



VAASAN AMMATTIKORKEAKOULU  
UNIVERSITY OF APPLIED SCIENCES

Rakshya Khadka(e2202738)

# Impact of Personality Dimension on Employee Job Performance: with Reference to selected Nepalese Banks

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VAASAN AMMATTIKORKEAKOULU

UNIVERSITY OF APPLIED SCIENCES

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## ABSTRACT

Author	Rakshya Khadka
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Employee Personality has been regarded as one of the most essential aspects in assessing employee success in an organization. However, research on employee personality dimensions has been relatively narrow in scope and frequently failed to link with job performance. So, this research explores the gap using descriptive and causal-comparative research designs, providing theoretical and practical solutions. The basic data used in the study was obtained from a random sampling technique and a questionnaire from respondents working at different banks in Kathmandu. Based on the research, all five components of the personality dimension, openness to experiences, conscientiousness, extraversion, emotional stability, and agreeableness, are identified as important and strongly correlated variables with how well employees perform their job responsibilities.

The research findings reveal that among the five components of personality, the most substantial variables for employee performance are conscientiousness and emotional stability, which are related to better work output as they exhibit the highest regression coefficient value. The weakest one is extraversion because of its lowest regression coefficient, though it contributes to the success of certain job functions. The study suggests enhancing employee performance by focusing on practical personality attributes. Further, personality growth practices should be incorporated across all aspects of human resource management for better performance. It also helps freshers and new graduates to choose a job that suits their personality. Similarly, Future research might build upon these findings by looking at other personality variables and expanding studies to different industries and places.

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Keywords: Employee Personality Dimension, Commercial Banks, Employee Performance, variables

## CONTENTS

LIST OF TABLES .....	6
LIST OF FIGURES .....	7
LIST OF ABBREVIATIONS.....	8
1 INTRODUCTION .....	9
1.1 Background and Importance .....	9
1.2 Problem Statement .....	11
1.3 Objectives of Study .....	12
1.4 Research Questions .....	12
1.5 Research Hypothesis .....	13
1.6 The Rationale of the Study .....	13
1.7 Limitations of the Study .....	14
2 LITERATURE REVIEW AND CONCEPTUAL FRAME.....	15
2.1 Conceptual Review .....	15
2.1.1 Employee Performance:.....	16
2.1.2 Extraversion .....	16
2.1.3 Openness to Experience.....	18
2.1.4 Emotional Stability .....	19
2.1.5 Agreeableness .....	20
2.1.6 Conscientiousness.....	22
2.2 Review of Previous Study.....	23
2.3 Research Gap .....	25
2.4 Conceptual Framework.....	26
3 RESEARCH METHODOLOGY.....	28
3.1 Research Design .....	28
3.2 Population and Sample .....	29
3.3 Instrumentation .....	30
3.4 Data Collection Procedures .....	31
3.4.1 Primary Data Collection .....	31
3.4.2 Secondary Data Collection .....	32

3.5	Statistical Analysis.....	32
3.5.1	Descriptive Statistics .....	32
3.5.2	Correlation Analysis .....	33
3.5.3	Regression Model.....	33
4	RESULTS AND DISCUSSION .....	34
4.1	Results .....	34
4.2	Respondent's Profile .....	34
4.2.1	Gender Profile of Respondents.....	35
4.2.2	Age Distribution of Respondents.....	35
4.2.3	Respondent's Profile by Work Experience .....	36
4.2.4	Respondent's Profile by Position .....	37
4.3	Reliability Test .....	37
4.4	Descriptive Analysis of Variables.....	39
4.4.1	Extraversion .....	39
4.4.2	Openness to Experience.....	40
4.4.3	Emotional Stability .....	41
4.4.4	Agreeableness.....	42
4.4.5	Conscientiousness.....	43
4.4.6	Job Performance .....	43
4.5	Relationship between Personality Dimension and Job Performance .....	44
4.6	Impact of Personality Dimension on Job Performance .....	46
4.6.1	Regression Analysis.....	46
4.6.2	Multiple Regression Model.....	46
4.7	Hypothesis Testing Result and Summary .....	50
4.8	Major Findings and Discussions.....	52
5	CONCLUSION AND IMPLICATIONS .....	56
5.1	Conclusion.....	56
5.2	Implications.....	57
5.2.1	Theoretical Implications.....	57
5.2.2	Practical Implications .....	58

5.2.3	Implications for Future Research .....	59
6	REFERENCES.....	60
7	APPENDIX.....	66
8	ANNEXURE .....	79

**LIST OF TABLES**

<b>Title</b>	<b>Page No.</b>
Table 1 Frequency Distribution of Respondents based on Gender.....	35
Table 2 Frequency Distribution of Respondents based on Age.....	35
Table 3 Frequency Distribution of Respondents based on Work Experience .....	36
Table 4 Frequency Distribution of Respondents Based on Position.....	37
Table 5 Reliability Test using Cronbach’s Alpha Coefficient .....	38
Table 6 Descriptive Statistics of Extraversion .....	39
Table 7 Descriptive Statistics of Openness to Experience .....	40
Table 8 Descriptive Statistics of Emotional Stability.....	41
Table 9 Descriptive Statistics of Agreeableness.....	42
Table 10 Descriptive Statistics of Conscientiousness .....	43
Table 11 Descriptive Statistics of Job Performance .....	43
Table 12 Correlation Analysis.....	44
Table 13 Model Summary .....	47
Table 14 ANOVA .....	47
Table 15 Coefficients.....	48
Table 16 Summary of Results for Hypothesis .....	50

**LIST OF FIGURES**

<b>Title</b>	<b>Page no.</b>
Figure 1: Conceptual Framework .....	27

**LIST OF ABBREVIATIONS**

AG	Agreeableness
ANOVA	Analysis of Variables
CO	Conscientiousness
EP	Employee Performance
ES	Emotional Stability
etc	Etcetera
EV	Extraversion
FFM	Five Factor Model
HR	Human Resource
KPI	Key Performance Indicators
N	Number
SD	Standard Deviation
S.N.	Serial Number
SPSS	Statistical Package for Social Sciences
$\beta$	Beta Coefficient
OE	Openness to Experience

## **1 INTRODUCTION**

“Hire character. Train skill”. This popular saying of Peter Schutz, Former CEO of Porsche, emphasizes the fact that organizations must employ individuals with the appropriate personality attributes, and then only invest in their skill development through training to enhance their capabilities for long-term sustainability within the organization. Hence, we can relate that the personality dimension has become an important factor that directly affects people's work performance. Furthermore, it is critical for sustainability in today's fiercely competitive, unpredictable, and rapidly changing business environment, especially in the financial sector.

### **1.1 Background and Importance**

The Nepalese banking business is rapidly expanding, driven by the quick change in technology, customer needs, and competition. So, to adopt these all-rapid changes, employees are expected to possess some personality attributes so that they can easily contribute to the bank's success. Different factors affect the work performance of employees, such as work culture, environment, motivation, skill, leadership, etc. Among them, personality is one important determinant factor for job-related outcomes.

"Personality is a structure gathering interrelated behavioural, cognitive, and emotional patterns that biological and environmental factors influence; these interrelated patterns are relatively stable over periods, but they change over the entire lifetime (Matthews & Gerald, 2009)." We all have unique personality qualities that set us apart from one another. "Individuals with similar personalities develop similar interests and drift toward occupations that match those interests, creating personality homogeneity in occupations (Holland, 1997)." Therefore, Employee job performance is interrelated with the personality of the employee.

"An individual's job performance is a consequence of his or her skills, knowledge, motivation, and talents directed toward role-prescribed behavior, such as formal

job obligations (Rose et al., 2010)." "Job performance is determined by a combination of skills, knowledge, motivation, and talents focused on role-specific behaviour (Ang, 2007)." Personality qualities such as openness to new experiences, conscientiousness, extraversion, emotional stability, and agreeableness are included in this model (Ono et al., 2011), which are positively aligned with work performance.

Among the Big Five personality attributes, it is found that employees with agreeableness and extraversion attributes help to develop strong customer connections, while openness and conscientiousness allow them to adapt to new technology and improve problem-solving abilities. Emotional stability enables employees to deal with stress and make sound judgments under duress. Furthermore, conscientiousness and agreeableness promote efficient cooperation and internal communication, resulting in a more productive work environment. Likewise, Extraversion and conscientiousness traits are important in leadership because they motivate teams and ensure organizational progress.

Further, this study focuses on the roles of employees in various positions like innovation, customer service, administration, and management based on their working behaviours resulting in operational efficiency and positive growth, which is most important in the banking sectors. It also focuses on how personality qualities affect employees' success at work and may offer valuable insights to upper management regarding hiring, training, and development to improve work performance that will ultimately result in improved performance, job satisfaction, and low turnover.

It has been found that most organizations still focus on hard skills when hiring and training new employees and are unaware that the employees' personality attributes have a stronger impact on their performance. Peter Drucker famously said, "Culture is more powerful than strategy", meaning that even very powerful business strategies fail when the personality of employees does not go in sync with the company

culture. Hence, understanding the importance of personality dimensions and their significance with performance helps employers to make better teams and improve workplace efficiency. Therefore, this study tries to figure out the strongest variables for better performance along with the significance and interconnection of each variable with the work performance.

## **1.2 Problem Statement**

The influence of personality traits on employee performance in Nepalese banks is a crucial problem that has to be addressed. For this, it requires a deep understanding of how personality factors contribute to work outcomes. The banking business in Nepal has become so competitive that it requires an immensely efficient staff to retain competitive advantage. Despite banks being one of the desired career options, there is a huge rate of staff turnover, this may be due to numerous issues such as workplace stress, work- team conflict, and low career satisfaction.

In addition, the Mismatches between personality traits and professional roles, lack of understanding of how personality influences performance, and Nepal's unique cultural setting dictating personality expression are all significant obstacles to better performance and employee satisfaction. Hence, the goal of this research is to address these problems by determining the connection between personality factors and job performance and aiming to identify the key traits that are likely to facilitate or hinder the effectiveness of individuals and teams within the workplace.

