
Effects of Big Five Personality Traits on Group Performance in AL-HIKMAH

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Organisation consists of people who come together to achieve common goals and objectives. The collective performance of the employees as a group is very germane to the success of an organization. Thus, if individuals in an organization cannot work as a group, then the organizations objectives cannot be achieved. Despite the germane role that employee teams and group plays, group are still unable to produce to their fullest capacity because of different personality traits which sometimes leads to personality clashes. The main objective of the research work was to examine personality and its effect of group performance in Al-Hikmah University, Ilorin. Primary data were collected using a structured questionnaire. A total of 205 out of 227 copies of questionnaire representing a response rate of 90.3% were used for the study. While 22 copies of questionnaire representing 9.7% was invalid. Multiple Regression analysis technique and Pearson Product Moment Correlation Coefficient were used to analyse data and test hypothesis. The findings revealed that the group performance is enhanced through the big five personality traits when positively exhibited. These traits include extroversion, openness to experience, conscientiousness, agreeableness and neuroticism. The result from the Pearson Product Moment Correlation Coefficient (PPMCC) also revealed that group performance is correlated with big five personality namely, extroversion, openness to experience, conscientiousness, agreeableness and neuroticism at 5% level of significance. In the same vein, results from the multiple regression analysis indicated that the independent variables in the model jointly and significantly explain the effects of personality traits on group performance at 5% level of significance. The study concludes that big five personality traits which entail extroversion, openness to experience, conscientiousness, agreeableness and neuroticism have significant impact on group performance. Based on the findings, the study recommends that organisations should continually employ the best HR practices such as effective recruitment and selection to get the best employees that would exhibit positive traits that can effectively foster team spirit, task cohesiveness and ensure achievement of organisations vision and mission.

Keywords: Group, Organization, Performance, Personality, University

INTRODUCTION

Group performance in every organization is important as it depicts the overall performance of the organization. If various individuals in an organization cannot work as a group, then the organizations performance both financial and operational will never be maximized. Group efforts and team work is the major ingredient in every successful organization, hence the need to make sure that the personality of every member in the group is okay for group/organizational goals to be achieved. Without good personalities in a group, there can never be a good group. The desire to build a sound conducive environment for an organization is the desire of every loyal employee of an organization. Personality represents a process of change and it relates to the psychological growth and development of individuals. Personality factors are extremely important in today's competitive organizational settings. Often the 'wrong' kind of personality proves disastrous and causes undesirable tensions and worries in organization. Personalities of employee can take an organization to greater heights, above its competitors, and at the same way bad personalities can bring down the organization. Intelligence and emotional quotient which basically forms an employee's personality type must be balanced for the employees act effectively and easily relate with his/her job other employees in a cordial way. The human resources is the most important resources or asset an

Effects of Big Five Personality Traits on Group Performance in AL-HIKMAH

organization can boast of in the 21st century workplace since organizations are run and steer by people. It also deals with formal system for managing people at work (Aremu& Olodo, 2014). Ibikunle, (2015), further stressed that it is through people that goals are set and objectives attained. Thus, the performance of an organization is dependent on the sum total of the performance of its members. Ojokuku (2012) opine that it is indeed very difficult for any organization to succeed without managing its human resources effectively. In the same vein, one of the most critical topical issues in the study of organizational behavior in the 21st century is the effects of workforce diversity such as personality on organizational performance. In today's global and competitive environment, the general consensus is that organizations that capitalize on diversity are likely to perform better than organizations without the advantages that diversity brings. Workforce diversity refers to employee's individual differences and similarities. It stands for individuality that includes personality, gender, race, nationality, ethnicity, region, sexual orientation, income, marital status, work experience and perceptions that uphold organizational core values. Personality is about the way individual reacting, perception, thinking, perceiving, attitude or behavior as a person to their environment. Personality can be defined as a dynamic or set of characteristic possessed by a person that influence on cognition, motivation and behavior in a variety of situation.

