

Personality and Its Effects on Performance: A Study on Management Level Employees in Ready Made Garments Industry of Bangladesh

Mohammed Masum Billah¹

Abstract

Human resource is the key element of organizational success and manager is the key person who leads all of the employees towards the organizational goal. The performance of a manager mostly depends on the personality of the manager. In this study, the author used big five factor model of personality and 360 degree feedback method to examine the relationship between managers' personality and its relationship with managers' performances. Extraversion and openness to experience dimensions of personality had no significant relation with managers' performances. However, conscientiousness, emotional stability and agreeableness had significant relation with managers' performance in the garments sector of Bangladesh. The managers who had higher level of conscientiousness and emotional stability were likely to perform well but the scenario was different for agreeableness dimension of personality. Agreeableness was negatively correlated with managers' performance. The study revealed that the high performance manager had low level of agreeableness and low performance manager had high level of agreeableness. To enhance performance in the garments sector, managers need to be conscientious (dependable, trustworthy), emotionally stable (self-confident) and less agreeable (innovative and bargainer).

Keywords: Personality, extroversion, agreeableness, conscientiousness, emotional stability, openness to experience, 360 degree feedback.

1. Introduction

Personality has played a key role in different organizational functions for the last few years. People's job seeking behavior depends on people's trait anxiety. The person who is high in neuroticism has less interest to perform complex and challenging job as his or her tendency is to view the world in a negative way, even in the absence of aversive environments. Therefore, the simple and less challenging job is suitable for highly anxious people. On the contrary, the high emotional stable person inclines to be comfortable in the challenging job (Schmit et al.1993). In addition to these, highly anxious people are less likely to do well in the interview of upper level job because of nervousness compared to low anxious people (Vance, 1993).

Personality has also been linked with stress. Optimistic persons are more comfortable to deal with stress by applying problem focused method compared to pessimistic persons. Therefore, optimists do not hesitate to take upper level complex job as a risk lover. On

¹ Associate Professor, Department of Business Administration, BGMEA University of Fashion and Technology (BUFT), masumcu52@gmail.com

the other hand, pessimists always avoid risk and complex job and are afraid of negative outcomes (Scheier, Weinbraub and Carver, 1986).

Affective reactions to the job environment and the effects of affect-related personalities have been given special considerations (e.g. Arvey, Bouchard, Segal and Abraham, 1989; Staw and Ross, 1985; Watson, Pennebaker and Folger, 1986). Job conditions are related with personality in three ways such as selection and placement of jobs, job choice and work environment (Spector and O'Connell, 1994).

The five factor model of personality is widely used as a basis for assessment of stress vulnerability (Costa Somerfield & McCrae, 1996). Research using both natural language adjectives and theoretically based personality questionnaires supports the comprehensive of the model and its applicability across observers and cultures (McCrae, 1992). In many studies it has also been shown that the five factor model of personality are meaningful driver of individual behavior and performance (James and Mazerolle, 2002; Zhoa and Siebert, 2006).

A set of traits such as habits, ideas, emotions and mannerism are used to differentiate one person from another. These traits have been developed and changed throughout a person's life but the key basic personality has already been developed in a person's childhood even before a baby learns to speak (Rothbart et al, 2001). Personality is the whole psychological system of a person or personality is the sum total of ways a person act or react with others (Weinberg & Gould, 2014).

The possibility of feeling stressful situations also depends on a person's personality (Gunthert, Cohen & Armeli, 1999). Some researchers found that role ambiguity and role conflict of an organization have also been linked by the personality (Kahn et al. 1964). However, majority of the researches have focused on other dimensions of personality such as extroversion- introversion (E), neuroticism – stability (N), psychoticism-reality (P), and organizational role stress (Pestonjee and singh, 1988; Pandey, 1998).

A meaningful and generalizable taxonomy for studying individual differences is big five factor model. (Shi et al, 2009). The acronym OCEAN denotes the big five personality traits such as openness to experience, conscientiousness, extroversion; agreeableness and neuroticism (Caprara, et al, 2001). They represent the human personality at a very wider concept. Five key dimensions of personality are Extraversion, Agreeableness, Emotional Stability, Conscientiousness, and Openness to experience (Costa & McCrae, 1991; Digman, 1990).