Numerous previous research studies have highlighted the connection of personality characteristics with work success in various industries, including banking. However, to date, no research has explored the relationship between personality traits and job performance within the framework of Nepalese banks. Hence, this research has been undertaken to resolve the problems prevailing in the banking industry of Nepal with theoretical and practical solutions that significantly increase employee perfor-

mance by improving recruiting and role assignment techniques, promoting employee well-being and retention rates, raising customer service quality, and contributing to long-term organizational success.

Further, the current study not only addresses the immediate problems that the bank faces in the present situation but also offers a clear vision for understanding and incorporating personality assessment into banks' HR practices for continued growth and competitiveness in the new financial landscape of Nepal.

### **1.3 Objectives of the study**

The study aims to explore the key objectives, which are listed below:

- To assess the existing status of personality dimension variables in selected Nepalese Banks.
- To examine the correlation between personality dimension variables and job performance in selected Nepalese Banks.
- To determine the effect of personality dimension variables on job performance in selected Nepalese Banks.

### **1.4 Research Questions**

The following questions are addressed in this research:

1. Does the presence of personality dimensions like openness, conscientiousness, agreeableness, emotional stability, and extraversion affect job performance in Nepalese Banks?
2. How do personality factors influence the efficiency and effectiveness of employees in various job functions inside Nepalese banks?
3. Which personality qualities are most strongly associated with high performance in Nepal's banking sector?

4. Is there a correlation between personality dimension variables (e.g., extraversion, conscientiousness, emotional stability) and job performance among employees in selected Nepalese Banks?

### **1.5 Research Hypothesis**

H1: Extraversion significantly affects job efficiency in the banking industry.

H2: Openness to experience has a remarkable impact on work performance within banks.

H3: Emotional stability significantly influences job effectiveness in the banking field.

H4: Agreeableness has a substantial impact on work productivity in the financial sector.

H5: Conscientiousness has a powerful influence on job output in banking.

### **1.6 The Rationale of the Study**

Previously, scholars have emphasized the association between personalities and job performance using the Big Five Personality Model. This study will, therefore, explore the alliance between Big Five personality traits and work output in Nepalese banks. This study also aims to inform bank employees at all levels regarding the possible influence of the Big Five personality qualities on their performance. Further, it aids top-level management in Nepal's banking business in assigning tasks and duties to their employees based on their personalities.

Besides, it helps the fresher and recent graduates in selecting a career that matches their personality. It also aids in the reduction of sadness, dissatisfaction, and boredom, as well as the improvement of their performance and motivation at work. As a result, employees, freshmen, and graduate students must understand their personalities before entering the job market. Further, this study may help employees better understand their personality types, which can help them perform better at work as individuals in their areas of interest.

### 1.7 Limitations of the Study

The study faces several limitations, including:

- The research is restricted to banks inside Kathmandu Valley only. Therefore, it may not fully capture the broader impact of personality dimensions across Nepal as a whole because the study could be different in other regions of Nepal depending on cultural, demographic, or operational variations between city-based and countryside banks. For this reason, generalization of the findings may lead to incorrect conclusions or limit their use of results outside Kathmandu Valley.
- There may be some biases and hesitation among some of the respondents, as the study relies on primary data. Some employees may provide socially appropriate answers rather than share their honest opinions, particularly when they think their answers could potentially affect their roles in the organization. Such hesitation may lead to partial or incomplete data and affect the accuracy and consistency of the results because this research assumes the data provided by the respondents are accurate and true.
- The data gathered from the limited respondents is assumed to be correct. Since the data is based on a small sample of respondents, they are thought to be representative of the entire workforce in particular banks. The sample size might not reflect the complete range of personality types and performance variations across the workforce. The smaller samples have a larger margin of error and may cause some perspectives to be overgeneralized or underrepresented, which might affect the accuracy of the research findings.
- The credibility of the outcomes entirely depends on the data of the provided respondents because the study is not dependent on secondary sources. Without secondary data such as performance reviews, organizational records and reports, etc, there will be a risk that the study findings would be either biased or inadequate by relying on single assumptions of primary data.

## **2 LITERATURE REVIEW AND CONCEPTUAL FRAME**

A literature review is a detailed analysis and critique of scholarly articles that includes a synopsis, an analysis of the literature, a categorization and comparison of earlier research, and theoretical studies. It is also an academic article that presents the state of knowledge on a given issue and identifies gaps, including significant results with theoretical and methodological contributions.

The key goal of this literature review is to present a broad overview of studies on relevant literature that gives background information and supports the study framework. It provides a comprehensive grasp of the past investigations that have been conducted. This section introduces the study's conceptual framework and explores empirical research on the impact of personality traits on job performance in Nepalese banks.

### **2.1 Conceptual Review**

A conceptual review is the theoretical framework of presumptions and guidelines that unify the concepts that make up a wide notion. It is the collection of wide-ranging, methodically organized concepts that act as a focus and serve as a tool for integrating and interpreting data, which forms the foundation of numerous theories, including general systems theory and communication theory. Conceptual reviews can be so near to empirical research and can take on various shapes based on the research challenge or questions; they are comparable to maps that provide empirical investigation coherence.

The association between personality traits and employees' performance levels in Nepalese banks is the subject of several studies that are presented in this part of the study where performance has considerable influence on efficiency, customer delight, and banking success. Additionally, it encompasses the definitions of the big five personality traits—conscientiousness, agreeableness, extraversion, emotional stability, and openness to new experience and provides a comprehensive assessment of employee performance, which is explained in detail below.

### **2.1.1 Employee Performance:**

“Employee performance or Job performance is defined as a degree to which a person has successfully carried out their job responsibilities (Razak et al., 2012).” This comprises skills, knowledge, and disposition required for a person to complete the duties indicated in work responsibilities in line with the skillset overview created by a human resources specialist or other expert following a job analysis.

High levels of job performance are fundamental for an organization to thrive and excel. An employee's sense of security at work is what makes a company strong, and it will result in improved performance. A wide range of behaviour patterns is necessary for an organization to function effectively, including joining and remaining with the organization, reaching or surpassing performance standards, and acting outside the parameters of one's designated role, such as collaborating with colleagues, offering suggestions for how to make the organization better, and complimenting it to others. The survival of an organization depends on these behavioural tendencies.

### **2.1.2 Extraversion**

Extroversion, or extraversion, is one of the five fundamental characteristics thought to comprise human personality. Being gregarious, chatty, aggressive, and excitable are traits associated with extraversion. They actively seek for social interactions and enjoy connecting with people. Extroverts are more prone to speaking up and making their opinions known in social settings.

“According to Barrick and Mount (1993), being extroverted is associated with enjoying social interactions, being vivacious, and having a tendency to feel good.” Extroverted people typically respond to exciting chances with enthusiasm and activity, and they thrive in the spotlight at social gatherings or events.

### **Qualities of Extroverts and Their Importance in Nepalese Banking :**

**1. Maintain Customer Relationships:** Extroverted people are good at building strong relationships with people, particularly in the banking sector, where customer loyalty and satisfaction are crucial. They initiate conversations, listen to customer needs, and respond accordingly, which is a must for client-facing services, business deals, and relationship management.

**2. Business Development:** In Nepal's competitive banking sector, attracting and retaining clients is crucial for success. Extroverts who are motivated by their social nature can effectively convince potential clients about their financial needs and products, leading to higher sales and increased market penetration.

**3. Leadership and Team Player:** Banks require a lot of teamwork, and extroverted individuals can be productive in group settings, motivating colleagues and resolving conflicts. Extroverted individuals excel in teamwork, motivating colleagues, and resolving conflicts in banks. They are energetic, lively, and enthusiastic, creating a pleasant working environment.

**4. Establishing a Positive and Collaborative Workplace:** Extroverts have the ability to foster a working culture by energizing their team and being enthusiastic. Their trustful and friendly nature at work thus helps to promote employee satisfaction, retention, and productivity even in a stressful work environment.

**5. Problem Solving:** Banks often receive complex customer queries or complaints about their services. An extrovert with a confident, positive attitude solves complex customer queries calmly and politely, reducing stress and boosting satisfaction. They often play leadership roles in social and professional settings by taking initiative and inspiring others.

In Nepalese banking, extroverts can perform well in specific departments that necessitate extensive interpersonal interaction, such as customer service, sales, teller business development, and marketing, where they can ensure a very healthy work culture and help to meet sales targets.

### 2.1.3 Openness to Experience

“Openness to experience is characterized by the variety and depth of a person's thoughts and life experiences. Those people who exhibit high openness have diverse interests, hold progressive views, and enjoy new experiences (Howard & Howard, 1995).” They tend to be imaginative, creative, and flexible, and they enjoy brainstorming. They are always curious to learn new skills, seek intellectual challenges, and create new solutions, and they are receptive to change in banking practices, which is crucial for better job performance and innovation of goods and service offerings.

#### **Qualities of openness to experience and their Importance in Nepalese Banking :**

This personality quality is highly appreciated in bank roles like financial analysts or risk management professionals where inventive problem-solving and adaptability are needed, as they contribute positively to creative thinking and innovative ideas. Since banks have undergone rapid digital transformation, regulatory changes, and so on. It is also a place where the privacy of customers and data matters a lot. In such a scenario, open-minded Employees tend to adapt quickly to modern technologies, systems, and operational procedures that help banks remain competitive and provide cutting-edge services to customers.

Hence, some of its importance can be explained below:

**1. Technological Adaption:** Digital banking, mobile apps, and blockchain technology are revolutionizing the banking industry globally and in Nepal. Hence, it requires employees with openness to experience so that they can adapt effectively and utilize those technological advancements.

**2. Creativity and Problem-solving:** Openness to experience fosters creativity and problem-solving in banking, enabling employees to propose innovative solutions for improving customer service, product development, and operational streamlining.

