

## Measuring the Effect of Five Factor Model of Personality on Team Performance with Moderating Role of employee engagement

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### Abstract

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This study examines the five factor model of personality applied to private sector employees of Pakistan, and finds their impact on team performance. The five factor model consists of extraversion, agreeableness, conscientiousness, openness to experience and neuroticism. It was also found for the first time in Pakistan, whether employee engagement moderates the relationship between the personality and team performance. A causal study (regression analysis) had been conducted using a sample size of 100 employees in private sector organizations of Islamabad and Rawalpindi and primary data had been collected through a 36 item questionnaire using convenience sampling. The results which agree with similar past studies showed that agreeableness and openness to experience have a positive relationship with team performance, while Neuroticism has a negative relationship with team performance. The relationship between conscientiousness, extroversion and team performance is insignificant. Employee engagement moderates the relationship between extraversion, agreeableness, and openness to experience, conscientiousness and team performance. Employee engagement has no moderating effect on the relationship between neuroticism and team performance. Therefore, organizations should strive to enhance the level of engagement of their employees and should encourage personality of employees with agreeableness and openness to experience traits to work in teams so as to improve the overall performance of teams.

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**Keywords:** Personality Traits, Team Performance, Employee Enga

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## Introduction

### 1.1 Background of Study

With increase in global competition, survival of an entity is a very pertinent question in business arena. In such a competitive environment performance is the key to success. It can differentiate one company from other. That's why in today's competitive business environment companies want maximum from their employees. It is seen that many companies recreated their work through use of team in recent years (Barrick et.al 2007). The complex nature of modern work environment has created the utilization of the team and requirement of job-fit as a necessity for companies wanting to stick & survive at the edge of competition.

In a team all members are mutually accountable for the results. Members in a team are interconnected with each other. They know that quality of their collective performance will determine the success or failure of that team. So team has synergy which is absent in group. Team performance is much greater as compared to individual's performance. That's why now a day's organizations are focusing on using teams rather than individual's to achieve maximum output which is necessary for their survival.

Team is a specialized form of work structure, which has shared responsibility, strong interdependence, and sovereignty (Guzzo & Dickson 1996). Teams are increasingly used in various organizations with affirmative results. Most of the organizations have increased their dependence on team so that all team members could work effectively to achieve organizational goals.

Teams become with individuals and individuals have different personalities. So personality profiling of individuals, who are supposed to work together as a team is important to study and determines the optimal team composition. The greatest achievement of teams does not only depend on individual's skills and capability but also on the different personality traits. Traits are fundamental building blocks of any personality. They show the stable pattern in which the individual, think, feel and behave. (Pervin et al., 2005).

Personality is primarily a combination of emotional reactions, attitudes and behaviors. Personality comprises on different element of thoughts, feelings and actions that make a person distinctive.

Baugmgarten (1933), Allport and Odbert (1936) were the first ones to study the concept of personality. Based on Allport and Odbert's list, Cattell (1943) invented a multidimensional model to describe personality which initially had 4500 traits which he reduced to 35 variables due to lack of time for data analysis, high costs and difficulty. Then he produced the 16 Personality Factors (16 PF) questionnaire (Cattell, Eber, & Tatsuoka, 1970) using his model which has a connection with the Big Five Model of Personality. First, Fiske (1949) invented an uncomplicated version of Cattell's variables 'derived from self-ratings, ratings by peers, and ratings by psychological staff members'. Norman (1963) created the following factors which are extraversion (assertive, talkative, energetic), agreeableness (cooperative, good-natured, trustful), conscientiousness (responsible, orderly, dependable), emotional stability versus neuroticism (calm, not easily upset) and culture (intellectual, independent-minded).

MBIT (Myers-Briggs Type Indicator) was designed to use how people perceive themselves and make decisions. It was a psychometric questionnaire. The drawback of this was, it is self-reporting. Big five model criticized it. That's why FFM approach is broader. In current psychology, the Big Five factors of personality are five broad dimensions of personality which are used to illustrate human personality. The Five Factor Model is an explanatory model of personality. Psychologists have developed a number of theories to be familiar with Big-Five.

So individual's personalities have effects on team performance (Barrick et al. 2007) Frederick et. al. 2005). It is also seen that employ engagement was interlink with performance (Truss et al 2006). *Engagement is attentiveness of employees to their work, deep and emotional connection towards their work place.* Employees who are engaged can perform better as compare to those who are not engaged. There are several organizations which believe that employee engagement is a source of competitiveness so they are more focusing on this aspect (Macey and Schneider, 2008; Macey et al., 2009). It was also reported by many organizations that employee engagement brings positive output and increase organizational productivity as well as performance. That's why it is important to explore how personality affects team performance while engaging with their work place.

## 1.2 Research Questions

- Is there any relationship between personality traits and team performance?
- To what extent agreeableness, conscientiousness, openness to experience, neuroticism and extroversion positively relate to performance of the team?
- How significantly big five personality traits have impact on team performance?
- How significantly employee engagement moderates the impact of personality traits on team performance?

## 1.3 Objective of Study

This study focuses to find the effects of personality traits on team performance. The primary objective of this study was to examine how agreeableness, conscientiousness, openness to experience, neuroticism, and extroversion affect the outcomes of team. In addition this study will further investigate and examine the relationship and impact of employee engagement as a moderator.

## 1.4 Rationale of the Study

Study broader problem is "How significantly personality traits relates and impact team performance in Pakistani organization"? Researchers want to determine the different factors of inefficiency of employees due to individual personality traits while working in a team. *Further specific problem is to investigate the effect of personality on team performance while taking employee engagement as a moderator.*

## 1.5 Significance of Study

This study will be an effort in promoting workplace harmony in private sector organization. It will help learners and trainers to make good composition of team while keeping in mind different personality characteristics to fulfill organizational objectives. Efficient teamwork and good performance of workforce will lead to competitive edge for any organization.

Present study will help to open new avenues in future for the researches on the subject of personality composition for team performance. Moreover there is very limited research conducted on this domain in Pakistan.

