

# Impact of Big Five Personality Traits on Employee Commitment and Employee Performance

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## ABSTRACT

*The corporate universe of today is a wild and serious spot. Firms are continually searching for better approaches to improve effectiveness and along these lines acquire a serious edge over its adversaries. There are numerous components influencing the level of accomplishment that a firm can accomplish, the nature of the labour force is one such main consideration influencing the achievement of an association, which is the reason firms try hard to guarantee that their workers are the top and successful. One method of ensuring that organizations pick the perfect individuals for their labour force is by assessing the workers' personalities. The target of this investigation is to perceive how Big an effect personality quality has on the presentation of representatives in the working environment. There are numerous variables influencing the exhibition levels of representatives, issues at home, wellbeing related issues or the work. climate all affects the efficiency of representatives. The worker's personality traits decide how that individual will manage any issues at home or at work. Personality qualities will likewise decide how much exertion the representative will apply at the working environment. As the personality of workers has a particularly big effect on the association's profitability, we have chosen to lead this investigation.*

**Keywords:** *Employee commitment; Big five personality traits; Employee productivity.*

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## 1.0 Introduction

Personality qualities mirror individuals' trademark examples of considerations, emotions, and practices. Personality traits suggest consistency and strength—somebody who scores high on a particular quality like Extraversion is required to be amiable in various circumstances and over the long haul. In this manner, traits brain science lays on the possibility that individuals contrast from each other as far as where they remain on a bunch of fundamental Personalities measurements that persevere over the long run and across circumstances.

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The most broadly utilized arrangement of traits is known as the Five-Factor Model. This framework incorporates five wide qualities that can be recalled with the abbreviation Sea: Receptiveness, Uprightness, Extraversion, Pleasantness, and Neuroticism. Every one of the traits from the Enormous Five can be partitioned into features to give an even more fine-grained examination of somebody's Personality. Moreover, some Personalities scholars contend that there are different qualities that can't be totally caught by the Five-Factor Model. Pundits of the Personalities idea contend that individuals don't act reliably starting with one circumstance then onto the next and that individuals are extremely impacted by situational powers. Accordingly, one discussion in the field concerns the overall force of individuals' qualities versus the circumstances where they end up as indicators of their conduct.

Personality has been considered as a factor in the Personality related investigations explicitly for anticipating the employee performance. It is a conduct which separates one individual from another and gives discernment whether an individual will do some work, in contrast with others. Besides, the Personalities, applicable to Personality, are viewed as steady a lot all through the work life in a Personality conduct model.

Attention to that the Personality hypotheses look at the differences and likenesses in an individual. The likenesses can be utilized to foresee one's presentation and conduct, as they give the aggregate ascribes of human instinct. While the fluctuations give the proportions of person's presentation and are utilized to depict human exhibitions and practices. Specialists in the field of Personality are of the view that the people truth be told have a steady and long-haul trait that influences practices at work. Regarding research on Personality, a few researchers caught that Personality is the viable apparatus that predicts employee performance. The strategy is generally received at the hour of work force determination system.

## **2.0 Literature Review**

Xu & Thomas (2011). Associations try to have connected with workers and spend impressive assets to gauge and improve representative commitment. Hypothetically, administration is a vital forerunner of commitment, yet there is no exploration straightforwardly connecting pioneer practices and supporter commitment. The reason for this paper is to research the proof for such a connection. Exploration was led with an enormous New Zealand protection association, utilizing information from direct reports. A pilot study was first directed, in which the JRA three sixty-degree input instrument was factor investigated. Thusly, a linkage investigation was led to build up the relationship of the resultant authority factors with JRA's worker commitment measure. Three elements rose out of the JRA three sixty: underpins group, performs viably, and shows honesty. Connection and relapse results indicated that supports group was the most grounded indicator of commitment; semi-partial relationships demonstrated that the three administration factors covered in their associations with commitment, with upholds group anticipating most interesting change.