Extraversion: Extraversion means a person's comfort levels with others and for these a person should be confident, leading, enthusiastic, dynamic, and talkative (Costa & McCrae, 1992). Some other experts describe extroversion as positive emotionality, sociability and assertiveness which denote the energetic approach of social and material world (John

and Srivastava 1999, p 30). It is likely that a highly extrovert person like people, enjoy working in a group and also seek excitement. On the contrary, a low extrovert person means introvert person who wants to stay with few people or alone and generally introvert people are quiet, independent and reserved (Costa and McCrae, 1992). Costa believes that enterprising occupations are positively related with extroversion although it is also an important feature for managerial work. The role of an entrepreneur has to contact more intensely with diversified people such as employees, customers, partners and venture capitalists than the typical role of a manager.

Agreeableness: Interpersonal orientation is reflected in one's agreeableness personality. Generally, a cooperative person who has positive interpersonal relationship belongs to the high end of agreeableness. This types of people tend to be trusting, caring, altruistic and gullible. On the contrary, the low level of agreeableness person is manipulative, self-centered, suspicious, and ruthless (Costa & McCrae, 1992; Digman, 1990). Highly agreeable person can't be a hard bargainer and is easily exploited for others interest. Some research has shown that the person who has high level of agreeableness is not suitable for managerial job because s/he is not capable of making difficult decisions which is affecting subordinates and coworkers (McClelland and Boyatzis, 1982). In a managerial level position, salary and career satisfaction are negatively related with agreeableness (Seibert and Kraimer, 2001). In established organizations, the negative effects of agreeableness appear to be predominated for those who perform managerial jobs. Dense and interlocking relationships are less likely to be at work as constrained for those entrepreneurs who work in smaller organizations (Burt, 1992).

Emotional stability: Emotional stability is the opposite of neuroticism. Negative emotion such as anxiety, depression, hostility, vulnerability and impulsiveness are the features of neuroticism. Most often, a neuroticism person is an irrational thinker and can't control his/her impulses and carvings (McCare and john 1992). Low level of neuroticism means emotional stability and this type of person is capable of managing high level of stress, and negative life experiences make them excited (Hogan and Hogan 1996, judge et al 2002, Shi et al 2009). Emotional stable person is characterized as self-confident, calm, even tempered, and relaxed. Established organization has certain types of policies and structured procedures for managerial job whereas entrepreneur works in a relatively unstructured environment with a substantial financial and personal stake in the venture. As a result, entrepreneur has to face more stress than ordinary manager (Chen, Greene, & Cricke, 1998; Crant, 1996). In some organizations, where entrepreneurs and managers are the same person and their work load, work family balance, work environment, and the financial risk of starting and running the new venture create physical and psychological stress of the entrepreneurs or the managers. For these, entrepreneurs have to be more self-confident and emotional stable person (Simon, Houghton, & Aquino, 2000).

Conscientiousness: An organized self-control behavior of a person is called conscientiousness. Generally, highly conscientious persons are highly dependable

employees in the job place because they always think before acting, organizing and prioritizing tasks and following norms and rules (John and Srivastava 1999, p 30). The level of conscientiousness of an individual is explained by the extent to which an individual is responsible, trustworthy, structured, tenacious, and achievement oriented” (Shi et al, 2009 p210). Achievement motivation and dependability are the two basic factors of conscientiousness which has been a direct link to job performance (Barrick, Mount, & Judge, 2001). Both manager and entrepreneur need to be dependable facet of conscientiousness which reflects the extent to which a manager or an entrepreneur is methodical, deliberate and organized to achieve the goal. However, managers are in strong position as because established organization has already been developed a system where job description and job performance are closely monitored which reduces the necessity of possessing dependability as an individual trait. On the contrary, entrepreneurs work in a more discretionary and self-directed environment, that is a weak situation in which individual traits are likely to have a more important role (Snyder & Ickes, 1985).

Openness to experience: A person who is creative, innovative, imaginative and divergent thinker is an open minded person and his personality dimension is called openness to experience (McCrae, 1987). Many researchers call the fifth factor of personality is intellectual or intelligence which means openness (Digman & Inouye, 1986, Goldberg, 1981; Hogan, 1982). McCare and Costa describe openness as new ideas, flexibility of thought, and readiness to indulgence in fantasy (Costa & Mc Care, 1985) whereas Hogan (1986) defined intellectual with cultural interests, educational aptitude, and creative interests. Previous research has shown that the most frequently used name for the fifth trait was something similar to intellect. The intellect interpretation emphasizes thinking and reasoning but omit aspects of thought and experience that reflect personal orientations and attitudes, such as aesthetic and artistic interests, nonconformity, and progressive values” (John and Srivastava 1999, p 21).