**3. Willingness to Learn:** Openness to experience enhances learning and growth in the banking industry, as open-minded employees engage in training, stay informed about the industry trends, and seek opportunities to upskill, thereby enhancing their performance in both traditional and digital banking roles.

**4. Innovation:** Banks are prioritizing innovation to differentiate themselves from competitors. Openness encourages employees to contribute to product or service improvements, benefiting both banks and clients by promoting modern thinking.

**5. Adapt New Regulations:** Nepal's banking industry faces regular regulatory updates and market fluctuations. Open-minded employees adapt to new regulations, financial standards, and market changes, ensuring smooth operations and compliance within the bank.

#### **2.1.4 Emotional Stability**

A personality attribute, emotional stability represents a person's overall propensity to feel unpleasant emotions including fear, sorrow, humiliation, rage, guilt, and contempt. Impulse control issues, illogical thinking, and ineffective stress management are all more common in those with low emotional stability.

#### **Qualities of emotional stability and their Importance in Nepalese Banking :**

Employees with emotionally stable are calm even in very stressful situations and focus on making rational decisions which is very crucial in every bank like during peak hours, the financial closing time of month end, quarter end or year end, dealing with financial crises, resolving unexpected and critical issues, etc. Emotional stability is crucial in Nepalese banking as it enhances connections, trust, and overall performance, developing an environment that fosters trust and confidence among clients and colleagues. Some of its importance has been explained below:

**1. Managing stress and pressure:** Bankers are always under pressure from deadlines, customer demands, and market fluctuations. Emotional stability helps them

to cope, avoid burnout, and maintain performance during those challenging periods.

**2. Decision Making:** Banking employees require emotional stability to make rational decisions and avoid impulsive actions, enabling them to think clearly before taking any act that may harm bank and its clients.

**3. Mental well Being:** Emotional stability positively impacts mental health, and job satisfaction promoting healthy work-life balance, reducing health-related absenteeism, and enhancing overall productivity among employees.

**4. Team Collaboration:** Emotional stability in the workplace fosters a friendly and helpful atmosphere, reducing conflict and promoting better cooperation among colleagues for better performance.

**5. Adapt to the change:** The banking sector is constantly evolving, requiring employees with emotional stability to adapt easily to new regulations, technology, and market conditions, contributing positively to growth and innovation.

#### **2.1.5 Agreeableness**

Agreeable persons tend to be pleasant, considerate, and caring, and they instinctively reach out to help others when needed. "Typical characteristics for them are altruism, kindness, and warmth (Costa and McCrae, 1992)." "Individuals with this personality are likely to excel in roles that require strong teamwork and excellent customer service (Judge et al., 1999)."

"An agreeable person is usually warm, friendly, and tactful and is negatively associated with interpersonal arguments, aggression, and anger (Jensen-Campbell & Graziano, 2001; Meier & Robinson, 2004)." "Tett and colleagues (1991) found that agreeableness plays a significant role in predicting job performance." "According to Rothmann and Coetzer (2003), individuals who are high in agreeableness are likely

to excel in professions that demand teamwork and customer service because of their collaborative nature.”

### **Qualities of Agreeableness and Their Importance in Nepalese Banking:**

Highly agreeable individuals tend to be trusting, easily forgiving, altruistic, and caring as opposed instead of indifferent to other people. They are good team players with colleagues, managers, and clients to achieve goals. They are also diplomatic and avoid confrontation enabling them to handle customer complaints and work disputes tactfully. They help to create a harmonious and positive workplace as a good team player, which reduces friction and promotes collaboration in the banking organization. Some of its importance on performance in banking are detailed below:

**1. Relationship Building:** Bank employees who show agreeableness build stronger customer relationships through empathy, respect, and cooperation, fostering customer loyalty and retention.

**2. Teamwork:** Employees with agreeable natures enhance team relations, boost productivity, and improve communication in the workplace, especially in banks requiring inter-departmental coordination for loan processing, compliance, and customer support.

**3. Compliance and Ethical Behavior:** Co-operative employees follow ethical guidelines and are inclined to follow established rules and guidelines in sectors like banking in Nepal, ensuring legal and moral compliance.

**4. Positive Brand Image:** Banks having friendly employees are viewed positively by the public, especially in Nepal, where word-of-mouth and community-based marketing significantly influence their reputation and customer base.

### 2.1.6 Conscientiousness

"According to Barrick and Mount (1993), conscientiousness involves self-discipline and the deliberate effort to plan, organize, and execute tasks." A conscientious person is driven, focused, and exhibits a strong sense of determination. Their traits involve a focus on achievement orientation (persistent effort), dependability (responsibility and caution), and orderliness (a preference for planning and structure)

Out of the five characteristics, conscientiousness is the most significant in predicting work performance and the strongest predictor of job performance according to numerous research studies. Conscientiousness is an indicator of an individual's or an organization's perseverance, effort, and ambition in reaching their goals. Some researchers see it as a broad trait with two essential components: achievement orientation and reliability.

#### **Qualities of Conscientious and Their Importance in Nepalese Banking:**

- 1. Accuracy and Minimizing Errors:** Conscientious employees are careful and have strong work ethics. Hence, it reduces errors in financial transactions, account management, and record-keeping, ensuring accurate reports and service on time.
- 2. Time Management:** Conscientious employees ensure smooth workflow, productivity, and timely completion of tasks, ensuring customer satisfaction and operational efficiency in high-paced environments.
- 3. Problem Solving and Initiative:** Conscientious workers take the initiative to handle problems, recognize mistakes, and recommend process improvements, fostering effective problem-solving and innovation.
- 4. Sustainable development:** Employees with high ethical standards contribute to a bank's long-term success by establishing a trustworthy reputation and a loyal customer base.

**5. Employee Retention:** In banks, conscientious employees often lead to greater job satisfaction and lower turnover rates, fostering better customer service and ensuring long-term success. Conscientious personnel are valuable assets for maintaining a bank's image with financial and operational accuracy, compliance with regulatory standards, and excellent levels of customer service. People with conscientious natures will best fit in customer service, finance, and account departments, which need a strong sense of duty and accountability in Banking.

## **2.2 Review of Previous Study**

There is a significant amount of literature found regarding the Personality traits that have been linked with the various aspects of work performance, including task completion, leadership effectiveness, and teamwork. Also, there are considerable number of studies that have aimed to identify what kind of personality traits best predict employee performance in a wide range of work settings. So, in this section, we review the past literature of a few scholars as a framework for our study, which is detailed below.

**The Five-Domain Model of Personality and Co-relation:** “Alanoud and Amir (2016) found a significant correlation between personality traits and job performance using the five-factor model”, suggesting that understanding these dimensions can help identify the Big Five most impacting employee performance in Nepalese banks.

**Conscientiousness and The Big Five:** “Eddy, Dian, and Sayyidah (2017) study reveal conscientiousness as a significant predictor of performance.” These studies show that conscientious employees have greater levels of productivity which represent their reliable and goal-oriented character. This hypothesis can guide how conscientiousness impacts performance in the banking.

**Personality and Employee Performance:** Iqra, Yahya, and Rozeyta's (2013) study on personality's impact on job performance in Pakistan's banking sector suggests that

understanding these traits is crucial for improving employee performance in the industry, and the personality tests might be useful for hiring decisions. So, similar methodologies can be utilized in the current study to determine how certain personality qualities affect the job performance of Nepalese bank workers.

**Organizational Culture as Moderator:** “Alharbi and Wan (2012) examine the moderating function of corporate values concerning the influence of personality traits on employee performance.” It also demonstrates how work-related attitudes interact with personality factors to predict employee success. Hence, understanding Nepalese banking culture can help to identify moderators affecting personality traits in work behavior.

**Impact of personal practice on work Performance:** “According to Murray and Michael (2016), Personal practices, including recruiting, training, and development, are vital to boosting job productivity, and personality factors influence the implementation of these practices.” Hence, understanding these personality factors helps to influence success in hiring practices at banks.

**Organizational commitment as Mediator:** “Jawwad, Muhammad, and Mazhar (2014) also investigate the contribution of organizational commitment as a facilitator of personality characteristics and work achievement.” This theoretical model is useful for this study since it provides a deeper analysis of how employee commitment to the organization, influenced by personality traits, enables better performance.

The past literature reviews reveal that most studies found significant correlations between behavioral traits and employee outcomes using the Big Five Traits Model. Quantitative methods were used for data collection, with statistical analyses like correlation, regression, and structural equation modeling. These findings have gained widespread acceptance, and the study is applicable in fields such as staff selection, training, and performance evaluation.

In contrast to most other studies, "Sayyed, Mohamad, and Sayyed (2012) found that personality traits did not influence job performance in their specific context." Further, the examples of literature have mostly focused on work culture, leadership styles, and organizational commitment, with little emphasis on how personality factors determine job outcomes.

So, the current study offers a strong paradigm for analyzing the alignment and effect of specific Big Five personality characteristics and job performance using personality tests, as well as attempting to identify deviations and problem solutions from previous studies.

### **2.3 Research Gap**

The above review of literature has contributed to improving the basic understanding and information needed to give the research significance and direction. While numerous studies have explored personality traits and employee performance in both developed and some developing nations, a gap remains in the literature specifically concerning personality dimensions and employee performance in Nepal.

The study intends to resolve several key Shortcomings identified in previous literature:

- Previous research frequently generalizes findings across different organizational sectors and nations, making it difficult to make significant conclusions. This study, however, focuses solely on Nepalese banks, ensuring its findings are relevant to the particular requirements and realities of Nepalese banking.
- It is found that previous research on personality and employee performance was undertaken in Western contexts with distinct organizational and cultural dynamics from Nepal. By addressing the cultural bias in prior studies, this research ensures that the findings are more relevant to the Nepalese banking industry.