Ones *et al.*, (1993): Led a thorough meta-examination dependent on 600 and 65 legitimacy coefficients across five lakhs 76 thousand and 400 and sixty information focuses to explore whether respectability test validities are generalizable and to gauge contrasts in legitimacy because of expected directing impacts. Results show that trustworthiness test validities are for foreseeing position execution and counterproductive practices at work, for example, burglary, disciplinary issues, and truancy. Regardless of the impact of mediators, honesty test validities are positive across circumstances and setting

Oreg & Berson (2011): We inspected the part of pioneers' very own credits and ground-breaking authority practices in disclosing representatives' aims to oppose a Big- scale authoritative change. Through a staggered investigation of information from 75 school administrators and five 86 educators, we found that instructors' expectations to oppose the authoritative change were adversely identified with their directors' receptiveness to change esteems and ground-breaking initiative practices, and decidedly identified with their chiefs' dispositional protection from change. Moreover, directors' ground-breaking authority practices directed the connection between educators' dispositional obstruction and aims to oppose the change.

Goulet & Singh (2002): Contrasted with different types of work responsibility, there is a lack of examination on vocation responsibility. In this article, the writers look to address this general hole in the writing by expanding on past exploration on the associates and precursors of vocation responsibility and adding “new” factors to the system. All the more explicitly, they examine the impacts of a couple of recently contemplated factors, for example, work inclusion, authoritative responsibility, and occupation fulfilment, and they add two more individual elements (need for accomplishment and hardworking attitude) just as some situational factors (hierarchical vulnerability/dread of occupation misfortune and occupation fit) that, to the most amazing aspect their insight, have not been explored in past exploration. Besides, they analyse the impacts of extra-work factors (family association and number of wards) on vocation responsibility. At last, they control for various key segment factors. The creators find help for the speculations that work association, hierarchical responsibility, and occupation fulfilment are decidedly identified with vocation responsibility and discover some help for a comparative impact for need for accomplishment and hardworking attitude. Moreover, as anticipated, dread of losing one's employment was adversely identified with vocation responsibility, though “work fit” was decidedly related. The extra-work factors didn't have any critical consequences for profession responsibility.

Goddard *et al.*, (2007): Against a foundation of sweeping primary change in the financial area, this article audits the new scholastic writing on advancements in European banking. European financial business sectors have gotten progressively coordinated lately, however boundaries to full combination, particularly in retail banking, remain. European reconciliation has potential ramifications for fundamental danger and stances different difficulties for the current administrative structure. The banks' reactions to the changing serious climate incorporate the quest for systems of broadening, vertical item separation and union. European reconciliation has suggestions for rivalry in financial business sectors, for

the idea of long-haul borrower-loan specialist connections, and for the connections between possession structure, innovative change and bank proficiency. The article closes by evaluating ongoing writing on the credit direct in the money related transmission instrument, and loan fee go through.

Wang *et al.*, (2003): Personality zing work connections from the business' viewpoint and dependent on the inducement-contribution structure, this investigation analysed the connection between work connections and firm execution in a heterogeneous example of firms in the biggest arising economy on the planet, i.e., the Individuals' Republic of China. It likewise broke down the unforeseen part of both the company's essential direction and its proprietorship structure. The outcomes showed that it is the blend of an elevated level of expected commitments combined with a level of gave actuations (organization-focused work relationship approach) as opposed to a level of either expected commitments or gave promptings alone that is basic for firm execution. Further, we found that it isn't the organization-focused however the underinvestment work relationship approach that offers an upper hand if the firm seeks after the miner methodology or if the firm is a homegrown exclusive undertaking.

Anderson *et al.*, (2014): Inventiveness and advancement in any association are indispensable to its fruitful presentation. The creators audit the quickly developing assemblage of exploration around there with specific regard for the period 2,000 and two to 2,000 and thirteen, comprehensive. Thinking about both innovativeness and advancement as being necessary pieces of basically a similar cycle, we propose another, integrative definition. We note that investigation into imagination has normally inspected the phase of thought age, while development examines have generally additionally incorporated the last period of thought execution. The creators examine a few fundamental hypotheses of innovativeness and development and afterward apply a complete degrees of-investigation structure to survey surviving examination into singular, group, hierarchical, and staggered advancement. Key estimation qualities of the explored considers are then noted. Taking everything into account, we propose a directing system for future examination including eleven topics and sixty explicit inquiries for future investigations.