Performance evaluation (360 Degree Feedback)

360 degree feedback is an evaluation process where feedback is taken from all sides such as superior, peer, subordinates and customers. Generally top management is sharing the feedback with the employees for their development and growth (Monalisa, 2015). At the very first, all employees may not be comfortable with the 360 degree feedback but employers always welcome it because it improves communication among the parties, build team work and better understanding of strengths and weaknesses, and as a whole developed management style (Curtis, 1996).

Managing employees of the organization is vital for company output and managers are accountable for these. Therefore, to collect data about managers’ behavior and performance, 360 degree method is used. It is helpful for the managers to understand “the concept of competence models” and relate it to their performance (Gore, 1996).

Some experts said that 360 degree feedback and MBTI methods were used for self-

awareness and the outcome was more effective in 360 degree feedback method because it helped to make plan for development. This method is very successful when individuals are trained to receive, give and gain constructive feedback. This method is also helpful for the individuals to know themselves and to develop their career growth (Garavan, 1997).

Any organization that wants to apply 360 degree feedback must determine its objective before its operation. This process has three basic considerations such as who should be rated and by whom and the rating scales to be used. The feedback of the process can be used not only in the appraisal process but also in the training and development which ultimately increases the organizational performances (Whiddett & Galpin, 2002).

Human asset is the key competitive advantage for the organization and 360 degree feedback helps on advancement of human asset management by using aggregate reporting. This reporting helps the organization to market its innovation and to enhance its customer service and the outcome is boosting the sales and the profits. Nowadays, human resource professionals are highly equipped to analyze the collected data from 360 degree and create an effective management system for the organization (Hallam, 2004). This method is better than traditional methods and it is flexible and friendly (Pollitt, 2004).

Employees' attitude, efficacy and performance are affected by 360 degree feedback. This feedback will be benefited for the organizations when employees' are ready to accept feedback and participate training and takes action for necessary changes (Alexander 2006). In this feedback, people's engagement is thoroughly checked and this adds values to the employees who look into their self and work on it for their own development (Drew, 2009).

A good number of works has been done on personality such as personality factors of entrepreneurial competitiveness, personality based job analysis and the self-serving bias, five factor model of personality and role stress, personality traits and abilities as predictors of academic achievement, the relationship between personality profile and leadership style, relations of incumbent affect-related personality traits with incumbent and objective measures of characteristics of jobs, and a system framework for the field of personality. However, there has been no direct research work done on personality and garments manager performance. Therefore, the author tries to make an effort to find out the relationship between managers' personality and its effects on managers' performance.

2. Objectives of the study

- To analyze the relationship between the managers' personality and the managers' performance of garments sector of Bangladesh.
- To identify the personality of a best manager in the garments sector.

3. Methodology

To conduct this study, the author used both primary and secondary sources to develop questionnaire and to collect data. Purposive sampling procedure was used to select the respondents and the total number of respondents were 280 who were performing different managerial positions in the garments companies located at Savar, Gazipur and Narayanganj of Dhaka division of Bangladesh. Structured questionnaire has been used to collect the primary data from the managers (factory managers and merchandisers). To understand the performance of the managers, the author used 360 degree feedback method and took feedback from subordinates, supervisors, peers and customers about the managers who were respondents in this study. To know the personality of the respondents the author made a questionnaire by considering Pittsburgh Cold Study1 (PCS1), Pittsburgh Cold Study 2 (PCS2), Pittsburgh Mind Body Center Study (PMBC), and Pittsburgh Cold Study 3 (PCS3). The personality questionnaire consists of fifty questions out of which ten questions (five for direct scored items and five for reverse scored items) for extraversion, ten questions (six direct scored items and four reverse scored items) for agreeableness, ten questions (two direct scored items and eight reverse scored items) for emotional stability, ten questions (six direct scored items and four reverse scored items) for conscientiousness and ten questions (seven direct scored items and three reverse scored items) for openness. The five scales of the questionnaire are 1 is for very inaccurate, 2 is for moderately inaccurate, 3 is for neutral, 4 is for moderately accurate and 5 is for very accurate. The data, thus collected, were analyzed keeping in mind the objectives of the study. And for hypothesis test the authors used multiple regression analysis with the help of SPSS.