Although many studies have been conducted in Pakistan related to personality composition (Haider & Hussain, 2009) but none of the study was conducted taking employee engagement in their consideration. So this study is first in its nature in Pakistan exploring personality effect on team performance while taking employee engagement as a moderator. The practical implication of this study is to help organization on how team performance can be increased while considering personality composition and how employee engagement increase or decrease team performance. This will also contribute to existing body of knowledge in Pakistan.

## 1.6 Delimitation

This study used big five personality model having five dimensions which are agreeableness, conscientiousness, extroversion, neuroticism and openness to experience (John and Srivastava 1999). The focus of this study was on team performance in private sector of Pakistan. Employee engagement was taken as a moderator.

## Literature Review

### 2.1 Personality

Team distinguished from working groups, as two or more people who interact often and keep the degree of interdependence within an unspecified time frame. (McGrath, 1984; cited in Webber and Klimoski (2004).

Biswas( 2008) conducted a research on Personality, Generalized Self-efficacy & Team Performance. This study was on rural development teams. This study provides the relationship between big five factors of personality and generalized perceived efficacy with team performance. Hypothesis testing was done by analyzing 492 rural development professionals in 110 teams. In this study, the measure Big Five Inventory developed by John and Srivastava (1999) was used. According to researcher that personality dimensions play an important part in team performance even for short lived self managed work teams. The study suggests that future research should focus on actual performance of rural development teams and a multi-method approach should be followed in future and multi-dimensional construct of team effectiveness should be used.

Another study by (Pattarin, 2010) investigated the importance of factors (personality and attitudes and resource to customer credit) by analyzing the results of an original survey about the recourse to consumer credit. Many studies found that big five personality traits were related to many important factors. (Weir, 2010) used the Big Five classification of personality traits and examined the relationship of non-cognitive traits with economic success over the life path. The author found the relationship between personality traits and economic outcomes. The personality traits of emotional stability and conscientiousness are linked to objective measures of economic success separately of education and cognitive ability.

A study conducted by (Lounsbury et.al 2012) investigated key personality traits and carrier satisfaction of customer service workers. Data was taken from an archival database. It was comprised on 2641 customer service representatives and 76788 representatives of other occupations. Demographic variables as well as big five personality traits were measured. Findings showed that CS representatives have high level of conscientiousness than other occupational groups. Moreover emotional stability, conscientiousness, customer service orientation, tough mindedness and extraversion were significantly and positively relates with career satisfaction. Further 22% variation in CSR career satisfaction was due to big five traits.

Traits are the basic predictors that effect team performance. These are Extroversion, Openness to experience, Neuroticism, Agreeableness and Conscientiousness.

### 2.1.1 Extroversion

Extroversion People with this trait are friendly, energetic, warm, assertive and social. Extrovert people are outspoken and talkative (Kichukk and Wiesner, 1997). So, extrovert people are outgoing, outspoken and social. They could enhance the performance of a team. They can easily convey their ideas to their team members and may have low team conflicts.

### 2.1.2 Openness to Experience

Openness to experience exemplified as the people who are imaginative, sensitive, intellectual, polished versus the people down to earth narrow, simple and insensitive (Reilly et.al 2002) Researchers conclude that team members who are high in openness to experience are broadminded, willing to try new things and creative (Molleman et.al 2004). So the teams members having the characteristics of openness to experience are expected to do things with new ideas to find ways to solve problems , can adopt changes easily and also expected to create such an environment in which team members can learn new things in new ways. So these people will result in low conflict with team members.

### 2.1.3 Agreeableness

People with the characteristics of agreeableness are flexible, good natured, trusting, forgiving, cooperative, tolerant and soft hearted (Kichuk and Wiesner, 1997). Agreeableness is the team performance member likeability. These people are based on liking others and viewing them positively. The people with this trait are helpful, generous, friendly, considerate and empathetic. The people with high agreeableness can more easily control their negative emotions.

### 2.1.4 Neuroticism

**Neuroticism** is the extent to which a person experience negative emotions like anger, anxiety, hostility and depression. It represents the individual differences in personalities. Neuroticism represents individual differences in adjustment and emotional stability. It tends to experience negative emotions, impulsiveness, depression and anxiety. (Zhao & Seibert 2006).The people, high in neuroticism are tends to be more emotionally instable having anxiety, anger and depression. People high in neuroticism may not good team workers because of their emotionally instable nature.

### 2.1.5 Conscientiousness

Person who shows the characteristics of conscientiousness are dependable, careful, responsible, plan full, hardworking, persevering and achievement oriented (Kichuk and Wiesner, 1997). People with the trait of conscientiousness are self-disciplined, responsible, organized and task oriented. Conscientious people will perform well in teams because of their disciplined personality. The teams having more conscientious people will perform well because its members prefer to complete their tasks on time in an organized way.

### 2.2 Team Performance

Erdem( 2003) conducted a research on the relationship between trust and team performance. There were four organizations that provide the relation among the level of trust between work team members and performance of that team. According to researcher increasing trust among team members seems to improve team performance for these organizations. This study recommends that additional research is required to identify other factors of team performance and at what extent.

Seung-Bum Yang Sang Ok Choi (2009) conducted a research on employee empowerment and team performance. This study provides that four dimensions of empowerment have positive effects on team performance of municipality work teams. Hypothesis testing was done by surveying 176 US municipal government employees. To measure the results of various dimensions of empowerment on team performance, multiple regression analysis was used. According to researcher that team enjoys great degree of empowerment including its four dimensions. The study suggested that future research should focus on the employee empowerment programs which must think about different dimensions of empowerment.

Liu, J., Wang, W., & Cao, K.-P (2011) conducted a research on Leader political skill and performance of a team. This study provides linkage between leader political skill and performance of a team by focusing on the mediating role of team communication and the moderating role of team task interdependence. Research was done by analyzing project teams in four diverse business units engaged in the manufacturing of machine parts.



According to researcher indirect outcome of leader supporting skill on team performance is moderated by team task interdependence and the mediating task of team communication in leaders' political control process on performance of a team differ across diverse levels of task interdependence. The study recommended that future research focus should study other mediating mechanism in the leader political skill-team performance link.