Yousef (2000): This article researches the potential intervening part of hierarchical responsibility in the connections of initiative conduct with the work results of occupation fulfillment and occupation execution in a non-western nation where multiculturalism is a prevailing aspect of the labour force. It additionally investigates the directing impacts of public culture on the connections of administration conduct with authoritative responsibility, work fulfilment and occupation execution in such a setting. Results recommend on the side of numerous western examinations that the individuals who see their bosses as embracing consultative or participative administration conduct are more dedicated to their associations, happier with their positions, and their exhibition is high. The outcomes additionally show that public culture directs the relationship of administration conduct with work fulfillment.

Barrick & Mount (1991): This examination researched the connection of the "Big Five" personality measurements Extraversion, Enthusiastic Solidness, Suitability, Principles,

and Receptiveness to Experience to three occupation execution standards work capability, preparing capability, and staff information for five-word related gatherings experts, police, chiefs, deals, and talented/semi- skilled. Results demonstrated that one component of personality, Principles, indicated predictable relations with all employee performance models for every single word related gathering. For the leftover personality measurements, the assessed genuine score connections fluctuated by word related gathering and model sort. Extraversion was a substantial indicator for two occupations including social connection, supervisors and deals across standard kinds. Likewise, both Receptiveness to Experience and Extraversion were legitimate indicators of the preparation capability measure across occupations. Other personality measurements were likewise discovered to be substantial indicators for certain occupations and some rule types, yet the greatness of the assessed genuine score connections was little. Generally, the outcomes outline the advantages of utilizing the five-factor model of personality to gather and impart experimental discoveries. The discoveries have various ramifications for examination and practice in staff brain science, particularly in the subfields of work force choice, preparing and advancement, and execution evaluation.

Tokar *et al.*, (1998). We give a specific audit of the writing on personality and professional conduct. We outlined the personality parts of the examination as far as the Five-Factor Model of personality at whatever point conceivable, to upgrade blend across the writing. groups of writing inspected incorporated the connections of personality to decision related cycles , interests, goals, perspectives and qualities, development, and dynamic, general profession measures pursuits of employment, vocation movement and changes, numerous jobs, profession responsibility, coinciding, and coaching), word related fulfilment and prosperity work fulfilment, word related pressure, strain, and burnout, and authoritative results employee performance, other alluring and unwanted results. Neuroticism, extraversion, and honesty arose most often in relationship with professional conduct. We sum up different subjects and give suggestions to future examination in this space.

Mueller & Plug (2006). The creators receive the Five-Factor Model of personality structure to investigate how personality influenced the profit of an enormous gathering of people who moved on from Wisconsin secondary schools and were re-met. Each of the five fundamental qualities extroversion, appropriateness, good faith, neuroticism, and receptiveness to encounter had measurably Big positive or negative profit impacts, and together they seem to have had impacts tantamount to those normally found for psychological capacity. Among men, generous profit points of interest were related with threat the front-side of suitability, enthusiastic dependability the front-side of neuroticism), and receptiveness to encounter, among ladies, with good faith and receptiveness to encounter. Overall, men alone were remunerated for that quality.

Cogliser *et al.*, (2012).: Utilizing an example of 200 and 23 undergrad business understudies allocated to 71 virtual groups, this examination investigated the connections between the Big Five personality factors, pioneer development, group reliability, peer appraised part execution commitments, and group execution. As anticipated, suitability and

scruples were decidedly identified with the assignment and social-arranged elements of pioneer development, individually. Despite assumptions, passionate strength was not identified with one or the other element of authority rise. Proof of the anticipated connections between emanant authority and companion appraisals of part commitments to group execution was gotten for task-yet not social-arranged practices. At the group level, amassed social-situated initiative practices anticipated total impression of group reliability. Just amassed task-arranged emanant administration practices anticipated virtual group execution.