- The role of individual personality in determining employee performance varies depending on the bank type and job roles, where only a few studies can focus on specific characteristics in banks. Hence, this Research could investigate which personality traits are most strongly linked to high performance in different job functions in Nepalese banks.

## **2.4 Conceptual Framework**

The conceptual framework serves as a guide for determining the connection between the study variables (questions or hypotheses) by reviewing relevant literature concerning personality traits and employee job performance. It provides a methodical description of the link between the dependent and independent factors to explain the practices of Personality dimension in Nepalese banks. The methodology for carrying out research and evaluating the findings is outlined in this section. Further, it offers an overview and explanation of the theory that supports the existence of the research topic under investigation, as well as assistance in defining and establishing the problem's focus and objective. The conceptual framework in this research demonstrates the interaction between the independent variables (Extraversion, agreeableness, conscientiousness, emotional stability, and openness to new experiences) and the dependent variable, employee work performance. In the upcoming analysis, we will test whether these relationships are significant and if they are direct, inverse, or show no relationship.

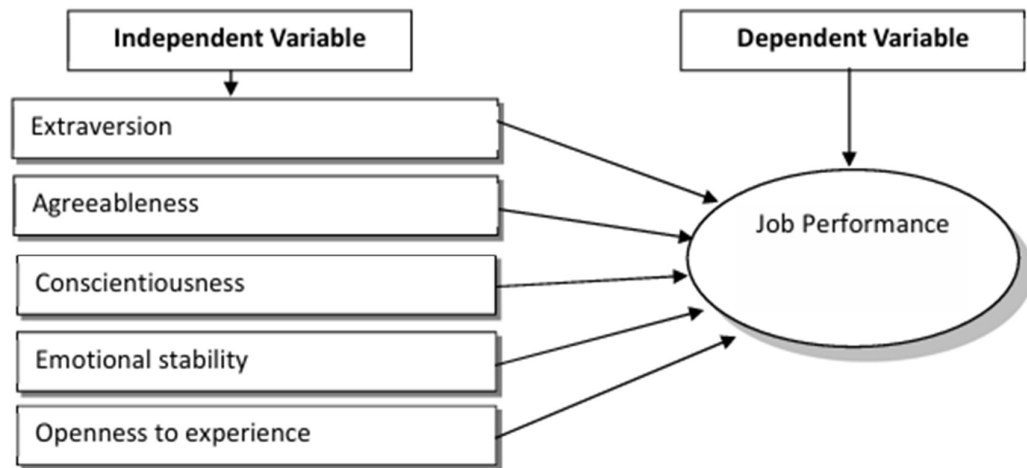


Figure 1:Conceptual Framework

Source: Alanoud and Amir,2016

### 3 RESEARCH METHODOLOGY

The methodology of the research involves the various approaches, procedures, and strategies applied throughout the study. It addresses the issues raised by the research systematically and logically. It consists of designs and plans that will help the study achieve its objective. The research methodology outlines the complete study design and provides the fundamental layout of the exploration. In the absence of a research methodology, the conclusion drawn is likely to be misunderstood or unclear.

#### 3.1 Research Design

Research Design focuses on the study topic, model, variable definitions, sample selection and size, data sources, and limitations. It also describes the study's context, which offers the setting against which the study's results were interpreted and trustworthy conclusions are drawn. Thus, it is focused on outlining the research philosophy and approach, strategy and design, data types and sources, and analytic and empirical methods that underpin the study.

In this study, we used casual comparative and descriptive research designs to characterize the features of the variables of interest and to address the issues and relationship of employees' personality dimensions and job performance of employees in Nepalese banks. It specifies the directions, magnitudes, and shapes of the observable relationships.

**Casual Comparative Research Design:** In this study, the Casual and Comparative Research Design is applied to determine the cause-and-effect relationship between personality dimensions and employees' performance in Nepalese banks. The research will first identify the independent variables and use personality assessments to measure the traits. Further dependent variables, i.e, employee performance, are tested through different metrics like task efficiency, customer satisfaction, and supervisor ratings. Then, they will be grouped based on their

personality types, and their performance will be compared between the groups, which helps to identify the best personality factors that help to perform better. This method is appropriate since the researcher is unable to change the independent variables; it is only limited to comparing the pre-existing groups according to personality traits and aids in the identification of probable causative relationships.

**Descriptive Research Design:** Using a descriptive research strategy helps to describe and measure the personality dimensions, frequencies, and trends in employee performance systematically. This design provides in-depth knowledge of research subjects without manipulating the variables. It allows for both quantifiable and subjective data collection and helps to identify the patterns and linkage between job performance and personality dimensions. Descriptive research does not aim to demonstrate causal relationships but rather offers a detailed assessment of the current patterns and trends within the population under study, revealing how particular personality traits are likely to be more prevalent among high-performing staff.

### **3.2 Population and Sample**

The survey approach was utilized for the study's research. The purpose outline in the initial part has formed the foundation of the entire survey and overall research. The population of the study comprises employees from the banking sector in Kathmandu Valley. Since the population is large and undefined, a two-stage sampling technique was applied. Initially, a sample size of 386 people was chosen from various banks. Since there are a finite number of banks and financial institutions, random sampling was performed, and researchers selected the random banks within Kathmandu Valley.

The selected banks are NIC Asia Bank Ltd., Nepal Investment Mega Bank Ltd., Mahalaxmi Bikash Bank Ltd., Himalayan Bank Ltd., Laxmi Sunrise Bank Ltd., and Kumari Bank Ltd. In the second step, stratified random sampling was applied to confirm that the sampled prospective survey participants were workers of chosen Nepalese banks.

The sample size of 386 gathered from different banks for this study is considered to be suitable because it gives adequate statistical results to identify the significant relationships, maintains adequate representativeness between different banks, departments, and roles, and improves the accuracy and validity of the findings. This sample size produces accurate, generalizable results and enhances the confidence level of the study's findings.

In line with the statistical sample size determination equation, the chosen population size of 386 is considered to be appropriate and adequate, which includes a relatively large population like workers within the same bank.

### **3.3 Instrumentation**

For this study, Structured questionnaires were applied to explore the behavior of different variables. All respondents were asked an identical set of questions, which made it easy to collect responses from a large sample. The questionnaire was categorized into two parts for gathering the information.

**Demographic Information:** In the initial part of the questionnaire, gathered demographic details such as age, gender, job role, etc., to facilitate the profile analysis of people surveyed. The opening segment includes a nominal scale as a scale of measurement, which provides the basic information of the sample members, which are mutually exclusive of one another. Every respondent fit into one of these categories. The information achieved from nominal scaling has been used to calculate the percentages and frequencies of the respondents' data.

**Likert Type Scale:** The second part includes a non-comparative scaling technique, the Likert Type Scale. Here, Respondents were asked questions on five-point Likert scales to get knowledge and insight regarding the characteristics of the variables. To analyze each statement, respondents' opinions were measured on a Likert five-point scale, with 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. The level of agreement or disagreement with each statement was used to assess the respondents' perception concerning the provided statement.

For the instrumentation validity of this study, it is ensured that the design of the questionnaire reflects the study's goals, i.e., personality factors and performance measures are comprehensively represented in the questionnaire. It also determines if the instrument measures the theoretical concept that it claims to measure or not.

Reliability is understood as the consistency and stability of measurements, which is assessed using Cronbach's alpha. It measures the internal reliability of the Likert-type scale. A high Cronbach's alpha score (more than 0.7) indicates that the scale's components measure the same underlying idea consistently. Hence, the instrument's accuracy and consistency used here contribute to the credibility of the data obtained and promote the correctness of the research results.

### **3.4 Data Collection Procedures**

A structured questionnaire that was electronically disseminated to the respondents via personal networks served as primary data for the study. To make the results of the questionnaire easier to understand, they were then presented in tables and figures. Further, the findings of the study analysis were used to construct the conclusions, and relevant recommendations were made after that.

#### **3.4.1 Primary Data Collection**

The approach of gathering first-hand data is used in this research to assess the opinions of respondents. The information was gathered from employees who are working personnel in the banking sector. The primary means of data collection is the structured questionnaire that was designed and used for surveying the opinions of employees. Employees of banks located in the Kathmandu Valley were given questionnaires for this study. A closed-ended questionnaire with five variables was completed by survey participants, with their agreement or disagreement on a five-point Likert scale.

Since the privacy of information matters the most in the banking sector, I have contacted branch managers and department heads of different banks and described the purpose of the research and questionnaire. I got good support from them for collecting more questionnaires. Also, my friends and past colleagues from different banks helped me in collecting the survey responses, and due to the support of all, I was able to obtain responses in a short time.

### **3.4.2 Secondary Data Collection**

The secondary data used in this study was gathered from a variety of sources, including textbooks on the research subject, online journals, reports, articles, and works by scholars from around the world.

## **3.5 Statistical Analysis**

The research has employed different statistical tools such as descriptive statistical tools, which consist of mean, weighted mean, and standard deviation to calculate, draw conclusions, and fact-findings regarding variables. Similarly, correlation and regression analysis are the inferential statistical procedures used for primary data analysis to determine cause-and-effect relationships. As specified in the research paper, Cronbach's alpha coefficient is applied in the reliability testing process.

### **3.5.1 Descriptive Statistics**

The data's mean, standard deviation, minimum, and maximum were examined to assess the impact of different independent factors. A comprehensive overview of the profiles of the respondents, including gender, age, position, and work experience, was presented using frequency and percentages. Tables have been used to make the study clear.

### 3.5.2 Correlation Analysis

To explore the interplay between independent and dependent variables, we have used correlation analysis. The correlation method developed by Karl Pearson was used for this evaluation.

### 3.5.3 Regression Model

Regression analysis is a technique in statistics that is used to examine how the variables are related to one another. It involves predicting the value of one variable based on another's value. The study utilizes a 1-5 Likert scale to assess both dependent and independent variables, employing linear and multiple regression models to analyze the impact of input variables on output variables. Statistical regression is done using SPSS.