The most recent research on team performance was carried out by (Kostopoulos & Bozionelos, 2011) conceptualized examining and exploitative knowledge as important level of team activities and attempted to examine their relation with emotional safety, task inconsistency and team performance. It was found that emotional safety was related to examining learning in positive but non linear approach and task conflict was negatively associated with these learning activities. Results showed that tentative and exploitative learning was positively correlated to team performance.

In this year another important effort by researchers (Cole, Bedeian & Bruch, 2011) investigated the relation of leader activities on team performance. Results showed that relation between leader's transformational activities and team performance is moderated by team consensus. It was found that transformational direction and harmony about this leadership has not direct effect on team performance during team empowerment which was a mediating mechanism.

Researchers also found the relationship between personality traits and economic outcomes. In current year 2011 it was found that educational ability, cognitive abilities and **some personality traits indirectly** influence ideological preferences during changes in profits (Morton, R., Tyran, J.-R., & Wengström, E, 2011).

### 2.3 Employee Engagement

According to Xu and Thomas (2011), employee engagement has three predecessor of which was developed by (Kahn, 1990; Zhao, H., & Seibert, S. E., 2006) psychological meaningfulness, availability and security. Psychological significance is the work environment, such as a 'challenge' and 'independence'. Psychology consists of the physical and psychological aspects of the disposition of that person's self-esteem his / her work well. Psychological safety means the feeling of cooperation and trust in the values of organizations and among their employees.

Ivan T. Robertson ( 2010) exploratory research suggested that if employee well being is high, employee engagement also exists and recommended the concept of full engagement. A survey was done to be filled by the whole organization and focus groups conducted in the main departments to calculate the level of well being and engagement. Then ways of interventions should be applied to create full engagement and increase well being. The interventions are composition, development and situational engineering. Composition is altering the type of people in the organization through methods of selecting, job functions and rearrangement in different departments. Development is providing training and development to the current employees and providing support, counseling and receiving their views about work aspects. Situational engineering: changing aspects of jobs, way managers do their work and supervise and going through organizational development to improve the work environment. Further study needs to be conducted to examine the relationship between well being and engagement so that organizations can perform better and improve efficiency.

Wildermuth ( 2008) conducted a general review of the literature and according to him employees considering their work important and meaningful, should provide a balance of challenging and regular work (Kahn 1990). Maslach et al. (2001) recommended that people and their jobs need to be controlled by the management for them to reach their goals. Without sufficient control employees could become anxious and frustrated and suffer exhaustion. When these aspects exist in a job it leads to engagement.

Wildermuth and Pauken (2008) also suggested the characteristics of employees who are engaged. Firstly employees should be hardy.

That is they should be flexible and agile and alter according to fluctuations in the work environment. Secondly they should have an internal locus of control. Internal locus of control explains that employees take responsibility for his or her output and events instead of relating them to factors outside of themselves. The third characteristic of an engaged employee is an active style of working in which they explicitly tell their requirements and wants. When employees have self esteem they are more engaged in their jobs. Langelaan et al. (2006) proposed that exhausted employees who had high levels of neuroticism as compared to higher level of extraversion were less engaged. This is because extraverted people are less anxious, are stronger and positive and take responsibility and control more easily. There should be a 'match' between the employee and his or her work condition for him or her to be engaged.

Wildermuth and Pauken (2008) also suggested interventions to improve employee engagement. The managers should be aware of the importance of engagement and should adopt styles that lead to engagement. Employees should be able to enhance their strengths and less their weakness through their work and the organization should provide them opportunities of promotion and let them try out new skills to identify their full potential. Ample vacations and breaks should be given so employees can revitalize and gain lost energy before working again. Employees should socialize with each other to understand others attitudes so as to have a positive relationship with them at work.

Shuck (2011) compiled a case study that explored the 'experience' of employees who are engaged and what factors lead to engagement at work. The company that was studied was in Florida and had 250,000 workers hailing from 22 countries. According to Kahn (1990), domains essential to understanding engagement and disengagement at work were safety, meaningfulness, and accessibility. Meaningfulness is when one has a sense of achievement from putting effort into a task. Safety means when an employee works confidently and positively and knows he or she will be accepted and understood. Availability can be defined as a situation in which the employee is physically and mentality present at work and has all the resources to complete his or her effectively Shuck, Rocco and Albornoz (2011) developed the model of engagement and disengagement at work from their case study which included two items; the environment and the individual.

The environment was the work place ambience, the actual work premise and work culture of the organization. On the other hand the individual is the characteristic of the employee, how he or she works and thinks and his or her background. When the environment and the individual interact, engagement or disengagement emerges. When interaction is optimistic it leads to engagement whereas when there is a clash between the environment and the individual it leads to disengagement.

Welch (2011) did an exploratory study on the past literature of the concept of employee engagement in the pre-wave era, wave 1, wave 2 and wave 3 time periods. In the pre-wave era (pre 1990) of the evolution of employee engagement is described as when the general needs of employees to be involved at work and doing tasks beyond what is needed such as being novel and coordinating with others at work (Katz and Kahn 1966). Wave 1 (1990-1999) describes employee engagement as "personal engagement" which is composed of meaningfulness, safety and availability (Kahn (1990). Wave 2 (2000-2005) comprises of employee engagement defined by Maslach et al. (2001) as the complete opposite of job burnout. Job burnout is "exhaustion, cynicism and ineffectiveness". "Energy, involvement, and efficacy" were used to describe engagement of employees. Schaufeli et al. (2002) and Schaufeli and Bakker (2004) define engagement as "a positive, satisfying, work-related state of mind that is characterized by strength, absorption and dedication". Their explanations of employee engagement mostly included absorption as a cognitive aspect, dedication as an emotional aspect and vigor as a physical aspect of engagement of an employee.

In wave 3 (2006-2010) Truss et al. (2006) explained employee engagement using three dimensions. The first dimension is emotional engagement which means "being very involved emotionally with one's work". The second dimension is cognitive engagement which means "focusing very hard while at work". The third dimension is physical engagement which means "being prepared to go the extra mile for your manager" (Kahn 1990).