3.1. Model

The author has used the managers' performance as the dependent variable and the personality of the managers as the independent variables (extraversion, agreeableness, emotional stability, conscientiousness, and openness). The author has run the OLS regression model to determine the significance level of the variables for performance.

The basic model for the study was therefore as follows:

$$MP = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where, MP = Managers' Performance

X_1 = Extroversion

X_2 = Agreeableness

X_3 = Emotional Stability

X_4 = Conscientiousness

X_5 = Openness to experience

α is constant and $\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ are coefficients to estimate, and e is the error term.

3.2. HYPOTHEISIS

Null Hypothesis (Ho): There is no relationship between the managers' performance and the managers' personality in RMG sectors of Bangladesh.

Ho: $B_1=B_2=B_3=-----=B_k =0$ (Here, B= regression coefficient)

Alternative Hypothesis (Ha): There is a relationship between the managers' performance and the managers' personality in RMG sectors of Bangladesh.

H1a: At least one B is not zero.

4. Finding of the Study

4.1 Profile of Respondents

In Ready Made Garments (RMG) sector, most of the employees in managers' level are male. Total number of respondents were 280 male employees selected from 105 different garments factories of Savar, Gazipur and Narayanganj area out of which 113 were factory managers and 167 were merchandisers.

Age: Respondents are of different age groups and near about half of the respondents were in between 35 years to 40 years of age followed by just more than one fourth of the respondents whose age were below 45 years but above 40 years. Fifty five respondents belonged to the 30 years to 35 years age group. Only 5 respondents were from oldest age group (50 years and above) followed by 10 respondents from 45 years to 50 years age groups. Fifteen respondents were in the youngest age group whose age was in between 25 years to 30 years.

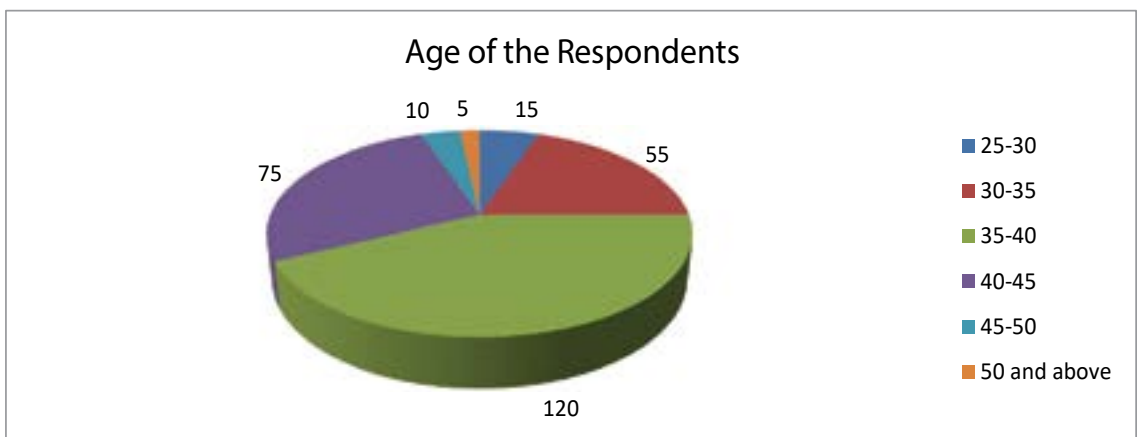


Figure- 1: Age of Respondents

Educational background: In this survey, it was found that 276 respondents were graduates and only 4 respondents were not. Almost half of the respondents were science background such as 119 respondents had BSc degree, 6 respondents had MSc degree, and 18 respondents had both BSc and MBA degree. 105 respondents had commerce background out of which 71 had MBA degree, 8 had BBA degree, and 26 had B.Com degree. And the remaining 28 respondents were with arts background.