The regression model can be presented as below:

$$JP = \beta_0 + \beta_1 EV + \beta_2 OE + \beta_3 ES + \beta_4 AG + \beta_5 CO + e,$$

Where,

JP is the dependent variable,  $\beta_0$  denotes the constant term, e represents the error term, and betas ( $\beta$ ) are the coefficients assigned to the variables in the equation.

JP = Job Performance

EV = Extraversion

OE = Openness to experience

ES = Emotional stability

AG = Agreeableness

CO = Conscientiousness

## **4 RESULTS AND DISCUSSION**

In this part, the primary data collected from 386 respondents via questionnaire is methodically presented, processed, and examined. Once the data has been analyzed and interpreted, the results of the questionnaire survey are displayed. Those results will assist in reaching the central aim of the research work.

### **4.1 Results**

The information gathered through the process described in the study was further analyzed and presented using SPSS and MS Excel. This phase aims to examine the link between the independent and dependent variables. Further, it is separated into five subsections. The first one depicts respondents' socio-demographic information.

Likewise, the following segment analyzes the gathered data through measures of central tendency and frequency analysis. Similarly, the third section shows the acquired data being examined using inferential methods such as correlation analysis and hypothesis testing. The fourth section discusses regression analysis. The fifth and last section presents the discussion and conclusions drawn from evaluating and interpreting the obtained data on personality dimensions and employee work performance in Nepal's banking industry.

### **4.2 Respondent's Profile**

Demographic data from the surveys are analyzed in this section, with particular attention to age, gender, work experience, and position within the organization, offering crucial background information for comprehending the profile of the respondents.

#### 4.2.1 Gender Profile of Respondents

The gender distribution of the respondents is presented in the Table below which has been categorized as male, female, and others:

**Table 1: Respondents' Frequency Distribution by Gender**

Gender	Numbers	Percent
Female	207	53.6
Male	179	46.4
<b>Total</b>	<b>386</b>	<b>100</b>

Source: Appendix- I

The above table shows that among the total sampled respondents, 179 were male representing 46.4 % and 207 were female representing 53.6%. It illustrates that females were in the majority.

#### 4.2.2 Age Distribution of Respondents

Data related to respondents' age is presented in Table.

**Table 2: Frequency Distribution of Respondents based on Age**

Age	Frequency	Percent
20-30 years	214	55.4
30-40 years	161	41.7
40-50 years	10	2.6
Above 50 years	1	0.3

<b>Total</b>	<b>386</b>	<b>100</b>
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Source: Appendix- II

Table 2 presents that out of a total of 368 respondents, 214 (55.4%) respondents are 20 to 30 years of age. Number of respondents who have 30 to 40 years and 40 to 50 years of age are 161 (41.7%) and 10 (2.6%) respectively. And only 1 (0.3%) respondent is above 50 years. It reveals that the bulk of employees are new entrants and they are of 20 to 30 years of age.

#### 4.2.3 Respondent's Profile by Work Experience

Table 3 provides an overview of Data related to the respondents' work experience.

**Table 3: Frequency Distribution of Respondents based on Work Experience**

<b>Work Experience</b>	<b>Numbers</b>	<b>Percent</b>
Below 5 years	200	51.8
5-10 years	164	42.5
10-15 years	19	4.9
Above 15 years	3	0.8
<b>Total</b>	<b>386</b>	<b>100.0</b>

Source: Appendix- III

Table 3 presents that out of a total of 386 respondents, 200 (51.8%) participants possess under five years of work history in their respective organizations. The number of respondents who have 5 to 10 years and 10 to 15 years of occupational experience are 164(42.5%) and 19(4.9%), respectively. Only 3(0.8%) respondents have more than 15 years of career experience in their working organization. The

data reveals that the greatest number of respondents are new employees having below 5 years of employment history within their present workplace.

#### 4.2.4 Respondent's Profile by Position

Data related to the work position of the survey takers are presented in chart 4.

**Table 4: Frequency Distribution of Respondents By their Job Role**

Position	Numbers	Percentage
Trainee level	152	39.4
Assistant	169	43.8
Officer Level	55	14.2
Manager level	10	2.6
<b>Total</b>	<b>386</b>	<b>100</b>

Source: Appendix- IV

Table 4 illustrates, 386 respondents have four different positions. The proportion of respondents at Trainee, Assistant, Officer, and Manager Levels are 39.4%, 43.8%, 14.2%, and 2.6% respectively. This figure indicates that the maximum number of respondents are involved at the assistant level.

#### 4.3 Reliability Test

To guarantee the most accurate results, an Instrument Reliability Check was conducted to make sure the questionnaire was in line with the pre-established objectives and the study factors. Measurements are seen to be reliable when they are repeatable. Any uncontrolled element that causes measurements to differ from one scenario or set of conditions to another contributes to measurement discrepancies. Hence, reliability relates to the stability with which a test assesses its subject matter.

Consistency and Accuracy are examined through the use of Cronbach's Alpha and factor loading tests where the value should be at least 0.60 or greater which is calculated in the following table:

**Table 5: Reliability Test using Cronbach's Alpha Coefficient**

<b>Cronbach's Alpha Based on Variables</b>	<b>Standardized</b>	<b>No. of items</b>
<b>Extraversion</b>	.843	5
<b>Openness to Experience</b>	.868	5
<b>Emotional Stability</b>	.872	4
<b>Agreeableness</b>	.698	5
<b>Conscientiousness</b>	.922	4
<b>Job Performance</b>	.821	5

Source: Appendix-V

Table 5 highlights that every value of Cronbach's Alpha Coefficient calculated here is highly acceptable, i.e., 0.6 and above, it exhibits that there is strong internal coherence in the testing tools used to assess how personality traits affect worker performance. This signifies that the questions in the survey are designed to assess various personality qualities (such as extraversion, conscientiousness, and so on) and that employee performance is reliable and consistent in capturing the desired concepts.

Scale items of constructs in questionnaires varied from 0.698 to 0.922, which is consistent in the study and is reliable as well as acceptable for further statistical analysis. It also ensures that the correlations between personality factors and employee performance are appropriately examined and that the conclusions regarding

these effects are supported by reliable data. Further, the instrument's strong internal consistency lends confidence to the study's findings in the context of Nepalese banks.

#### 4.4 Descriptive Analysis of Variables

Descriptive statistics were carried out to present the data summary for each of the variables used in the survey, aiming to illustrate their relevance as ranked by the respondents. This summarizes the sample and observations and includes the computation of statistical measures like the mean and standard deviation.

The SPSS output highlighted 28 questions, with their respective mean score. A five-point Likert scale was utilized for each survey item and the final output assisted the researcher in interpreting the data in terms of frequency and cumulative totals, concerning research questions and factors.

##### 4.4.1 Extraversion

Extraversion is treated as an independent variable of this study whose comprehensive breakdown of each prepared question is presented below.

**Table 6: Descriptive Statistics of Extraversion**

Statement	Mean	SD
I am someone with lots of energy.	4.12	.497
I consider myself someone with great enthusiasm.	4.20	.574
I consider myself to have an assertive and confident personality.	4.25	.620
I am outgoing & sociable.	4.26	.630
I am someone who prefers to talk more rather than stay quiet	4.28	.713
<b>Weighted Average Mean and Standard Deviation</b>	<b>4.22</b>	<b>.607</b>

Source: Appendix-VI

Table 6 revealed the responses regarding Extraversion, which reflects that most of the employees agreed with the assertion that I am someone who prefers to talk more than to remain silent, having the leading mean value of 4.28 and SD 0.713, which reflects a preference for pleasant interpersonal relationships.

The remaining statements indicated slightly lower but high agreement, including "I am outgoing & sociable" (mean = 4.26, SD = 0.630) and "I consider myself someone with great enthusiasm" (mean = 4.20, SD = 0.574). The lowest agreed statement is "I am someone with lots of energy," with an average score of 4.12 and SD of 0.497, but it still reflects the high level of energy for quality output. And the cumulative average is 4.22.

#### 4.4.2 Openness to Experience

The below table illustrates a data overview for the variable Openness to Experience based on five statements concerning creativity, curiosity, and imaginative thinking.

**Table 7: Descriptive Statistics of Openness to Experience**

Statement	Mean	SD
I tend to come up with innovative concepts.	4.12	.561
New experiences constantly excite my interest.	4.20	.527
I am a clever & introspective thinker.	4.25	.636
I am someone with a vibrant imagination.	4.26	.605
I am creative & inventive	4.31	.614
<b>Weighted Average Mean and Standard Deviation</b>	<b>4.23</b>	<b>0.589</b>

Source: Appendix-VII

Table 7 revealed the analysis of the responses regarding Openness to Experience. The highest mean value is found to be 4.31 and S.D 0.614 in the statement in which the respondents highly agreed that I am creative and inventive, while the lowest was for I often find myself creating unique concepts, which is 4.12 and its S.D. is 0.561 with aggregate averages of 4.23. This shows that employees have high levels of Inventiveness, ingenuity, and imaginative vision.

#### 4.4.3 Emotional Stability

Emotional Stability is operationalized as the other important independent variable for this research. The detailed breakdown of individual questions and a general overview are outlined in the following table:

**Table 8: Descriptive Statistics of Emotional Stability**

Statement	Mean	SD
I am capable of managing my emotions.	3.81	.581
I am someone who does not panic easily in adverse situations.	3.84	.592
I am someone who is even-tempered.	3.90	.627
I am someone who can concentrate on my work despite emotional challenges	3.89	.623
<b>Weighted Average Mean and Standard Deviation</b>	<b>3.86</b>	<b>.606</b>

Source: Appendix-VIII

From the data, it is found that the leading calculated average value is 3.90 and S.D. 0.627 in the statement in which the respondents highly agreed that I am even-tempered. Also, the mean value for the statement that I am someone who can manage different emotions is 3.81, and its S.D. is 0.581. The lowest level of agreement is for "I can manage my emotions," with a mean = 3.81 and SD of 0.581, with an average mean of 3.86. Hence, it shows that employees are likely to remain cool

under pressure, pay attention, and perform better in difficult conditions, hence improving job performance and customer relations in Nepalese banks.