Welch (2011) proposed that internal corporate communication has an integral role in creating employee engagement in business organizations. Welch (2011) developed a conceptual framework that suggested that internal communication leads to employee engagement which then leads to generation of new and creative ideas, sense of competition and efficiency in business environments. Future research can be conducted on the effect of internal communication on employee engagement at the divisional, team performance and project levels.

JRA employee engagement scale was used to measure Kahn's (1990) emotional, cognitive, and behavioral components of engagement (Xu, J., & Thomas, H. C, 2011) . This survey has been used in many studies of employee engagement by academics (May et al., 2004 and Rich et al.) and other engagement measurement scales (ISR 2004). This scale includes important aspects like the employees attachment towards tasks and the workplace, how content they are and how engrossed and connected they are to their work as well as how much extra effort they are ready to put in and do more than what they are asked to do.

Engagement is attentiveness of employees to their work, deep and emotional connection towards their work place. It is a situation in which the employee is physically and mentality present at work and has all the resources to complete his or her work effectively. It is when an employee works confidently and positively and knows he or she will be accepted and understood. Moreover it is when one has a sense of achievement from putting effort into a task. Cognitive engagement is with how much concentration employees perform their responsibilities, emotional engagement is how engrossed they are psychological in their responsibilities and behavioral engagement is how willing they are to work beyond their responsibilities and doing something more than what is asked from them (Kahn 1990).

## **Theoretical Framework**

### **3.1 Team Performance**

Team performance (DV) is the output of a team in terms of punctuality in completing tasks, speed with which the team works and the quality of the team's work (Erdem, 2003).

### **3.2 Independent Variable**

Personality traits are the basic predictors that effect team performance that are extroversion, openness to experience, neuroticism, agreeableness and conscientiousness.

### 3.2.1 Extroversion

People with this trait are friendly, energetic, warm, assertive and social. Extrovert people are outspoken and talkative (Kichuk and Wiesner, 1997).

### 3.2.2 Openness to Experience

This trait is exemplified as the people who are imaginative, sensitive, and intellectual, polished versus the people down to earth narrow, simple and insensitive (Reilly, Lynn and Aronson, 2002).

### 3.2.3 Agreeableness

It is one of the five major dimensions of personality. The people with the characteristics of agreeableness are trusting, flexible, good natured, supportive, forgiving, soft hearted and tolerant (Kichuk and Wiesner, 1997).

### 3.2.4 Neuroticism

Neuroticism is the extent to which a person experience negative emotions like anger, anxiety, hostility and depression. It represents the individual differences in personalities. Neuroticism represents individual differences in adjustment and emotional stability. It tends to experience negative emotions, impulsiveness, depression and anxiety. (Zhao and Seibert, 2006).

### 3.2.5 Conscientiousness

It is the most dependable predictor of an individuals' act. A person who shows the characteristics of conscientiousness is dependable, careful, responsible, plan full, hardworking, persevering and achievement oriented. (Kichuk and Wiesner, 1997).

## 3.3 Moderating Variable

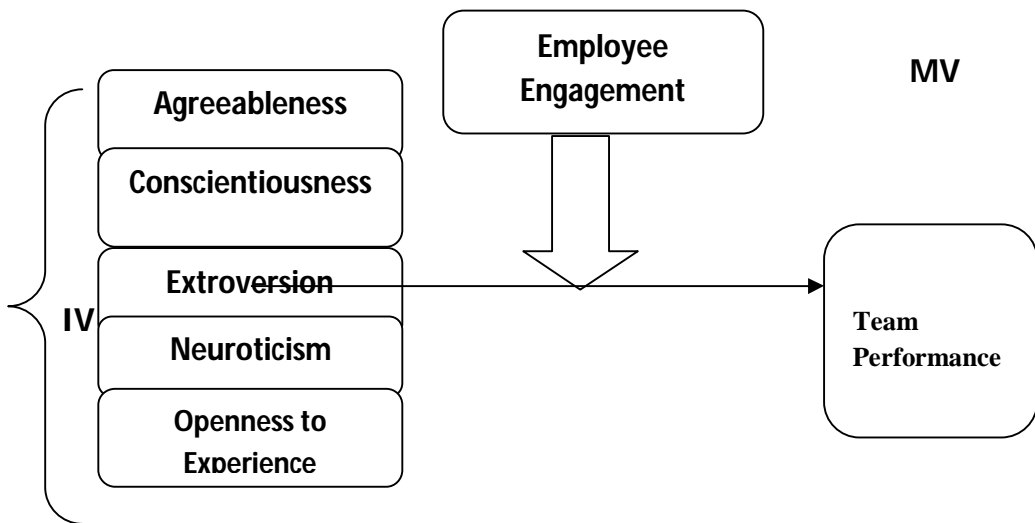
### 3.3.1 Employee Engagement

Engagement is attentiveness of employees to their work, deep and emotional connection towards their work place.

It is a situation in which the employee is physically and mentality present at work and has all the resources to complete his or her work effectively. It is when an employee works confidently and positively and knows he or she will be accepted and understood. Moreover it is when one has a sense of achievement from putting effort into a task. Cognitive engagement is with how much concentration employees perform their responsibilities. Emotional engagement is how engrossed they are psychological in their responsibilities. Behavioral engagement is how willing they are to work beyond their responsibilities and doing something more than what is asked from them (Kahn 1990).

### Theoretical Framework

#### 3.1 Framework



Personality has effect on team performance. Five dimensions of personality are used in which agreeableness, conscientiousness, openness to experience and extroversion are positively related with team performance while neuroticism has negative relationship. Whereas employee engagement moderates the relationship between team performance and personality.

### 3.2 Hypothesis Development

- H<sub>1</sub>*: Extroversion will positively relate to the team performance.
- H<sub>2</sub>*: Openness to experience will positively relate to the performance of team.
- H<sub>3</sub>*: Agreeableness will have positive effect on the performance of team.
- H<sub>4</sub>*: Neuroticism will have negative effect on team performance.
- H<sub>5</sub>*: Conscientiousness will positively relate to the performance of team.
- H<sub>6</sub>*: Employee engagement moderates the relationship between Extroversion and team performance.
- H<sub>7</sub>*: Employee engagement moderates the relationship between Openness to experience and team performance.
- H<sub>8</sub>*: Employee engagement moderates the relationship between Agreeableness and team performance.
- H<sub>9</sub>*: Employee engagement moderates the relationship between Neuroticism and team performance.
- H<sub>10</sub>*: Employee engagement moderates the relationship between Conscientiousness and team performance.