### **3.1 Objectives of the study**

- To study the influence of Big five personality traits and Designation of the respondent.
- To study the relationship between Big five personality traits and Employee productivity.
- To study the relationship between Big five personality traits and affective commitment.
- To study the relationship between Big five personality traits and Continuance commitment.

### **3.2 Hypothesis**

- H0: There is no influence of big five personality traits and Designation of the respondent.
- H0: There is no relationship between big five personality traits and Employee productivity.
- H0: There is no relationship between big five personality traits and affective commitment.
- H0: There is no relationship between big five personality traits and Continuance commitment.

### **3.0 Research Methodology**

The current study was undertaken for the purpose of exploring the impact of employee commitment on employee performance impact of Big five personality traits. The population of this research study was comprised of bank employees in different designation of clerk, officer, manager positions scheduled bank employees of India. Primary data was collected from 641 Bank employees. Simple random sampling method was used for the selection of respondents. Questionnaire was administered to collect Primary data. Employee performance and employee commitment were taken as dependent and independent variables respectively. Analysis of data was carried out by applying SPSS Version 23. One way ANOVA analysis test were carried out to establish link between employee commitment and employee performance, and also to find out the predictor of bank employees' productivity. This study has great value for the managers and academicians as it will help them in designing an integrated and comprehensive system for creating commitment among the employees for improving performance of organization.

## 4.0 Data Analysis and Interpretation

### 4.1 One way-ANOVA between the big five personality traits and Designation of the respondent

H01: There is no influence of big five personality traits and Designation of the respondent.

**Table 1: One way-ANOVA between the Big Five Personality Traits and Designation of the Respondent**

Variable		Mean	Std. Deviation	df	F	Sig
Conscientiousness	Clerk	1.66	0.315	4	0.26	0.91
	Officer	1.65	0.231	636		
	Manager	1.66	0.283			
Agreeableness	Clerk	1.66	0.248	4	0.56	0.7
	Officer	1.66	0.247	636		
	Manager	1.63	0.250			
Neuroticism	Clerk	3.76	0.577	4	1.48	0.21
	Officer	3.71	0.592	636		
	Manager	3.83	0.421			
	Total	1.28	0.140			
Openness	Clerk	1.65	0.278	4	0.1	0.98
	Officer	1.65	0.374	636		
	Manager	1.67	0.296			
	Total	0.56	0.099			
Extraversion	Clerk	1.75	0.330	4	4.86	0.01
	Officer	1.72	0.284	636		
	Manager	2.02	0.266			

Source: Primary Data

### Interpretation

- One way-ANOVA between the Uprightness and Assignment we find that the determined F esteem is 0.257 which is not exactly the table worth. Consequently, we acknowledge the invalid speculation at 95% certainty level. From the above examination it is derived that there is no impact of Enormous five principles and Assignment of the respondent.
- One way-ANOVA between the Suitability and Assignment we find that the determined F esteem is .556 which is not exactly the table worth. Thus, we acknowledge the invalid theory at 95% certainty level. From the above examination it is induced that there is no impact of Suitability and Assignment of the respondent.
- One way-ANOVA between the Neuroticism and Assignment we find that the determined F esteem is 1.483 which is not exactly the table worth. Subsequently, we acknowledge the invalid theory at 95% certainty level. From the above investigation it is surmised that there is no impact of Neuroticism and Assignment of the respondent.

- One way-ANOVA between the Transparency and Assignment we find that the determined F esteem is 0.104 which is not exactly the table worth. Subsequently, we acknowledge the invalid theory at 95% certainty level. From the above investigation it is surmised that there is no impact of Receptiveness and Assignment of the respondent.
- One way-ANOVA between the Extraversion and Assignment we find that the determined F esteem is 4.860 which is more noteworthy than the table worth. Consequently, we reject the invalid speculation at 95% certainty level. From the above examination it is induced that there is an impact of Extraversion and Assignment of the respondent.