#### 4.4.4 Agreeableness

Agreeableness is also treated as another important independent variable in this study. A data insight focusing on self-reported tendencies toward trust, generosity, and collaboration is indicated in the figures below:

**Table 9: Descriptive Statistics of Agreeableness**

Statement	Mean	SD
I often pass judgment on other people.	3.20	.718
I found myself helpful & unselfish.	4.22	.599
I am someone who generally trusts another person easily.	4.25	.632
I am considerate & kind to almost everyone.	4.30	.597
I am cooperative.	4.32	.603
<b>Weighted Average Mean and Standard Deviation</b>	<b>4.06</b>	<b>.630</b>

Source: Appendix-IX

Table 9 revealed the analysis of the responses regarding Agreeableness, which have been presented in the table. The highest mean value is found to be 4.32 in the statement in which the respondents highly agreed that I am cooperative with S.D 0.603. The statement that I often notice the faults in others' records only a few agreements with a mean value of 3.20, and its S.D. is 0.718. It reveals Workers with strong cooperative traits are essential in Nepalese banks.

#### 4.4.5 Conscientiousness

An observational study of each question and the central tendency of every statement of conscientiousness trait is shown below:

**Table 10: Descriptive Statistics of Conscientiousness**

Statement	Mean	SD
I am someone who is detail-oriented at work.	4.38	.639
I am a reliable worker.	4.38	.610
I am someone who completes tasks efficiently.	4.41	.627
I like to make plans & adhere to them.	4.40	.654
<b>Weighted Average Mean and Standard Deviation</b>	<b>4.40</b>	<b>.633</b>

Source: Appendix-X

Table 10 revealed that the highest mean value is found to be 4.41 in the statement in which the respondents highly agreed that I am someone who does things efficiently, and the standard deviation for the statement is 0.627. The sample has an average of 4.40, which demonstrates a high level of conscientiousness, indicating that respondents are strongly connected with traits such as organization efficiency and reliability. This analysis shows that conscientiousness plays a crucial role in enhancing employee performance among all traits.

#### 4.4.6 Job Performance

The final one is job Performance, which is the sole target variable of this research. The analysis of each question and its expected value is tabulated below:

**Table 11: Descriptive Statistics of Job Performance**

<b>Statement</b>	<b>Mean</b>	<b>SD</b>
I usually do my tasks on time.	4.01	.478
The quality of my work has never disappointed my supervisor.	3.82	.506
I constantly try to have an excellent work ethic.	4.13	.520
I constantly show an underlying desire to do given tasks in a better way.	4.13	.505
I have a strong zeal/passion for the job which compels me to put in energetic and hard work	4.14	.495
<b>Weighted Average Mean and Standard Deviation</b>	<b>4.05</b>	<b>.501</b>

Source: Appendix-XI

The chart summary presents the review of responses regarding the Job Performance. The highest mean value is found to be 4.14 in the statement in which the respondents highly agreed that I express passion for the job & a consequent willingness to work hard & energetically, and the SD is 0.495. This assertion matches with personality qualities such as Extraversion and Conscientiousness, which value passion, energy, and efficiency, contributing to better work performance. The lowest mean value is 3.82 and SD is 0.506 for the statement I have consistently met my supervisor's standards for the caliber of my work.

#### **4.5 Relationship between Personality Dimension and Job Performance**

The correlation matrix was computed to evaluate the degree of correlation between the variables. In addition to recognizing and visualizing trends, it is a powerful tool for encapsulating large datasets. A constructive linkage implies that an upward movement in one leads to an upward movement in the other. Meanwhile, a

negative correlation demonstrates the reversal of the preceding: a rise in one results in a reduction in others.

**Table 12: Correlation Analysis**

Variables	EV	OE	ES	AG	CO	JP
EV	1					
OE	.543**	1				
ES	.378**	.382**	1			
AG	.344**	.493**	.326**	1		
CO	.548**	.503**	.367**	.436**	1	
JP	.347**	.419**	.411**	.393**	.471**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Appendix-XII

The data illustrates Pearson's measure of association between employee job performance and the independent elements taken under this study. "The correlations are all statistically relevant at the 0.01 level (2-tailed)". The parameters appear to be firmly connected, as indicated by strong correlation indices, ranging from 0.347 to 0.471. Prominent favorable associations highlight that personality traits exert a considerable impact on workers' productivity, which is intricately linked to the focus of the study.

Research outcomes disclose that the connection among all samples between employee work performance and personality attributes is Beneficial and impactful, with respective values of 0.347, 0.419, 0.411, 0.393, and 0.471. It analyzes the current condition of personality dimension factors, emphasizing the most

prominent qualities in the banking industry. Further, it suggests which characteristics have the greatest influence, allowing banks to make more informed recruiting, training, and performance management choices. This data-driven approach guarantees that banks can proactively match their HR policies with the characteristics that contribute the most to employee efficiency and productivity.

#### **4.6 Impact of Personality Dimension on Job Performance**

This section applies multiple regression analysis to measure the impact of Personality components on the work performance of staff.

##### **4.6.1 Regression Analysis**

The data Regression Model helps clarify and indicate the link between several predicted and manipulated variables. Correlation Analysis fails to specify the precise nature of the connection hence, regression analysis is used to offer more information on the connection's slope, which aids in describing the bonding and formulating predictions among variables.

##### **4.6.2 Multiple Regression Model**

Multiple regression analysis has been employed to examine the causal association among the variables. It focuses on identifying dependent variables from the group of independent variables. Since multiple regressions are the extended form of the simple linear regression, the multiple regression model employed in this calculation is expressed by the following equation:

$$JP = \beta_0 + \beta_1 EV + \beta_2 OE + \beta_3 ES + \beta_4 AG + \beta_5 CO + e,$$

Where,

JP represents the dependent variable,  $\beta_0$  is the intercept value,  $e$  is the error component, and betas ( $\beta$ ) are the coefficients of the variables.

JP = Job Performance

EV = Extraversion

OE = Openness to experience

ES = Emotional stability

AG = Agreeableness

CO = Conscientiousness

The table beneath displays the outcome of the regression analysis between input and output variables.

**Table 13: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.391 <sup>a</sup>	0.325	0.316	1.583

a. Predictors: (Constant), EV, AG, CO, ES, OE

Source: Appendix-XIII

The above model summary illustrates the R-squared, commonly called “the coefficient of determination”, which helps to explain the variance. The R-square value in Table 14 is 0.325, indicating all five personality attributes result in a variation in employee performance by 32.5%. However, the analysis does not explain the rest 67.5% (100%-32.5 %) in the current study. Stated differently, additional personality component characteristics that have not been accounted for here are crucial in influencing staff involvement. The corrected R-square is 0.316, indicating that all five personality indicators explain 31.6% of dispersion in staff performance after adjusting the degree of freedom (dF). This calculation demonstrates the moderate association among all indicators. The model summary includes a standard error of around 1.583, which is the average gap between the projected values of job efficiency and the actual values in the data set.

**Table 14: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	458.528	5	91.706	36.607	.000 <sup>b</sup>
Residual	951.951	380	2.505		
Total	1410.479	385			

- a. Dependent Variable: Employee Job Performance
- b. Predictors: (Constant), agreeableness, conscientiousness, openness to experience, emotional stability, and extraversion.

Source: Appendix-XIV

Based on ANOVA, the p-value is 0.000, under the alpha cut-off i.e. 0.01. Therefore, the model effectively predicts the connection between the independent and dependent variables, substantially clarifying the variance in employee achievement.

**Table 15: Coefficients**

***Regression Coefficients (Regression Analysis of Employee Performance and Independent Variables)***

Model	Unstandardized Coefficients		T	Sig.
	B			
(Constant)	8.314		8.638	0.000
EV	-0.001		-0.021	0.983
OE	0.108		2.403	0.017
ES	0.202		4.569	0.000

AG	0.130	2.807	0.005
CO	0.221	4.821	0.000

Dependent Variable: *Employee Job Performance*

Source: Appendix-XV

The regression equation for employee performance based on coefficients can be written as:

$$JP = \beta_0 + \beta_1(0.001) + \beta_2(0.108) + \beta_3(0.202) + \beta_4(0.130) + \beta_5(0.221), e$$

The regression coefficient of extraversion, openness to experience, emotional stability, agreeableness, and conscientiousness are -0.001, 0.108, 0.202, 0.130, and 0.221 respectively.

Table 16 presents that only one variable, extraversion, has an insignificant outcome as its p-value exceeds the alpha level ( $0.983(p) > 0.05(\alpha)$ ), and the remaining four personality dimensions provide noteworthy results since their p-values are inferior to critical value 0.05.

Conscientiousness is the most influential attribute, with a coefficient of 0.221, suggesting that every unit rise in conscientiousness triggers a 0.221 unit improvement in work performance. This is followed closely by emotional stability (coefficient: 0.202), indicating that these two characteristics are very important in the Nepalese banking sector. Agreeableness and openness to experience have moderate optimistic effects (coefficients of 0.130 and 0.108, respectively), whereas extraversion has a negligible and slightly negative effect (-0.001).

All the qualities except extraversion have statistically significant correlations with work success ( $p < 0.05$ ), with extraversion's p-value (0.983) beyond the significance level. It offers the framework for employees' performance and customizes HR plan-

ning. This study challenges the prevalent beliefs regarding the relevance of extraversion in service-oriented employment and emphasizes the necessity for context-specific knowledge of the influence of personality characteristics.