## Methodology

### 4.1 Type of Study

Cross sectional causal study of hypothesis testing as it investigate and measures the relationship between variables.

### 4.2 Type of Investigation

The study was predictive, which determines the correlations between the variables. This casual study also investigated that how significantly personality traits relates and effect team performance in Pakistani organization and how significantly employee engagement moderates the impact of personality traits on performance of team.

### 4.4 Study Setting

This study was done in natural setting. Respondents were not informed in advance. They were asked to fill questionnaires in natural work setting.



#### 4.5 Research Instrument

The study used a 36 items questionnaire (structured) as a research instrument. It includes 25 items of big five personality trait in which: 5 items of extraversion, 5 items of openness to experience, 5 items of agreeableness, 5 items of neuroticism and 5 items of conscientiousness. It includes 6 items of employee engagement and 5 items of team performance. 5 point likert scale was used in this study. 1 for 'Strongly Disagree', 2 for 'Disagree', 3 for 'Neutral', 4 for 'Agree' and 5 for 'Strongly Agree'. The instrument for big five personality was adopted from (John, O. P., & Srivastava, S, 1999) and 4 items of team performance were adapted from Erdem, Ozen and Atsan (2003) and one item is taken from Yang and Choi (2009). The instrument for employee engagement was adopted from JRA employee engagement scale to measure Kahn's (1990) emotional, cognitive, and behavioral components of engagement (Xu and Thomas 2011). This scale had been previously used in May et al., 2004; Rich et al., and other engagement studies (ISR, 2004). The wording of the questionnaire was made easier for the employees to understand the effect of personality on team performance by taking employee engagement as a moderator. To determine the reliability of the instrument in our context, pilot study was done.

#### 4.6 Population and Sample Frame

Population of research was employees working in private sector organizations of Pakistan. Researcher delimitate this by focusing on private sector organization currently working in Rawalpindi and Islamabad.

#### 4.7 Data Collection and Sample Size

The study conducted was quantitative in nature. Survey questionnaire was used to collect the primary data. The data was collected from employees of the different private organizations through verified questionnaire. Non-random (convenience) sampling had been used to collect data. The reason for selecting this method was used in many research papers which were explored from literature review. Second reason for selecting this method was short time span i.e. three months, because researchers have to collect data in that specified time.

Sample size was 100 for this research, Tabachnik and Fidell (2001, p. 117) offer the following formula for computing the sample size required for a multiple regression analysis:  $N \geq 50 + 8m$ , where  $m$  equals the number of predictor variables. As in the research, numbers of independent variables were six that's why sample size was calculated accordingly:  $50 + 8(6) = 98$ .

For better response, Total 130 questionnaire were distributed among employees working in private sector organization in Islamabad and Rawalpindi. 100 completed questionnaires have received back. The response rate was 76.9 %.

#### 4.8 Data Analysis

Statistical tools and techniques were used for in-depth analysis, result and conclusion of the different components of personality on the performance level of the employees. Results of demographic, descriptive statistics, reliability statistics, measure of association and inferential statistics are given below.

### Result and Discussions

#### 5.1 Demographic Analysis

**Table 1: Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	82	82.0	82.0	82.0
	Female	18	18.0	18.0	100.0
	Total	100	100.0	100.0	

**Table 2: Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LT 25	48	48.0	48.0	48.0
	25-50	50	50.0	50.0	98.0
	GT 50	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

**Table 3: Education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	31	31.0	31.0	31.0
	Masters	54	54.0	54.0	85.0
	Ms/M.phl	13	13.0	13.0	98.0
	Phd	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

**Table 4 : Marital Status**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	30	30.0	30.0	30.0
	Single	66	66.0	66.0	96.0
	Blank	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

Demographic data was used to measure the dynamics in the population. Frequency Table 1, 2, 3 and 4 show demographic data of Gender, age, education and marital status respectively. Table 1 shows that there were 82% male and 18% female respondents have participated. Table 2 describes that 48% respondents were less than 25 years of age, 50% were 25-50 and 2% were greater than 50.

Table 3 depicts that 31% respondents were bachelor, 54% from master, MS/M.phil were 13% and PhD were 2%. Table 4 shows there were 30% married and remaining unmarried.

## 5.2 Descriptive Analysis

**Table 5: Descriptive Statistics**

		Range	Min.	Max.	Mean	S.D	Skewness	Kurtosis
Extraversion	100	3.00	2.00	5.00	3.430	0.7192	.234	-.734
Agreeableness	100	3.60	1.40	5.00	3.7500	0.71031	-.923	0.914
Conscientiousness	100	3.80	1.20	5.00	3.6740	0.68558	-.619	1.311
Neuroticism	100	3.20	1.00	4.20	2.6440	0.63346	.080	0.454
Openness	100	2.60	1.80	4.40	3.3060	0.50248	-.434	0.152
Employee Engagement	100	3.67	1.33	5.00	3.6650	0.78048	-.752	0.306
Team Performance	100	3.40	1.40	4.80	3.5460	0.63044	-.794	1.230
Valid N (list wise)	00							

Descriptive analysis includes descriptive statistics which measures the central tendency. It shows the central point and spread of data. This study used mean to find the central point and variance in order to find the spread and variation in the data.

This table 5 shows the value of mean, minimum, maximum, standard deviation, skewness and kurtosis. The mean value shows that entire variables were normal. Mean values for all variables were above 3 and 3.5 except neuroticism, which shows that most of the respondents were neutral or towards agreeable region for questionnaires statements.