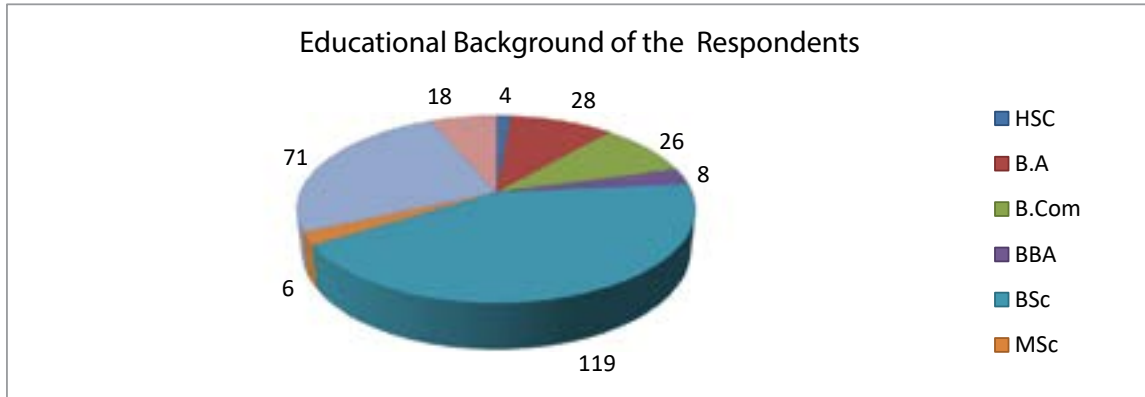


Figure-2: Educational Background

Designation: First of all, respondents were from two sides such as 167 were from merchandising side and 113 were from production side. In the merchandising side, there were 2 General Managers of Marketing and Merchandising, 15 Merchandising Managers, 37 Senior Merchandisers, 66 Merchandisers and 47 Asst. Merchandisers. On the other hand, production side respondents consist of 1 Deputy General Manager of Production, 11 Senior Production Managers, 78 Production Managers and 23 Asst. Production Managers.

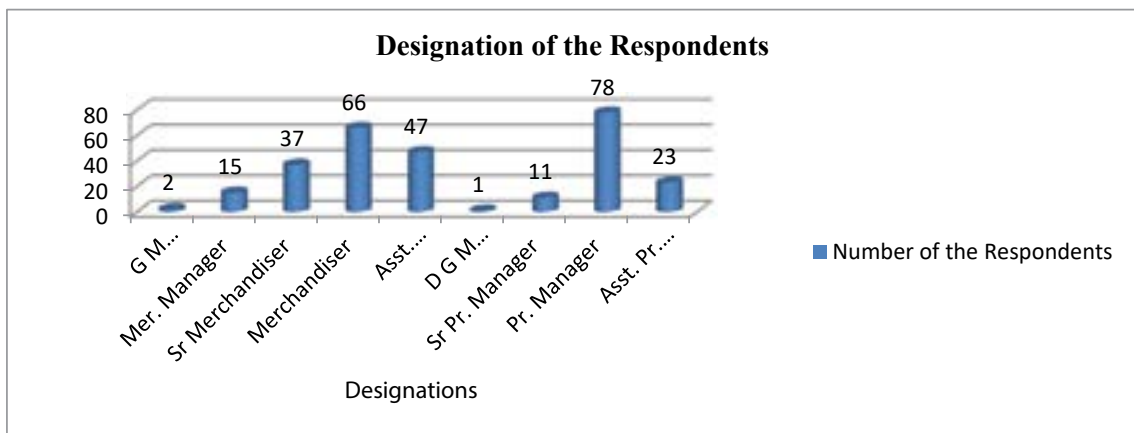


Figure-3: Designations of the Respondents

Job duration: No respondents had less than 18 months of experience in their current job. The highest number of respondents 101 had 5 to 8 years of experience followed by 95 respondents with 3 to 5 years of experience. And the 39 respondents had least experience 1 to 3 years. Only 3 respondents had maximum experience of more than 15 years followed by 30 respondents with 10 to 15 years of experience and 12 respondents with 8 to 10 years of experience.