This research shows that focusing on conscientiousness and emotional stability in recruiting and development procedures might result in the greatest increases in employee performance, but the conventional emphasis on extraversion may be less relevant in this Nepalese banking context. Overall, the findings are useful for improving HR practice, testing assumptions, and building a more sophisticated knowledge of personality-performance interactions in various organizational and cultural contexts.

#### 4.7 Hypothesis Testing Result and Summary

Table 16 presents the hypothesis of the study along with the models used for each and their outcome concerning their acceptance.

**Table 16: Summary of Results of Hypothesis**

S.N.	Hypothesis	Model Used	Outcome
H1	Extraversion significantly affects job efficiency in the banking industry.	Regression	Rejected
H2	Openness to experience has a remarkable impact on work performance within banks.	Regression	Accepted
H3	Emotional stability significantly influences job effectiveness in the banking field.	Regression	Admitted

H4	Agreeableness has a substantial impact on work productivity in the financial sector.	Regression	Endorsed
H5	Conscientiousness has a powerful influence on job output in banking.	Regression	Validated

Source: Appendix-XV

Table 16 represents the outcome of the hypotheses test of the study, which has been summarized below:

**H1:** The p-value is 0.983, which is greater than the 0.05 threshold ( $p > 0.05$ ), implying that the association lacks statistical significance. Therefore, the hypothesis is rejected, which clarifies that extraversion does not notably affect employee efficiency in the banking industry.

**H2:** Given that the p-value of the statement is 0.017, which is marked lower than 0.05 ( $p < 0.05$ ), it is considered to be relevant. Hence, the hypothesis is acknowledged, confirming that openness to experience has a major impact on staff performance in the financial sector of Nepal.

**H3:** As the p-value 0.000 is below 0.05 ( $p < 0.05$ ), it is considerable. So, the hypothesis is endorsed, which means emotional stability has a strong influence on employee output in the Nepalese banking field.

**H4:** The statement has a p-value of 0.005, which is less than 0.05. So, the hypothesis is approved, indicating that agreeableness has a profound effect on productivity in Nepal's banking sector.

**H5:** The P-value for the statement is 0.000, which is beneath 0.05 ( $p < 0.05$ ). The hypothesis is accepted, indicating that conscientiousness has a powerful impact on staff task achievement in banking.

Concerning predictive analytics, it is found that the personality dimension, except for Extraversion, has a notable influence on professional performance, revealing which traits are most useful in the banking business. The accepted hypotheses (H2, H3, H4, H5) confirm a supportive link between personality characteristics and job efficiency. but H1 is rejected, implying that extraversion may not influence performance.

Since most qualities were accepted, it is clear that Openness, Emotional Stability, Agreeableness, and Conscientiousness have a major impact on performance in Nepalese banks. Hence, this study effectively achieves its objectives by determining which personality qualities have the most influence on employee performance in Nepalese banks.

#### **4.8 Major Findings and Discussions**

This section explores and analyzes the personality characteristics and employee task accomplishment along with the interconnection of each variable extracted from expansive notions. It also explores how differently and to which level personal attributes guide employee outcomes in the banking sectors. This study used a sample size of 386 people from various banks and the outcomes of findings are summarized below.

##### **Study Sample and Demographics:**

From the gathered survey results and calculations, it is clear that a large segment of the participants were women, and the largest age group of respondents were younger employees of 20 to 30 years (55.4%). Furthermore, fifty percent of the total count have a career history of under 5 years (51.8%), and the participation of assistant-level employees (43.8%) is higher in this survey. This suggests that personality qualities may have a greater impact on employees at the entry or mid-levels of the banking hierarchy than on managers.

##### **Descriptive Statistics:**

All variables have mean scores surpassing 3, signifying that all construct is agreed upon by the employee. Among independent variables, Conscientiousness has the peak average value recorded, 4.40, and Emotional Stability has the minimal average mean, 3.86. It indicates that conscientiousness is a crucial component of the personality dimension that contributes to the output of banks in Nepal. Similarly, employee job performance has an average mean score of 4.05, which notifies that productivity amplifies due to the personality dimension.

#### **Results of Pearson Correlation:**

Through Pearson Correlation, the five controlled variables were shown to be positively associated with the outcome variable, which means an increase in all the independent variables causes an increase in employee job performance. The correlation indexes for all the samples between employee job performance and personality components are:

Extraversion- 0.347.

openness to experience -0.419

emotional stability- 0.411

agreeableness -0.393

conscientiousness- 0.471

Hence, it can be concluded that conscientiousness has the highest correlation coefficient of 0.471 as a result, it makes a substantial positive difference in employee job performance.

#### **Regression Analysis:**

The value of regression coefficients determines the degree of relationship of independent variables with employee job performance. Additionally, multiple regression finds the best predictors among the indicators and assesses the noteworthiness of each parameter.

It is found that the strongest variable for employee productivity is conscientiousness since it has the highest regression coefficient value of 0.221, whereas the weakest variable for employee professional output is extraversion since it displays the

minimal with almost zero regression coefficient of -0.001. Other personality traits have a moderate positive impact on performance outcomes.

As reflected in the above observation, the present study on personal qualities and job performance aligns with many past studies with the highlight of a few differences, which are discussed below:

**1. The Big Five Personality Model is broadly recognized:** Like earlier research, I have employed “correlation and regression analysis” to establish the influence of personality on work performance. The analysis corroborates the conclusion of “Alanoud & Amir (2016), affirming that personality variables substantially shape job output in Nepalese banks using the Five-Factor Model (FFM).”

**2. Conscientiousness is a powerful predictor of Performance outcomes:** “Barrick & Mount (1991) and Eddy, Dian, & Sayyidah (2017) found conscientiousness as the most significant indicator of job performance”, which is aligned the same in this study too.

**3. Hiring Decisions:** The above findings match with “Iqra, Yahya, & Rozeyta (2013), as both emphasize the Personality profiling practices in recruitment and training to match individuals with positions that fit their characteristics”.

### **Differences and Unique Findings**

**1. Extraversion is a poor predictor of job Performance:** “According to Barrick and Mount (1991), extraversion is necessary for occupations that need regular client engagement, such as sales and leadership positions”. However, in this study, extraversion had a low influence in Nepalese banks, presumably due to structured tasks rather than social interactions in professional responsibilities.

**2. Variability of impact on other traits:** “Sayyed, Mohamad, & Sayyed (2012) found no interplay between personality factors and job performance in certain context” but this study identifies the positive connections for all five qualities, but with variable degrees, indicating that the influence of personality varies by work function and organizational situation.

**3. Value of Emotional Stability and Agreeableness in Banking:** It is found that past research mostly focuses on conscientiousness and extraversion, but the key takeaway of this work emphasizes the importance of emotional stability and agreeableness, as stress management and teamwork are vital in the Nepalese banking business.

## **5 CONCLUSION AND IMPLICATIONS**

This final part of the research gives a synopsis, conclusion, and recommendations based on the study's outcomes. It also evaluates how the results are positioned in the context of prevailing theories as specified within the focus of research. The implications of the research limitations and areas of further studies are identified in this part. Information from this study is helpful to upper management during the hiring process. Most banks are concerned regarding the personality qualities they expect from their workforce and potential candidates for the job. Therefore, recruiters and managers are urged to incorporate this research into their screening process for prospective candidates exclusively in Nepalese banking sectors. Furthermore, job seekers must be able to recognize the position that best suits their personality.

### **5.1 Conclusion**

The primary intention of this research is to scrutinize how personality traits affect employee job performance in Nepalese Banks. It becomes evident that out of five attributes, conscientiousness stands out as the impactful personality trait for job effectiveness of the staff of banking institutions in Nepal as indicated by its leading mean value and correlation coefficient. This shows that people with a strong sense of conscientiousness tend to deliver better productivity, especially in jobs that require dedication, responsibility, and attention to detail. On the other hand, extraversion had a minimal influence, suggesting that it may be less relevant for performance results in this setting.

The sequence from the most powerful to the least powerful, personality indicators are: conscientiousness, Neuroticism, agreeableness, openness to experience, and extraversion, respectively. Similarly, the correlation analysis shows that all five parameters of personality go hand in hand with staff performance in commercial banks. Therefore, people with optimistic personality features are more likely to thrive in their roles, which drives them to the success of the company.

## **5.2 Implications**

The previous data analysis, discussion, and findings pointed to theoretical and practical implications. These implications focus on academic contributions and contributions to the human resource managers of the banking sector of Nepal.

### **5.2.1 Theoretical Implications**

Employee job performance is the key to increasing organizational productivity and efficiency. An organization with high employee performance can flourish in the competitive market. This study hypothesized the existence of a significant relationship between personal attributes and work efficiency in banking sectors.

This report theoretically helps the quantitative measurement of personality variables and Employee job effectiveness in Nepal's banking sector. It helps to find out the strongest component of personality dimension and gives a clear understanding of the relative importance of personality dimension components. The major contribution is to refine and strengthen the existing conceptual understanding.

Though extensive research has been performed to examine the effects of personality dimensions on employee job success, the study in the context of commercial banks is limited. Hence, this study adds to the understanding of the concept in the Nepali context.

This research will be a guideline for academicians who want to do further research in the personality dimension. In the Nepali setting, available scientific papers and scholarly work for the measurement of personality dimension on employee job performance are very limited. Probably this could be the first research effort contributing to measuring personality dimensions and employee job performance

in the banking sector in Nepal. So, this exploration will aid as a supporting source for academicians and professionals in the same field.

### **5.2.2 Practical Implications**

This research is descriptive research to fulfill academic requirements. However, it can be used to build a human resource management strategy. This research measures the personality dimension, employee job performance, and the relation of personality dimension with employee job performance of commercial banks in Nepal.

The report identifies the critical personality factors that influence employee performance and provides strategic guidance for the banking industry. A deeper knowledge of personality features can help banks develop strategies to increase productivity, employee satisfaction, and motivation and improve overall organizational success. This research provides the bigger picture for Nepalese banks to integrate personality assessments into their recruitment procedures to hire people whose personality qualities match the job's performance objectives so that they can excel.