Minimum value was 1 and maximum value was 5 which show that data was entered correctly. Skewness of Extraversion was (.234), Agreeableness (-.923), Conscientiousness (-.619), Neuroticism (.080), Openness to Experience (-.434), Employee Engagement (-.752) and Team Performance (-.794). Similarly values of kurtosis for Extraversion was (-.734), Agreeableness (.914), Conscientiousness (1.311), Neuroticism (.454), Openness to Experience (.152), Employee Engagement (.306) and Team Performance (1.230). Skewness (+1 to -1) and kurtosis values (+2 to -2) were within range and shows that data was normally distributed.

## 5.3 Reliability Analysis

**Table 6: Reliability Coefficient**

S.No	Variable	Cronbach's $\alpha$	No. of items
1	Extraversion	0.662	5
2	Agreeableness	0.705	5
3	Conscientiousness	0.704	5
4	Neuroticism	0.547	5
5	Openness	0.600	5
6	Team Performance	0.706	5
7	Employee Engagemen	0.869	6

Table 6 shows reliability analysis. To establish the internal consistency (reliability) of the scale the study used Cronbach Alpha (reliability coefficient). Its value is between 0 and 1, where stronger value means higher reliability of the scale. Table 6 shows that the value of alpha for most of the variable was more than .60 which is acceptable in social science. Nunnally, J. C. (1978). *Psychometric theory* (2<sup>nd</sup> ed.). New York: McGraw Hill.

**Table 6: Correlation**

S.No	Variable	Correlation	Sig.
1	Extraversion	0.379**	0.00
2	Agreeableness	0.581**	0.00
3	Conscientiousness	0.503**	0.00
4	Neuroticism	-0.433**	0.00
5	Openness to Experience	0.463**	0.00
6	Employee Engagement	0.618**	0.00

## 5.4 Correlation

Table 7 & 8 shows the correlation between variables. The correlation value between Extraversion and Team Performance was (.379) which shows positive weak relationship, Agreeableness and Team Performance (.581) which shows positive strong relationship, Conscientiousness and Team Performance (.503) which shows positive strong relationship, Neuroticism and Team Performance (-.433) which shows negative moderate relationship, Openness to Experience and Team Performance (.463) which shows positive moderate relationship and Employee Engagement and Team Performance (.618) which shows positive strong relationship.

**Table 7: Correlation Matrix**

	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness	Employee Engagement	Team Performance
Extraversion	1						
Agreeableness	.327**	1					
Conscientiousness	.296**	.575**	1				
Neuroticism	-.240*	-.334**	-.370**	1			
Openness	.268**	.411**	.412**	-.237*	1		
Employee Engagement	.252*	.584**	.415**	-.337*	.495**	1	
Team Performance	.379**	.581**	.503**	-.433**	.463**	.618**	1

## 5.5 Regression Analysis

**Table 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.691	0.477	0.449	0.46777	1.773

Table 9 is model summary table. It shows the value of R,  $R^2$ , Std. error of the estimate and Durbin Watson. The value of R (coefficient of Correlation) was .691 which shows that Agreeableness, Extraversion, Conscientiousness, and Openness to Experience except Neuroticism have a positive strong relationship with Team Performance. The value of  $R^2$  was .477 which means that the independent variables accounts for 47% change in Team Performance. Durbin Watson value was 1.773 which lies in the range (1.5 to 2.5) and shows that there was no auto correlation among variables.

**Table 9: ANOVA**

Model	Sum Squares	of df	Mean Square	F	Sig.
Regression	18.780	5	3.756	17.165	.000
Residual	20.568	94	0.219		
Total	39.348	99			

- a. Predictors: (Constant), Openness, Neuroticism, Extraversion, Agreeableness, Conscientiousness
- b. Dependent Variable: Team Performance

Table 10 is ANOVA table. It establishes the goodness of the model. In this table the regression sum of square value was less than the residual sum of square but the value of F was 17.165 and significant which mean the model has goodness of fit to explain the relationship.

**Table 10: Coefficient**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	1.371	.517			2.652	0.009
Extraversion	.121	.071	0.138		1.704	0.092
Agreeableness	.281	.085	0.316		3.300	0.001
Conscientiousness	.114	.089	0.124		1.291	0.200
Neuroticism	-.200	.082	-0.201		-2.455	0.016
Openness	.248	.107	0.197		2.324	0.022

a. Dependent Variable: Team Performance

Table 11 shows the values of beta for all variables in the model i.e. extraversion, conscientiousness, agreeableness, neuroticism and openness to experience. The higher value of t at significance level ( $<.05$ ) would mean that the variable contribute more towards team performance. Only the value of t for agreeableness was much higher than Absolute 2 and significant at .001 therefore it explains that agreeableness contribute more towards team performance. T values for Neuroticism (-2.46) and Openness to Experience (2.32) were also above absolute 2 which shows that these variables also contribute more towards team performance. Extraversion (1.7) and Conscientiousness (1.2) t values show insignificant relationship with team performance.

## 5.6 Moderation Test

In this research employee engagement was moderating variable. It is assumed that it moderates the relationship between personality and team performance. In research model there were five dimension of personality. These results are as following.



**Table 11: Moderation(A)**

	Adj. $R^2$
<b>Dependent Variable</b>	
Intercept	0.135
Extraversion	
<b>Dependent Variable</b>	
Intercept	0.376
Employee Engagement	
<b>Dependent Variable</b>	
Intercept	0.396
Extraversion *Employee	

Table 12 shows moderation effect for first variable extraversion. To check moderation effect, three step procedures was used. In first path “a” researcher checked the regression on extraversion and team performance which was significant as  $R^2= 0.144$  and  $p<0.05$ . In path “b” value also shows a significant relationship between employee engagement and team performance as  $R^2= 0.382$  and  $p<0.05$ . In path “c” we took the product of extraversion and employee engagement (M1) and run regression on this product and team performance which shows a significant relationship having values of  $R^2= 0.402$  and  $p<0.05$ . So hypothesis six employee engagement moderates the relationship between Extroversion and team performance was accepted.