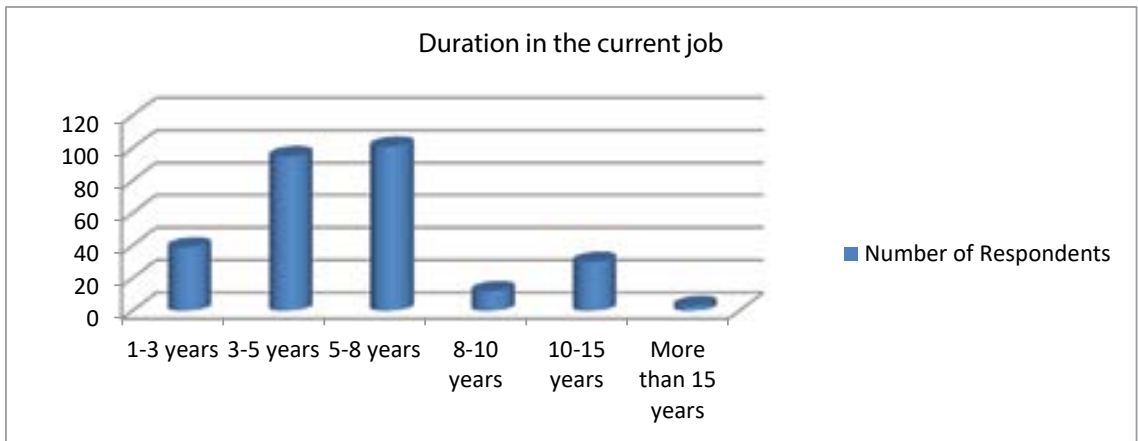


Figure-4: Current Job Duration

4.2. Discussion of the Findings

4.2.1 Cross Tabulation Analysis

Extroversion Personality: In the cross tab analysis, it had been found that the managers who had moderate performance 40 to 50 percent also had moderately extroversion personality. Eighty managers whose performances were 60 percent had different levels of extroversion personality such as seven managers had 55 percent, twenty four managers had 60 percent, twenty had 65 percent and twenty nine had 70 percent extroversion personality. The next 81 managers whose performances were 70 percent and their extroversion personality were in between 65 percent and 70 percent. Fifteen percent managers had 80 percent performance and their extroversion personalities were varying from 55 percent to 95 percent. So, it can be said that extroversion personality of managers sometimes positively and sometimes negatively correlated with the performance of the managers.

Table 1: Manager’s Performance (Extroversion Personality of Managers)

Count		Extroversion Personality of Managers										Total	
		0.5	0.55	0.6	0.65	0.7	0.75	0.8	0.85	0.9	0.95		
Man- ager’s Perfor- mance	0.4	11	16										27
	0.5		22	4		10				1	1	3	41
	0.6			7	24	20	29						80
	0.7					43	38						81
	0.8			1		5	1	4	10	2	16	2	41
	0.9											10	10
Total		11	38	12	24	78	68	4	10	3	17	15	280

Source: Field Survey, January-March 2017

Agreeable Personality: The cross tabulation between managers’ performance and agreeable personality of the managers has negative correlation. For example, the average performers and the below average performers had higher level of 60 to 70 agreeableness personality. On the other hand, the highest performer managers group had lower level agreeableness personality. For instance, the 41 managers had 80 percent performances and the 10 managers had 90 percent performances but their agreeableness personalities were 15 percent and 10 percent respectively. In addition to these, 161 managers had 60 to 70 percent performances and their agreeableness personalities were in between 25percent to 35 percent. Therefore, it has been very clear from the cross table data that manager’s performance negatively correlated with managers’ agreeableness personality.

Table 2: Manager’s performance (Agreeableness Personality of Managers)

Count		Agreeableness Personality of Managers								Total	
		0.15	0.2	0.25	0.3	0.35	0.6	0.65	0.7		
Man- ager’s perfor- mance	0.4									27	27
	0.5					3		32	6		41
	0.6					18	62				80
	0.7				49	32					81
	0.8	26	14	1							41
	0.9	4	6								10
Total		30	20	1	49	53	62	32	6	27	280

Source: Field Survey, January-March 2017

Emotional stability: The third factor of the five factors model is emotional stability. In this stage, the author wants to discuss about the findings by applying cross tabulation between the managers’ performance and the managers’ emotional stability. The below average performer 27 managers, the average performer 41 managers and the above average 80 managers showed 50 percent emotional stability in their personality questionnaire feedback. However, the managers whose performances were 70 percent had also higher

emotional stabilities which were 55 percent. In the same way, 41 managers had 80 percent performance and 10 managers had 90 percent performances and their emotional stability were 60 percent. So, it can be conclude that higher emotional stability means higher performance.