Kinicki (2008)says that personality represents a stable set of characteristics that are responsible for a person's identity. Colquitt, Le-Pine, and Wesson (2009) define personality traits as the structures and propensities inside a person that explains his or her characteristic patterns of thought, emotion and behavior. They further argued that personality captures what people are like, in contrast to ability which captures what people can do. Hogan, Hogan and Roberts (1996) opine that several events in the past 20 yearshave led to a resurgence of interest in

the personality composition of work teams. First, personality has increasingly been found to be a valid predictor of performance, in part, because of the influence of the Big Five model of personality (Digman, 1990). Second, research on group's performance has increased (Halfhill, Sundstrom, McIntyre, & Richards, 2000). Third, business and industry have demonstrated a sustained increase in the use of work teams as well as a need for strategies designed to select group members (Lawler, Mohrman, & Ledford, 1995).

Personality has been considered as an important factor on the personality related to specifically for predicting the organizational performance. Organizational performance is when an organization meets its set targets putting into consideration all other personality, external and internal dimension that affected performance. An organizational performance is accumulated end result of all the organization work processes and activities. Personality of employees is important to make sure the organization can accomplish the process and activities successfully. Group efforts and team works is the major ingredients in every successful organization, hence the need to make sure that the personality of every member of the group is passable for group and organizational goals to be achieved. Without good personality in a group, there can never be good group. Although the relationship between workforce diversity such as personality and group performance in the corporate organizations has been fairly well studied and documented especially in developed countries, the issue has not received adequate attention in the case of tertiary institutions of higher learning, particularly those located in the developing World. The university, just like all other organisations consists of people from diverse background, culture, norms and tradition. Thus, employees would exhibit different behaviours. Against this backdrop, this study attempts to fill this gap examining the impact of personality on group performance in Al-Hikmah University, Ilorin.

LITERATURE REVIEW

Conceptual Clarifications

Personality refers to the structures and propensities inside people that explain their characteristics pattern of their thought, emotion and behavior. It is defined as individual differences in characteristic patterns of thinking, feeling and behaving. i.e the combination of stable, physical and mental characteristics or qualities that form an individual's distinctive character and identity. Consequent from the earlier experiential effort made by Cattell (2001), the Big Five Model demonstrates that the human personality comprises of five reasonably self-determining dimensions which gives a significant and complete taxonomy for reviewing the individual's dissimilarities, and provide the actual core in the human nature due to the dissimilarities (Mount & Barrick, 1998). In recent times, organizational researchers in the area of personality unanimously concluded that the understanding of personality facets is entirely captured by the by the five super-ordinate factors –the Big Five Model. The Big Five Model is usually characterized as Extraversion, Openness to experience, Conscientiousness, Agreeableness, Neuroticism. The big five personality traits are self-regulating personality factors that described five major personality dimensions that include Extraversion, Neuroticism, Conscientiousness, Agreeableness, and Openness to Experience (Goldberg, 1992; Barrick & Mount, 1991).

1. Extraversion

Expressive, outgoing, companionable, gregarious, chatty, confident and determined persons are called as extraverts (Barrick & Mount, 1991). Extraverts have a tendency to be spontaneous, communicative, energetic, positive, and enthusiastic (Goldberg, 1990; Watson & Clark, 1997). They are longing for admiration, social acknowledgement, control and command (Costa & McCrae, 1992). If

compared with other five traits, extraverts are completely associated with emotional commitment (Erdheim, Wang & Zickar, 2006). Extraverts are capable of practicing affirmative emotions (Costa & McCrae, 1992) which in turn lead to job gratification (Connolly & Viswesvaran, 2000). Extravert individuals are emotionally firm and sure that's why they possess contented personality (DeNeve & Cooper, 1998) and this blissful personality is the key feature of contented life and job satisfaction (Judge, Locke, & Durham, 1997)

2. Neuroticism

Neuroticism signifies variances of individual tendency to experience suffering and is defined as emotionally insecure and uneven (McCrae & John, 1992). Neurotics possess traits including annoyed, stressed, sulky, unsociable, nervous, embarrassed, uncertain, doubtful, unconfident, fearful, and dejected (Judge & Bono, 2000). Neurotics have no belief and faith on others (Goldberg, 1990), and have no social expertise to handle the situations that claim to take control (Judge, Locke & Durham, 1997). Again, neurotics also lack confidence and self-image (McCrae & Costa, 1991). Negative affectivity is linked with Neuroticism. As compared to other individuals, neurotics experience more adverse feelings in life.

3. Conscientiousness

This type contains traits like diligent, attentive, vigilant, comprehensive, responsible, systematized and determined (Barrick & Mount, 1991). High conscientiousness personalities are logical, reliable, and risk averter (Goldberg, 1990). These persons are responsible, reliable, determined, cautious, and thorough, who focus on success which is also very significant characteristic for performing work tasks (Barrick & Mount, 1993). This is the reason conscientiousness persons are best related with job satisfaction (Judge et al., 1997) and job

Effects of Big Five Personality Traits on Group Performance in AL-HIKMAH

performance (Barrick& Mount, 1991) in all the traits.

4. Agreeableness

Agreeable defines the features such as self-sacrifice, helpful, nurturance, gentle, and emotional support at one end of the dimension, and enmity, indifference to others and self-interest on another end (Digman, 1990). Agreeable consist of traits such as polite, flexible, naive, helpful, supportive, merciful, kind, and open-minded (Barrick& Mount, 1991) and tend to be generous, calm, trusting, truthful, and sincere (Judge, Heller & Mount 2002). Personality psychologists posit that Agreeableness is the utmost divisive personality trait of the Big Five model of personality (McCrae & Costa, 1997).

5. Openness to Experience

Openness to Experience is correlated to technical and innovativeness, deviating approach, and political moderation" (Judge et al., 1997). "The social propensity generally related with Openness to Experience comprise of being creative, cultivated, curious, open-minded, intellectual having a need for diversity, aesthetic and sensitivity" (Goldberg, 1990; Digman, 1990; McCrae & John, 1992). Persons who are extraordinary in openness to experience have the propensity to better suite other dimensions. Openness to Experience is also referred to as 'double-edged sword' because it prompts personalities to have intense good feelings as well as intense bad feelings (DeNeve and Cooper, 1998). It represents the influence of openness directed towards affective responses such as subjective well-being (Judge et al., 2002).

Empirical review

Ibukun, Oyewole, and Abe (2011) carried out a research on personality characteristics and principal leadership effectiveness in Ekiti state, Nigeria. A

descriptive survey research design was used to carry out this study. The population of the study consisted of all the principals and teachers of public secondary schools in Ekiti State, Nigeria. The investigators utilized two sets of research instruments designated Principals' Demographic Inventory (PDI) and Principals' Leadership Effectiveness Inventory (PLEI) for school principals and teachers respectively. Data analyses indicated a significant difference between principals' years of experience and their leadership effectiveness. A significant difference was found between principals' age and their leadership effectiveness and no significant difference existed between the leadership effectiveness of male and female principals. Based on the findings, it was concluded that Ekiti State Teaching Service Commission could place high emphasis on the use of experience in the appointment of principals, while gender factor could be de-emphasized, as no significant difference existed between male and female principals.

Halfhill, Sundstrom, Lahner, Calderone, Nielsen (2005) carried a research group personality composition and group effectiveness an integrative review of empirical research. They reviewed relationships between group personality composition (GPC) and group effectiveness, focusing on four questions: (a) how have researchers operationalized GPC? (b) What criteria have been used as measures of group effectiveness? (c) Is GPC related to group effectiveness? (d) Under what conditions is GPC associated with group effectiveness? A review of 31 studies yielding 334 unique relationships distinguished task and relationship predictors and criteria. Findings indicate operational definitions of GPC are varied, variance scores correlate negatively with group effectiveness, and minimum scores predict as well as mean scores. GPC is related to group effectiveness and the effect is stronger in field studies than lab studies. Implications are discussed.