**Table 12: Moderation (B)**

	Adj. $R^2$
<b>Dependent Varial</b>	
Intercept	.331
Agreeableness	
<b>Dependent Varial</b>	
Intercept	.376
Employee Engager	
<b>Dependent Varial</b>	
Intercept	.4
Agreeableness*Em	

Table13 shows moderation for second variable. Similarly for second variable researchers find out the moderation effect using same procedure. In first path "a" researchers checked the regression on agreeableness and team performance which was significant as  $R^2 = 0.388$  and  $p < 0.05$ . In path "b" value also shows a significant relationship between employee engagement and team performance as  $R^2 = 0.382$  and  $p < 0.05$ . In path "c" researchers took the product of agreeableness and employee engagement (M2) and run regression on this product and team performance which shows a significant relationship having values of  $R^2 = 0.436$  and  $p < 0.05$ . So hypothesis eight, employee engagement moderates the relationship between Agreeableness and team performance was also accepted.

**Table 13: Moderation (C)**

	Adj. $R^2$
<b>Dependent Variable</b>	
Intercept	.245
Conscientiousness	
<b>Dependent Variable</b>	
Intercept	.376
Employee Engagement	
<b>Dependent Variable</b>	
Intercept	.400
Conscientiousness *Err	

Table14 shows moderation for third variable. In first path "a" researchers checked the regression on conscientiousness and team performance which was significant as  $R^2 = 0.253$  and  $p < 0.05$ . In path "b" value also shows a significant relationship between employee engagement and team performance as  $R^2 = 0.382$  and  $p < 0.05$ . In path "c" researchers took the product of conscientiousness and employee engagement (M3) and run regression on this product and team performance which shows a significant relationship having values of  $R^2 = 0.406$  And  $p < 0.05$ . So hypothesis ten, employee engagement moderates the relationship between conscientiousness and team performance was accepted.

**Table 14: Moderation (D)**

	Adj. <i>R</i> <sup>2</sup>
<b>Dependent Variable</b>	
Intercept	.179
Neuroticism	
<b>Dependent Variable</b>	
Intercept	.376
Employee Engagement	
<b>Dependent Variable</b>	
.105	1.102
Intercept	
Neuroticism *Employee	

Table15 shows moderation for fourth variable. In first path “a” researchers checked the regression on neuroticism and team performance which was significant as  $R^2 = 0.188$  and  $p < 0.05$ . In path “b” value also shows a significant relationship between employee engagement and team performance as  $R^2 = 0.382$  and  $p < 0.05$ . In path “c” researchers took the product of neuroticism and employee engagement (M4) and run regression on this product and team performance which shows that there was no moderation relationship having values of  $R^2 = .011$  and  $p > 0.05$ . So hypothesis nine, which was employee engagement moderates the relationship between neuroticism and team performance was not accepted.

**Table 15: Moderation (D)**

	Adj. <i>R</i> <sup>2</sup>
<b>Dependent Variable</b>	
Intercept	.207
Openness To experience	
<b>Dependent Variable</b>	
Intercept	.376
Employee Engagement	
<b>Dependent Variable</b>	
Intercept	.376
Openness To experience	

Table 16 shows moderation for fifth variable. In first path "a" researchers checked the regression on openness to experience and team performance which was significant as  $R^2 = 0.215$  and  $p < 0.05$ . In path "b" value also shows a significant relationship between employee engagement and team performance as  $R^2 = 0.382$  and  $p < 0.05$ . In path "c" researchers took the product of openness to experience and employee engagement (M5) and run regression on this product and team performance which shows a significant relationship having values of  $R^2 = 0.382$  And  $p < 0.05$ . So hypothesis seven, which was employee engagement moderates the relationship between openness to experience and team performance was accepted.

## 5.7 Discussion on Results

The relationship between extroversion and team performance was insignificant ( $sig. > 0.05$ ) leading to rejection of first hypothesis which was extroversion will positively relate to the team performance. The relationship between openness to experience and team performance was significant ( $sig. < 0.05$ ) and positive leading to acceptance of second hypothesis which was openness to experience will positively relate to the performance of team.

The relationship between agreeableness and team performance was significant ( $sig. < 0.05$ ), leading to acceptance of third hypothesis which was agreeableness will have positive effect on the performance of team. The relationship between neuroticism and team performance was significant as well ( $sig. < 0.05$ ), so this value shows clearly that there was negative relationship between neuroticism and team performance at a significant level, leading to acceptance of fourth hypothesis which was neuroticism will have negative effect on team performance.

As for relationship between conscientiousness and team performance was insignificant ( $sig. > 0.05$ ), which leading to rejection of fifth hypothesis conscientiousness will positively relate to the performance of team.

Results shows that employee engagement moderate the relationship between extroversion and team performance, openness to experience and team performance, agreeableness and team performance, conscientiousness and team performance but there is no moderation between neuroticism and team performance so it accepts hypothesis 6, 7, 8, 10 and rejects hypothesis 9.

The above findings are partly in line with previous work done on team performance and partly in contradiction to similar past researches. The study of (Biswas, 2008) showed that agreeableness, conscientiousness and extraversion have a positive relationship with team performance. However this study shows that only agreeableness and openness to experience have a positive relationship with team performance. In this study the relationship between conscientiousness and team performance and the relationship between extroversion and team performance were both insignificant. Even in their study agreeableness had the strongest relation with team performance. Another similarity between this study and Biswas (2008) study was that neuroticism was negatively related to team performance. This finding is also supported in older studies (Barrick et.al. 2007, Kichuk & Wiesner 1997). Moreover, the study of Kickul & Neuman(2000) also showed a positive and significant relationship between conscientiousness and team performance which is in contradiction to this study.

From the results mentioned above it has been proven that only two of the big five personality traits affect team performance significantly; agreeableness and openness to experience. On the other hand, conscientiousness and extroversion have an insignificant relationship with team performance. Neuroticism has a negative but significant impact on team performance.

From the moderation results it has been proven that employee engagement moderates the relationship between extraversion, conscientiousness, agreeableness and openness to experience and team performance. Employee engagement does not moderate the relationship between neuroticism and team performance. (Macey, 2009) suggested that extroverted people have high level of employee engagement because they have a positive outlook and take an active role in their work. M. Brad Shuck et al (2011) mentioned that the personality of an employee impacts the employee's engagement at work. Furthermore, even Truss et. al (2006) in Mary Welch's (2011) study recommended that there is a relationship between employee engagement and team performance. They suggested that engaged employees performed better as compared to disengaged employees. This is similar to the findings of this study also where value of  $R^2$  were increasing showing greater explained variation in team performance.