Table 3: Manager’s Performance (Emotional Stability of Managers)

Count		Emotional Stability of Managers			Total
		0.55	0.65		
0.5					
Manager’s Performance	0.4	27			27
	0.5	41			41
	0.6	80			80
	0.7		81		81
	0.8			41	41
	0.9			10	10
Total		148	81	51	280

Source: Field Survey, January-March 2017

Conscientiousness: The fourth factor of five factors model of personality is conscientiousness. In this table, it is demonstrated that managers’ performance depends on managers’ conscientiousness features of personality. 27 managers had 35 percent conscientiousness and their performances were 40 percent level and 41 managers had 55 percent conscientiousness and their performances were 50 percent level. A number of 80 managers whose performance up to 60 percent level and their conscientiousness level varying from 65 percent to 75 percent. In the same way, 81 managers’ performances level were 70 percent and their conscientiousness level were 80 percent. Highest performer groups had highest level of conscientiousness such as managers of 80 percent and 90 percent performance levels had 90 to 98 percent conscientiousness levels.

Table 4: Manager’s Performance (Conscientiousness of Managers)

Count		Conscientiousness of Managers							Total		
		0.55	0.65	0.7	0.75	0.8	0.9	0.95		0.98	
0.35											
Manager’s performance	0.4	27								27	
	0.5		41							41	
	0.6			36	1	43				80	
	0.7						81			81	
	0.8							21	20	41	
	0.9								10	10	
Total		27	41	36	1	43	81	21	20	10	280

Source: Field Survey, January-March 2017

Openness to Experience: The last factor of five factors model is openness to experience. The below average 26 managers whose performances were 40 percent level and their openness were at 35 percent level consequently 41 managers whose performances were

50 percent level and their openness were in between 45 to 55 percent level. The next upper level performer, 80 managers whose performances were 60 percent and their openness level varied 55 to 65 percent. In the same way, 81 managers at 70 percent performance level had 65 to 70 percent openness level. Therefore, the cross tab showed that openness to managers increases managers’ performance.

Table 5: Manager’s Performance (Openness to Experience of Managers)

Count		Openness to experience of managers							Total	
		0.45	0.55	0.6	0.65	0.7	0.8	0.85		
0.35										
Manager’s performance	0.4	26							26	
	0.5		37	4					41	
	0.6			34	17	29			80	
	0.7					50	31		81	
	0.8							41	41	
	0.9							10	10	
Total		26	37	38	17	79	31	41	10	279

Source: Field Survey, January-March 2017

Performance and personality: Managers’ performances (40% to 90%) related with managers’ conscientiousness personality (35% to 98%), managers’ emotional stability personality (50% to 65%) and managers’ extroversion personality. Other factors like openness to experience personality (35% to 85%) and agreeableness personality (10% to 70%) of managers related with managers’ performance.

Table 6: Managers’ Performance vis-à-vis Managers’ Personality

Managers’ responses on	Minimum	Maximum	Mean	Std. Deviation
Extroversion	.45	.95	.6655	.12522
Agreeableness	.10	.70	.3502	.18127
Emotional Stability	.50	.65	.5418	.05556
Conscientiousness	.35	.98	.7173	.16962
Openness to Experience	.35	.85	.6136	.13773

Source: Field Survey, January-March 2017

4.2.2 Regression Co-efficient of Multiple Determinations (R²)

Table 7: Multiple Determinations (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.987a	.974	.973	.02064

From above calculation it shows that there was a significant correlation between dependent variable and independent variables. And at 5% level of significance the correlation is 98.7 %.

Here, adjusted R Square is 0.973 which told us that about 97 percent variation of dependent variable is explained by independent variables included in this model. And the independent variables of this model are different personality dimensions of the managers such as extroversion, agreeableness, conscientiousness, emotional stability and openness to experience.

Table 8: ANOVA Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.325	5	.865	2.030	.000a
	Residual	.116	273	.000		
	Total	4.442	278			

From ANOVA test (table-8) it shows that the table Sig. value 0.05 is greater than the calculated Sig. Value 0.000. So, it rejects the null hypothesis at 5% level of significance and also 1% level of significance. It means, there was a significant relation between dependent variable and independent variables. Therefore, managers' performances depend on managers' extroversion personalities, agreeableness personalities, emotional stability personalities, conscientiousness personalities, and openness to experience personalities. However, it does not mean that all types of personalities have significant impact on managers' performance. For this, the authors went for coefficient analysis for further study.

Table 9: Results of Multivariate (OLS) Analysis: Managers' