



**A STUDY ON THE INFLUENCE OF PERSONALITY TRAITS ON EMPLOYEE
APPRAISAL PROCESS**

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Introduction

Employees are the big influential source of a company when compare to other resources of an organisation. Employees' attitude and the behaviour affect the organizational success and employee job satisfaction. A personality of an employee is depends on their attitude and the behaviour to a great extent Longenecker, C, O., Liverpool, P, R and Wilson, K, Y. (1988).

Performance Appraisal is a major element of Human Resource Management. Performance review information are used for many purposes like career development, promotion, compensation, bonus, etc., Also, it helps the employees to identify and rectify the mistakes, understand their work ability and skills, the target they need to achieve (Halpert et al, 1993).

In order to get a high rating, employees should possess high level of skills and performances. In practice however personality could probably have more impact on the performance evaluation than actual levels of skills and performance. Since subjective ratings are based on human's opinion, some employees could be more favourable than others and are therefore being high rated (Ittner et al, 2003). On the other hand some personalities could be perceived in a negative light (Richmond and Roach, 1992).

Therefore, our research will examine whether personality traits affects in performance evaluation and if so, I hope that organizations pay attention on this problem in hope that every type employee will be treated fairly in the future by means of receiving fair performance ratings that are, at least, not influenced by his/ her personality.

Research Objectives

- To study the demographic influence on Personality Traits.
- To identify the influence of Personality Traits on Employee appraisal.

Review of Literature

Boca Raton, Fla. (2014) found that consciousness and openness had no effect on job performance reviews. Supervisors with those personality traits probably give the most accurate appraisals of how employees are doing on the job. Extroverted supervisors also gave high ratings, but that personality trait didn't have the same level of influence as agreeableness. Those with low emotional stability scored employees the worst.

Salgado, J. (1997) found that "Conscientiousness and Emotional stability were valid predictors of job performance across a range of job criteria and different occupational groups. The remaining factors are valid only for some criteria and for some occupational groups. Extraversion was found predictor of two occupational groups, Openness and at the same time Agreeableness was found valid predictors of training proficiency".

Chuchai Smithikrai (2007) found that for all occupational groups neuroticism was significantly negatively correlated with job success, while extraversion and conscientiousness were significantly positively correlated with job success. Moreover, conscientiousness was the only personality trait that consistently predicted job success of persons across occupations.

O'Neill, T. A., & Allen, N. J. (2011) found that, "among the Big Five factors of personality, Conscientiousness is often the most important predictor and Conscientiousness and its facets predicted team performance. Agreeableness, Extraversion and Neuroticism were not predictive of team performance, whereas Openness had a modest negative relation with team performance".

Nadiyah Maisarah, Nor Sara Nadia, Norliza Saiful Bahry (2016) confirmed that extroversion, openness to experience, conscientiousness and agreeableness and agreeableness has shown the highest significant correlation with employee job performance. Conversely, neuroticism found negatively related with employee job performance.

Muhammad Ishaq, Hafiz (2013) showed that the conscientiousness does moderate the relationship between appraisal satisfaction, elimination of rating errors and effectiveness of performance. Another moderator, openness to experience shows that it has a significant moderating role between elimination of rating error and effectiveness of performance.

Research Methodology

Random Sampling Technique was used to collect the questionnaire. 100 questionnaires were randomly distributed and collected from the skilled workers of Automobile manufacturers in Kanchipuram District.

The Questionnaire has two variables. The Dependent Variables were Personality Traits and Employee Appraisal Process and the Independent variables were Demographic profile of the respondents. The questionnaire was prepared by using interval Scale.

The Questionnaire consists of three parts. First part has 8 questions that are demographic profile of the respondents such as age, qualification, gender, experience, etc. The second part contains 75 questions of dependent variables (Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism). The third part contains 60 questions of dependent variables (Setting the performance Standards, Communicating the Performance Standard to Employees, Measuring the Actual Performance, Comparing the Actual with the Standard Performance, Providing Feedback to Employees on their Performance, Initiating Corrective Actions).

Analysis and Findings

Based on the objective of the research, we did analysis of mean and standard deviation to find the demographic profile of the respondents and also to find the impression management tactics of the employee inside the organization. Correlation analysis we used to find the influence of impression management tactics on employee appraisal. The results are as follows:-

Table – 1

Statistics							
	Age	Gender	Professiona l	Nature of Job	Marital Status	Monthly Income	Year of Experience at Work
Mean	2.3600	1.4900	1.3900	1.1700	1.9200	5.6300	3.3400
Std. Deviation	.78522	.50242	.91998	.37753	.27266	.94980	.71379

From the above table, the analysis was done based on the demographic profile of the respondents. The following results were found:-

- **Age** - Maximum number of respondents (68%) were belongs to the age group of 31-40 and 14% of the respondents were above 50 years old and 13% of the respondents were at the age group of 41-50.

- **Gender** - Both the male and female respondents were equal (Male - 51% and Female - 49%).
- **Qualification** - Maximum respondents (79%) have professional UG degree and 12% of the respondents have Professional PG Degree.
- **Nature of Job** - Maximum number of respondents (83%) were permanent staff and 17% of the respondents were temporary staff.
- **Marital Status** - Most of the respondents (92%) were married.
- **Monthly Income** - 82% of the respondents were getting more than Rs.50,000/- as monthly salary and remaining were getting below Rs.50,000.
- **Experience** - Maximum respondents (90%) were more than 6 year of experience in the present job. Some respondents were joined the present job recently.

Table – 2 Personality Traits

VARIABLES	SETTING	COMMUNICATION	MEASURING	COMPARING	FEED BACK	ACTIONS
OPENNESS	0.004	0.04	0.00	0.002	0.451	0.00
CONSCIENTIOUSNESS	0.00	0.00	0.001	0.00	0.00	0.587
EXTRAVERSION	0.001	0.072	0.00	0.00	0.00	0.00
AGREEABLENESS	0.00	0.00	0.00	0.00	0.00	0.00
NEUROTICISM	0.013	0.00	0.189	0.008	0.00	0.433

From the above table shows that openness to experience was not influenced on feed back of the employee appraisal. Conscientiousness was not influenced on action taken in employee appraisal. Extraversion was not influence on communication. Neuroctism was not influenced on measuring the actual performance and also it was not influenced on action taken in the employee appraisal process.

Also we found that most of the respondents were implementing all the personality traits variables in the work place. But the variable Agreeableness was very much influenced in all the employee appraisal process variables. So, If the employee concentrated on agreeableness it will be most benefit for them to get a nice rating in the performance appraisal process.

Conclusion

From the study we come to the conclusion that factors which are taken for study are different and independent in nature. The Correlation shows that there are no relationship between the Personality traits and Performance appraisal factors. This gives the validity of the study to go in deep to understand that the factors are affected by the personality traits in an organisation. This gives a new dimension and light in this study.

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