In simple terms, this report points out that Conscientiousness is primarily associated with work efficiency in Nepalese banks. As a result, bank HR managers must promote conscientiousness in recruiting and selection procedures since workers with this attribute outperform others. Also, special development programs for improving conscientiousness can help existing staff to achieve higher productivity.

It suggests that the HR teams of banks provide specialized training programs to enhance employees' desirable personality qualities such as emotional stability and agreeableness through different workshops and training like stress management, Customer-Centric Communication Training, leadership, and Accountability Development Program, etc.

### 5.2.3 Implications for Future Research

Further study can take place in broader areas that are intriguing and essential for deeper analysis which were unveiled in the present study. Besides, the constraints of the study and areas for improvement offer guidelines for further exploration, which are listed below:

1. This study is conducted considering the banking sector only. Further research can be undertaken throughout the various production and industries in the service field of Nepal to provide wide-ranging clarity regarding the alignment between personality and employee performance.
2. The data for this exploration was collected firsthand whereas an investigation of research can be undertaken considering both original and external sources data, which will help to get deeper insights into employee job performance.
3. Future research can be done examining the potential similarities and differences between employees who are working in different organizations.
4. This study is limited to Kathmandu Valley only. As a result, further study can be undertaken across Nepal, not just in the Kathmandu valley, which would give a more comprehensive picture and take into consideration regional variances in workplace culture and employee behavior.
5. This study is based on certain independent variables: extraversion, openness to experience, emotional stability, agreeableness, and conscientiousness. So, further research can add many other independent variables of personality dimension that influence the employee job performance like: eager-to-please, multiple expressions, leadership, communication, etc.
6. Future studies might look at AI and machine learning's potential for improving recruiting and performance management. It might investigate how technology can be used to assess personality and predict work performance accurately.

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## 7 APPENDIX

### APPENDIX- I

#### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	179	46.4	46.4	46.4
	Female	207	53.6	53.6	100.0
	Total	386	100.0	100.0	

### APPENDIX- II

#### Age In Years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 years	214	55.4	55.4	55.4
	30-40 years	161	41.7	41.7	97.2
	40-50 years	10	2.6	2.6	99.7

Above 50 years	1	.3	.3	100.0
Total	386	100.0	100.0	

**APPENDIX- III**

**Work Experience**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5 years	200	51.8	51.8	51.8
	5-10 years	164	42.5	42.5	94.3
	10-15 years	19	4.9	4.9	99.2
	Above 15 years	3	.8	.8	100.0
	Total	386	100.0	100.0	

**APPENDIX- IV****Position**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Trainee	152	39.4	39.4	39.4
Assistant	169	43.8	43.8	83.2
Officer	55	14.2	14.2	97.4
Manager	10	2.6	2.6	100.0
Total	386	100.0	100.0	

**APPENDIX- V****Reliability Statistics**

Cronbach's Alpha	N of Items
.843	5

**Reliability Statistics**

Cronbach's Alpha	N of Items
.868	5

**Reliability Statistics**

Cronbach's Alpha	N of Items
.872	4

**Reliability Statistics**

Cronbach's Alpha	N of Items
.698	5

**Reliability Statistics**

Cronbach's Alpha	N of Items
.922	4

**Reliability Statistics**

Cronbach's Alpha	N of Items
.821	5

## APPENDIX- VI

## Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I am someone with lots of energy.	386	2	5	4.12	.497
I consider myself someone with great enthusiasm.	386	2	5	4.20	.574
I think of myself as someone who has an assertive and confident personality.	386	3	5	4.25	.620
I am outgoing & sociable.	386	1	5	4.26	.630
I am someone who prefers to talk more rather than stay quiet	386	1	5	4.28	.713
Valid N (listwise)	386				

## APPENDIX- VII

## Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I am someone who comes up with new ideas.	386	2	5	4.12	.561
I am curious about new things.	386	2	5	4.20	.527
I am a clever & deep thinker.	386	1	5	4.25	.636
I am someone who has an active imagination.	386	2	5	4.26	.605
I am creative & inventive	386	2	5	4.31	.614
Valid N (listwise)	386				

## APPENDIX- VIII

## Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I am someone who can manage different emotions.	386	1	5	3.81	.581
I am someone who does not panic easily in adverse situations.	386	1	5	3.84	.592
I am even-tempered.	386	1	5	3.90	.627
I am someone who can concentrate on my work despite emotional challenges	386	1	5	3.89	.623
Valid N (listwise)	386				

## APPENDIX- IX

## Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I am someone who tends to find fault with others.	386	1	5	3.20	.718
I am helpful & unselfish.	386	2	5	4.22	.599
I am someone who generally trusts another person easily.	386	2	5	4.25	.632
I am considerate & kind to almost everyone.	386	2	5	4.30	.597
I am cooperative.	386	2	5	4.32	.603
Valid N (listwise)	386				

## APPENDIX- X

## Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I am someone who is detail-oriented at work.	386	2	5	4.38	.639
I am a reliable worker.	386	2	5	4.38	.610
I am someone who does things efficiently.	386	2	5	4.41	.627
I am someone who makes plans & follows them.	386	2	5	4.40	.654
Valid N (listwise)	386				

## APPENDIX- XI

## Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I mostly have my work done on time.	386	2	5	4.01	.478
My supervisor has never been disappointed with the quality of my work.	386	2	5	3.82	.506
I constantly try to have an excellent work ethic.	386	2	5	4.13	.520
I constantly show an underlying desire for doing given tasks in a better way.	386	2	5	4.13	.505
I exhibit zeal/passion about the job & a consequent willingness to work hard & energetically.	386	3	5	4.14	.495
Valid N (listwise)	386				

## APPENDIX- XII

## Correlations

		EV	OE	ES	AG	CO	JP
EV	Pearson Correlation	1	.543**	.378**	.344**	.548**	.347**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	386	386	386	386	386	386
OE	Pearson Correlation	.543**	1	.382**	.493**	.503**	.419**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	386	386	386	386	386	386
ES	Pearson Correlation	.378**	.382**	1	.326**	.367**	.411**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	386	386	386	386	386	386
AG	Pearson Correlation	.344**	.493**	.326**	1	.436**	.393**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	386	386	386	386	386	386
CO	Pearson Correlation	.548**	.503**	.367**	.436**	1	.471**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	386	386	386	386	386	386

JP	Pearson Correlation	.347**	.419**	.411**	.393**	.471**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	386	386	386	386	386	386

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### APPENDIX- XIII

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.391 <sup>a</sup>	.325	.316	1.583

a. Predictors: (Constant), CO, ES, AG, EV, OE

#### APPENDIX- XIV

##### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	458.528	5	91.706	36.607	.000 <sup>b</sup>
	Residual	951.951	380	2.505		
	Total	1410.479	385			

a. Dependent Variable: JP

b. Predictors: (Constant), CO, ES, AG, EV, OE

## APPENDIX- XV

## Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.314	.962		8.638	.000
	EV	-.001	.044	-.001	-.021	.983
	OE	.108	.045	.135	2.403	.017
	ES	.202	.044	.218	4.569	.000
	AG	.130	.046	.141	2.807	.005
	CO	.221	.046	.263	4.821	.000

a. Dependent Variable: JP

## 8 ANNEXURE

### Research Questionnaire

#### **Impact of Personality Dimension on Employee Job Performance: with reference to Selected Nepalese Banks**

I am Rakshya Khadka, student of MBA (Masters in International Business Management) program at Vaasa University of Applied Science, Finland. I am doing the research on "**Impact of Personality Dimension on Employee Job Performance: with reference to selected Nepalese Banks**". This survey will be the part of my academic research requirement. So, I would be grateful if you could spare few minutes to help me filling this questionnaire. Further, I assure you that all the information provided by you will be kept confidential, secured and will be used for my academic purpose only. Looking forward for your kind and generous cooperation. Thank You.

*\* Indicates required question*

---

1. Do you consent (verbally) to this survey?

*Mark only one oval.*

Yes

No

#### **Part A (Personal details of the Respondents)**

2. **Gender**

*Mark only one oval.*

Male

Female

Prefer not to say

**3. Age (in years)**

*Check all that apply.*

- 20-30 Years
- 30-40 Years
- 40-50 Years
- Above 50 Years

**4. Work Experience**

*Check all that apply.*

- Below 5 Years
- 5 to 10 years
- 10 to 15 years
- Above 15 years

**5. Position**

*Check all that apply.*

- Trainee
- Assistant
- Officer
- Manager

**Part B (Likert Scale Questions)**

How do you agree with this statement? Please tick (✓) at the appropriate circle showing scales between 1 and 5. (Strongly disagree to strongly agree).

6. **Extraversion \***

Mark only one oval per row.

	strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>I am someone with lots of energy.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I consider myself as someone with great enthusiasm.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I consider myself with assertive and confident personality.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I am someone who is outgoing &amp; sociable.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I am someone who prefers to talk more rather than stay quiet.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**7. Openness to Experience**

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>I am someone who comes up with innovative ideas.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I am someone who is always curious in new experiences.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I am someone who is clever &amp; introspective thinker.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I am someone with vibrant imagination.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I am someone who is creative &amp; inventive.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**8. Emotional Stability**

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>I am capable of managing my emotions.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I am someone who does not panic easily in adverse situations.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I am someone who is even tempered.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I am someone who can concentrate on my work despite emotional challenges.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 9. Agreeableness

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>I am someone who tend to find fault on others.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I am someone who is helpful &amp; unselfish.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I am someone who generally trust another person easily.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I am someone who is considerate &amp; kind to almost everyone.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I am someone who is cooperative.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. **Conscientiousness**

*Mark only one oval per row.*

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>I am someone who is detail oriented at work.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I am someone who is a reliable worker.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I am someone who completes tasks efficiently.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I am someone who makes plan &amp; follows them.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Thank you for your valuable time and participation.**