Nkoji and Sikalieh (2012) did a research on the influence of personality dimensions on

Effects of Big Five Personality Traits on Group Performance in AL-HIKMAH

organizational performance. The purpose of this study was to examine how personality dimensions impact on corporate organizational performance. A descriptive research design taking a survey approach was used. The target population of this study consisted of employees of the Kenya Medical Research Institute (KEMRI) from all the four locations, namely; Nairobi, Kisumu, Busia and Kilifi. A non-probability restricted purposive judgmental sampling was used to divide the population into two homogenous sub-groups; Research Officers and Administrative staff. Both the stratified and simple random sampling techniques were used to select a sample of 85 employees of KEMRI comprising 55 researchers and 30 administrators. A semi-structured questionnaire sent through emails. The data analysis tool used was the Statistical Package for Social Sciences (SPSS) and the findings were presented in the form of frequencies and percentages, in charts and tables. The findings on the personality dimensions and performance showed that the conscientiousness personality trait is the most predictive of job performance at followed by openness to experience, agreeableness, extraversion and emotional stability. In conclusion, the majority of KEMRI's workforce is mainly composed of a conscientiousness personality trait, which has been found most predictive of job performance at the organization. Hence personality is useful for predicting other work-related criteria, like job satisfaction and job performance. The study recommends that KEMRI should consider personality tests as part of the recruitment and selection process.

Misha, Youshan and Hassan (2015) investigated the effect of employees' personality on organizational performances: study on Prudential Assurance Malaysia Berhad (PAMB). The study employed drafted questionnaire, and the use of primary data as the major instrument for gathering information. The data gathered was analyzed based on questionnaire distributed to the respondents. The sample size of this research is about 100 of respondents. Based on

the findings from the analysis of data, the study found that Conscientiousness and Agreeableness have a significant and positive impact on organizational performance. Conclusions was drawn and recommendation also made on how to ensure employees gives positively personality not only in the workplace but also to the environment in order to ensure that the employees always produces good behavior and personality to increase the productivity and performance of the organization. Future research should be undertaken on different context or by increasing the sample size by widening the research context to ensure validity and reliability of the results.

Poling, Woehr, Arciniega, and Gorman (2006) carried out a research on the impact of personality and value diversity on team performance. Thus, this study examines how team personality and value composition relates to team task performance and perceptions of team processes. Sixty-one teams of undergraduate college students at a large Southeastern university participated in the present study. Participants were randomly assigned to team of 3 to 6 individuals. The total sample consisted of 306 participants. Pearson product moment correlations coefficient was used to analyse the data. By and large, results indicated that less diversity relates to better performance and that personality and value diversity differentially relate to task performance and team processes.

Peeters, Van Tuijl, Rutte, Isabelle and Reymen (2006) did a research using a meta-analytical procedure, the relationship between team composition in terms of the Big-Five personality traits (trait elevation and variability) and team performance were researched. The number of teams upon which analyses were performed ranged from 106 to 527. For the total sample, significant effects were found for elevation in agreeableness and conscientiousness and for variability in agreeableness and conscientiousness. Moderation by type of team was tested for professional teams versus student teams. Moderation results for agreeableness and

Effects of Big Five Personality Traits on Group Performance in AL-HIKMAH

conscientiousness were in line with the total sample results. However, student and professional teams differed in effects for emotional stability and openness to experience

METHODOLOGY

The research was designed to investigate personality and its effects on group performance using Al-Hikmah University as case study. The targeted population for this study is the entire total number of Academic and Non-Academic staff in Al-Hikmah University which is as follows; Permanent Academic staff (One hundred and sixty-nine -169), Associate lectures (Forty-three-43), Non-Teaching staff (Three hundred and fourteen - 314). In all, a total of five hundred and twenty-six (526) is the total population. Guilford and Flusher (1973) formulae was used to determine and estimate the sample size of 227. Out of the 227questionnaire 205 (90.3%) were used for the analysis while 22 (9.7%) was invalid and was not used. This research adopted survey research

method. Primary source of data collection with the aid of a structured questionnaire was used to collect data. Multiple Regression and Pearson Product Moment Correlation Coefficients was used to analyse the data and test the formulated hypothesis using STATA 11 data analysis package.

DATA PRESENTATION AND ANALYSIS

Table 1 shows that 62.93% of the respondents were male representing 129 respondents and 37.07% were female representing 76 respondents. This shows that there are more male than female respondents than female respondents in the organization where this research was carried out. This is as a result of the nature of Ilorin metropolis environment that is dominated by a religion that places premium on responsibility of male sex as the breadwinner of the household. Also, on the age of the respondents, 19.02% of the respondents fell within the age of 20-29 years, while 40.98% fell between 30-39 years, 27.31% of ages of 40-49 years while 12.68% for the ages of 50

Table 1: Demographic Distribution of Respondents			
S/N	Factors	Frequency	Percentage
1.	Gender:		
	Male	129	62.9
	Female	176	37.07
	Total:	205	100.00
2.	Age:		
	20 - 29	39	19.02
	30 - 39	84	40.98
	40 - 49	56	27.31
	50 and above	26	12.68
	Total:	205	100.00
3.	Marital Status:		
	Married	143	69.76
	Single	39	19.02
	Others	23	11.22
	Total:	205	100.00
4.	Education of the Respondents:		
	NCE/ ND	54	26.34
	HND/BSc.	91	44.39
	Masters	35	17.07
	Others	25	12.20
	Total:	205	100.00

Effects of Big Five Personality Traits on Group Performance in AL-HIKMAH

years and above. The highest percentage of 40.98% was in active years of age. This also shows that majority of the respondents are within the working age. Information on the marital status of the respondents shows that married people have 89.76% of the respondents; single has 19.02% while others have 11.22%. This reflects the situations in the urban areas where different categories of people usually live and co-exist together in a place where there is no relation and that married people have more and

recognized status than singles (Bartov, 1993). Lastly, the table shows a pool of literate and educated personnel of the institution. 26.34% of the respondents have ND/NCE, 44.39% of the respondents also have B.Sc. /HND, 17.07% with MBA /M.Sc. while 12.20% of the total respondents have other certificates. The result is a proof that the targeted population of the study is an academic environment where educated and literate individuals come together.

Test of Hypothesis

Table 2: Multiple Regression Analysis showing the Impact of Personality on Group Performance					
Model	R-Squared	Adjusted R Squared		Root MSE	
1	0.9272	0.9254		.22317	
Source	Sum of Square	Df	Mean Square	F	Probability
Model	126.312842	5	25.2625685	507.21	0.0000
Residual	9.91154794	199	.049806774		
Total	136.22439	204	.667766619		
Variable	Coef.	Std. Error	T	Sig	[95% Conf. Interval]
Extroversion	.3260621	.0711112	4.59	0.000	.1040961 .4566265
Openness to Experience	-.3589946	.0931746	-3.85	0.000	-.5427308 -.1752584
Conscientiousness	-.0817668	.0294344	-2.78	0.006	-.1398101 -.0237234
Agreeableness	.7050672	.0766423	9.20	0.000	.5539319 .8562024
Neuroticism	.7227712	.0611394	11.82	0.000	.6022069 .8433355
Cons	-1.365603	.4442925	-3.07	0.002	-2.241729 -.4894777

Source: Researcher's Analysis, 2017 Using STATA 11.0 (Statistically significant at 5%)

