership are gratified with their job, are loyal to the organizations, are trustworthy with them, and have greater job performance. Paternalistic leadership contains the employees do not go behind their work and connect in the organization’s social responsibility behaviors (Chen et al., 2014; Cheng et al., 2000; Farh et al., 2008). However our study could not find a significant relationship between self esteem and job performance and between OTE and job performance.

In case of applied impact, the study proposes that managers try to be able to recognize the theoretic hypothesis through the research results linked to impact of personality trait and the management style on the performance of the employees. There should not be favoritism and biasness between the employees working in the organizations. However, the present study discloses that personality traits displayed by individuals can lead to increase the performance of the job. However, the study strained to establish a detailed understanding of the processes taken place under relationship among personality traits, job performance and paternalistic as a management style in the organization.

LIMITATIONS AND FUTURE RESEARCH RECOMMENDATIONS
The present study is one of the many efforts to examine the relationships between personality traits, job performance, and management style which is paternalistic. A greater chance for the research in the field of personality traits and job performance. Evaluates were created on the many dimensional methods of traits of personality and job performance. Future research may classify a way that includes an addition of few more elements that are heading in relation to the personality traits and job performance. For example, other personality traits, pay structures, work environment, self-control and empowerment of the employees.

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