#### 4.2 One way-ANOVA between the Factors Influence Big Five Personality traits and Employee Productivity

H02: There is no relationship between Big five personality traits and Employee productivity

**Table 2: One way-ANOVA between the Factors Influence Big Five Personality Traits and Employee Productivity**

Variable		Mean	Std. Deviation	df	F	Sig
Conscientiousness	Employee	1.66	0.318	10	0.942	0.49
	Productivity			627		
Agreeableness	Employee	1.65	0.246	10	0.484	0.90
	Productivity			627		
Openness	Employee	3.76	0.552	10	0.854	0.58
	Productivity			627		
Neuroticism	Employee	1.65	0.297	10	0.484	0.90
	Productivity			627		
Extraversion	Employee	1.74	0.320	10	11.74	0.00
	Productivity			627		

Source: Primary Data

#### Interpretation

- One way-ANOVA between the Conscientiousness and employee productivity we find that the calculated F value is .942 which is less than the table value. Hence, we accept the null hypothesis at 95% confidence level. From the above analysis it is inferred that there is no influence of Big five conscientiousness and employee productivity of the respondent.
- One way-ANOVA between the Agreeableness and employee productivity we find that the calculated F value is .484 which is less than the table value. Hence, we accept the null hypothesis at 95% confidence level. From the above analysis it is inferred that there is no influence of Agreeableness and employee productivity of the respondent.
- One way-ANOVA between the Neuroticism and employee productivity we find that the calculated F value is .854 which is less than the table value. Hence, we accept the null



hypothesis at 95% confidence level. From the above analysis it is inferred that there is no influence of Neuroticism and employee productivity of the respondent.

- One way-ANOVA between the Openness and employee productivity we find that the calculated F value is .484 which is less than the table value. Hence, we accept the null hypothesis at 95% confidence level. From the above analysis it is inferred that there is no influence of Openness and employee productivity of the respondent.
- One way-ANOVA between the Extraversion and employee productivity we find that the calculated F value is 11.739 which is greater than the table value. Hence, we reject the null hypothesis at 95% confidence level. From the above analysis it is inferred that there is an influence of Extraversion and employee productivity of the respondent.

### 4.3 One way-ANOVA between the Factors Influence Big Five Personality traits and Affective Commitment

H03: There is no relationship between big five personality traits and affective commitment.

**Table 3: One way-ANOVA between the Factors Influence Big Five Personality Traits and Affective Commitment**

Variable		Mean	Std. Deviation	df	F	Sig
Conscientiousness	Affective commitment	1.66	0.317	19	1.01	0.4
				621	9	4
Agreeableness	Affective commitment	1.65	0.245	19	1.37	0.1
				621	5	3
Openness	Affective commitment	1.65	0.297	19	0.73	0.7
				621	5	8
Neuroticism	Affective commitment	3.76	0.245	19	0.55	0.6
				621	1	9
Extraversion	Affective commitment	1.74	0.320	19	9.40	0.0
				621	4	0

Source: Primary Data

### Interpretation

- One way-ANOVA between the Conscientiousness and Affective commitment we find that the calculated F value is 1.019 which is less than the table value. Hence, we accept the null hypothesis at 95% confidence level. From the above analysis it is inferred that there is no influence of Big five conscientiousness and Affective commitment of the respondent.
- One way-ANOVA between the Agreeableness and Affective commitment we find that the calculated F value is 1.375 which is less than the table value. Hence, we accept the null hypothesis at 95% confidence level. From the above analysis it is inferred that there is no influence of Agreeableness and Affective commitment of the respondent.