Table 3: Correlation Matrix showing relationship among Big Five Personality Traits and Group performance						
	Group performance	Extroversion	Openness to Experience	Conscientiousness	Agreeableness	Neuroticism
Group performance	1.0000					
Extroversion	0.8269	1.0000				
Openness to Experience	0.7537	0.8786	1.0000			
Conscientiousness	0.7333	0.6544	0.7304	1.0000		
Agreeableness	0.9528	0.7931	0.7218	0.7204	1.0000	
Neuroticism	0.9029	0.6734	0.6336	0.7828	0.9348	1.0000

Source: Researcher's Analysis, 2017 Using STATA 11.0 (Statistically significant at 5%)

Effects of Big Five Personality Traits on Group Performance in AL-HIKMAH

The regression analysis results obtained in the impact of big personality using the big five model shows that the R^2 Coefficient (0.9272) which is the coefficient of determination indicates that the explanatory variables account for 93% on the extent to which it influences group performance. Given the adjusted R^2 of 93% with 0.0000 at 5% level of significant. This is an indication that the independent variables in the model jointly and significantly explain the factors that influences personality traits. Also, the F-statistics (507.21) indicates that the big five variables (Extroversion, Openness to Experience, Conscientiousness, Agreeableness, Neuroticism) jointly predict the group performance in Al-Hikmah University, Ilorin.

DISCUSSION OF THE FINDINGS

The correlation matrix is an indication of how the individual variables are related. It shows that Big Five Personality Traits such as Extroversion (83%), Openness to Experience (75%), Conscientiousness (73%), Agreeableness (95%) and Neuroticism (90%) is significantly correlated to group performance. This implies that Big Five Personality Traits is related to group performance. The association between them is positive and significant. This is in line with the previous findings of Colquitt (2009) and Organ and Lingl (1995) who discovered that there is a significant relationship between the big five personality traits and employee performance.

The thrust of this research was to analyse the effects of big five personality on group performance. Two hypotheses were tested and the findings revealed that big five personalities had significant effect on group performance. Similarly, all the independent variables are very much correlated to the dependent variable. Hence, the independent variables that had been used in the questionnaire are statistically representing the components of big five personality traits. So, it can be said that there is a significant relationship between big five personality traits and group performance. There exist a positive and significant relationship between big five personality

and group performance. This is in line with the previous findings of Colquitt, Le-Pine, & Wesson (2009) and Organ and Lingl (1995) who discovered that there is a significant relationship between the big five personality traits and employee performance.

CONCLUSION AND RECOMMENDATIONS

The human resources is the most important resources and asset that organization can boast of in the 21st century workplace since organization are run and steered by people. It is through people that goals are set and objectives attained (Ibikunle, 2015). Thus, the performance of an organization is dependent on the sum total of the performance of its members. In today's global and competitive environment, the general consensus is that organizations that capitalize on diversity are likely to perform better than organizations without the advantages that diversity brings. This diverse workforce must work in form of teams and group and creating a sense of commitment is the key element for organizational citizenship. Once organization's employees exhibit positive personality traits, it also improves the group performance. Based on the findings of this study, it can be concluded that personality traits such as extroversion, openness to experience, conscientiousness and agreeableness have significant impact on group performance.

The study recommended that organisations should continually employ the best HR practices such as effective recruitment and selection to get the best employees that would exhibit positive traits that can effectively foster team spirit, task cohesiveness and ensure achievement of organisation vision and mission. Organisation should continuously engage in training and retraining of its workforce so that they can be enlightened on how to improve their behavioural patterns, interpersonal relationships and exhibit positive traits would facilitate effective

Effects of Big Five Personality Traits on Group Performance in AL-HIKMAH

and efficient discharge of duties and responsibilities while also enhancing their collective performance.

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Effects of Big Five Personality Traits on Group Performance in AL-HIKMAH

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