## **Limitation and Implications**

### **6.1 Limitations**

This study has some limitations which are natural. These limitations are mentioned; First of all, a small sample was used that makes it difficult to generalize and apply these results on entire population of the country. Secondly, this study was conducted in a geographic restraint i-e Rawalpindi and Islamabad cities, so it may not reflect views on whole population. It would be more effective to repeat it in other cities of the country to do it better. Further we considered only Big Five Model of personality that affects team performance, there may be other personality traits that may have more affect on team performance. Due to use of convenience sampling there is possibility of biasness in results. Probability sampling could be used to refine results further and to enhance generalizability. Further employee engagement was used as a moderator. Its effect can be checked by using it as mediator to increase study scope. One limitation is related to the demographics of the sample. This study has recognized the effect of personality on team performance without considering the demographic variables like age, gender, education etc. By considering demographic variables, findings may present different conclusion.

### **6.2 Academic Implications of Study**

According to academic implication this study is first of its kind finding the impact of big five personality traits on team performance by having employee engagement as a moderator in Pakistani environment. Managers are raised from academic environment. They are like leaders in any organization, who achieve organizational objectives. They must understand that how personality dimensions have affect on team performance which may build an atmosphere of competitive advantage. Further from this study they can learn the importance and role of employee engagement. So this study can bring change in the behavior of managers which ultimately will bring change in organizational environment.

### **6.3 Managerial Implications of Study**

This research also has some business implication such as the finding of this study has practical implication for the method of team selection. An organization focuses on teams in order to create synergy.

The present study suggests that difference between individual personality traits should be considered while making teams because individual personality has an effect on team performance and employee engagement with regard to team performance. So they should use some ways to improve employee engagement. Organizations should use team rather than individual in order to take competitive advantage, which is very important nowadays due to global competition. They should encourage risk taking attitudes to differentiate themselves from others. Good team building exercises must be taken into consideration to make effective team.

#### 6.4 Recommendations

Research was conducted only on private sectors of Islamabad and Rawalpindi it can also be conducted in (Public) government sector of other cities to make it more generalizable. Further private and government sectors could be compared in order to find whether personality effects team performance and how employee engagement play a different role as a moderator between private and public sectors.

To measure the moderator JRA scale was used. Other dimensions of employee engagement like meaningfulness, safety and availability could be used in order to find its role as moderator and how these dimensions affect the employees working in the public sector. As we did quantitative analysis in our study, in future qualitative study must be conducted to see the responses of working people in public and private sector.

#### 6.5 Conclusion

A quantitative research study carried out to investigate and analysis the relationship between personality and team performance. Openness to experience and agreeableness has a positive relationship with team performance. Neuroticism is negatively related to team performance. The relationship between extroversion, conscientiousness and team performance is insignificant. Furthermore, this study also assessed whether employee engagement moderates the relationship between each of the five personalities dimentions and team performance. When employees are engaged except for neurotic employees, their individual personalities have a significant impact on team performance. So employee engagement moderates the relationship between all personality traits and team performance except for neurotic personality.

Therefore, teams which comprises of employees who are agreeable and open to experience enable synergies to be created which allow for high levels of performance at work. Neurotic employees should avoid working in teams because they would not perform well in team and also affect the overall performance of team. Hence, employees should be engaged because their engagement would allow their individual personalities to perform effectively in teams. However, people who are neurotic should avoid teams because even if they are engaged they would not lead to increase team performance.

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## Data Collection Instrument

### Dear participant,

We are students of MBA department of management sciences at Szabist University Islamabad. We are going to conduct a research titled **“Effect of Personality on Team performance.”** Kindly spare your precious time by filling this questionnaire. I assure you complete confidentiality of information provided by you.

Thank you very much for your time and support. We greatly appreciate your help in furthering this research endeavor.

Gender: Male  Female  Age: Less than 25  25-50  More than 50   
 Education: Bachelor  Masters  Ms / M.phil  PhD   
 Marital Status: Married  Single   
 Designation: ----- Organization: -----  
 Level of management: ----- Number of employees: -----

Rate each item on a 5 point scale where,

1=strongly disagree (SD) 2= disagree 3= neutral 4= agree 5= strongly agree (SA)

### Extraversion

S.No	You see yourself as someone who	1	2	3	4	5
1	is talkative					
2	is reserved					
3	is full of energy					
4	generates a lot of enthusiasm					
5	tends to be quite					

### Agreeableness

S.No	You see yourself as someone who	1	2	3	4	5
1	is generally trusting					
2	is helpful and unselfish with others					
3	starts quarrels with others					
4	has a forgiving nature					
5	tends to find fault with others					

### Conscientiousness

S.No	You see yourself as someone who	1	2	3	4	5
1	does a thorough job					
2	perseveres until the task is finished					
3	is a reliable worker					
4	can be somewhat careless					
5	tends to be disorganized					

### Neuroticism

S.No	You see yourself as someone who	1	2	3	4	5
1	is emotionally stable and doesn't easily get upset					
2	is depressed					
3	can be tense					
4	worries a lot					
5	is relaxed and handles stress well					

### Openness to Experience

S.No	You see yourself as someone who	1	2	3	4	5
1	is original and comes up with new ideas					
2	is curious about many different things					
3	is sophisticated in art, music, or literature					
4	prefers work that is routine					
5	has few artistic interests					

### Team Performance

S.No		1	2	3	4	5
1	Your team completes its work on time					
2	Team members solve problem quickly					
3	The quality of the work done by your team develops continuously					
4	Your team sometimes makes a critical quality mistake					
5	Your team helps to achieve the organization's mission					

### Employee Engagement

S.No		1	2	3	4	5
1	Overall, you are satisfied with your job					
2	You feel a sense of commitment to this organization					
3	You take an active interest in what happens in this organization					
4	Overall, you would recommend this organization as a great place to work					
5	You feel inspired to go the extra mile to help this organization succeed					
6	You look for ways to do your job more effectively					