- One way-ANOVA between the Neuroticism and Affective commitment we find that the calculated F value is .735 which is less than the table value. Hence, we accept the null hypothesis at 95% confidence level. From the above analysis it is inferred that there is no influence of Neuroticism and Affective commitment of the respondent.
- One way-ANOVA between the Openness and Affective commitment we find that the calculated F value is .551 which is less than the table value. Hence, we accept the null hypothesis at 95% confidence level. From the above analysis it is inferred that there is no influence of Openness and Affective commitment of the respondent.
- One way-ANOVA between the Extraversion and Affective commitment we find that the calculated F value is 9.404 which is greater than the table value. Hence, we reject the null hypothesis at 95% confidence level. From the above analysis it is inferred that there is an influence of Extraversion and Affective commitment of the respondent.

#### **4.4 One way-ANOVA between the Factors Influence Big Five Personality traits and Continuance Commitment**

H04: There is no relationship between big five personality traits and Continuance commitment.

**Table 4: One way-ANOVA between the Factors Influence Big Five Personality Traits and Continuance Commitment**

Variable		Mean	Std. Deviation	df	F	Sig
Conscientiousness	Continuance	1.66	0.317	19	0.423	0.986
	Commitment			621		
Agreeableness	Continuance	1.65	0.245	19	0.854	0.641
	Commitment			621		
Openness	Continuance	1.65	0.297	19	0.789	0.721
	Commitment			621		
Neuroticism	Continuance	3.76	0.551	19	1.264	0.201
	Commitment			621		
Extraversion	Continuance	1.74	0.320	19	1.004	0.454
	Commitment			621		

Source: Primary Data

#### **Interpretation**

- One way-ANOVA between the Conscientiousness and continuance commitment we find that the calculated F value is 0.423 which is less than the table value. Hence, we accept the null hypothesis at 95% confidence level. From the above analysis it is inferred that there is no influence of Big five conscientiousness and continuance commitment of the respondent.

- One way-ANOVA between the Agreeableness and continuance commitment we find that the calculated F value is 0.854 which is less than the table value. Hence, we accept the null hypothesis at 95% confidence level. From the above analysis it is inferred that there is no influence of Agreeableness and continuance commitment of the respondent.
- One way-ANOVA between the Neuroticism and continuance commitment we find that the calculated F value is .789 which is less than the table value. Hence, we accept the null hypothesis at 95% confidence level. From the above analysis it is inferred that there is no influence of Neuroticism and Age of the respondent.
- One way-ANOVA between the Openness and continuance commitment we find that the calculated F value is 1.264 which is less than the table value. Hence, we accept the null hypothesis at 95% confidence level. From the above analysis it is inferred that there is no influence of Openness and Age of the respondent.
- One way-ANOVA between the Extraversion and continuance commitment we find that the calculated F value is 1.004 which is less than the table value. Hence, we accept the null hypothesis at 95% confidence level. From the above analysis it is inferred that there is no influence of Extraversion and continuance commitment of the respondent.

## 5.0 Findings

The purpose of this study was to examine the association between employee commitment and employee performance impact of Big five Personality traits dimensions among the staff of scheduled banks in Kerala. There is no impact of Enormous five principles and Assignment of the respondent. It is surmised that there is no impact of Neuroticism and Assignment of the respondent. It is inferred that there is no influence of Neuroticism and Age of the respondent. It is inferred that there is no influence of Extraversion and continuance commitment of the respondent. It is inferred that there is no influence of Big five conscientiousness and continuance commitment of the respondent. It is inferred that there is no influence of Big five conscientiousness and Affective commitment of the respondent. It is inferred that there is no influence of Agreeableness and employee productivity of the respondent.

## 6.0 Conclusion

Personality qualities mirror individuals' trademark examples of considerations, sentiments, and practices. Personality personalities infer consistency and solidness somebody who scores high on a particular trait like Extraversion is required to be agreeable in various circumstances and over the long run. In this way, personalities brain science lays on the possibility that individuals vary from each other regarding where they remain on a bunch of essential quality measurements that endure over the long run and across circumstances. The most generally utilized arrangement of qualities is known as the Five-Factor Model. The

exploration is about the finding the elements affecting representative's personality qualities in Banks. The correlative point of this examination was to dissect the effect of Big five model in employee commitment and representative execution. What's more, to investigation the connection between enthusiastic solidness and representative efficiency.

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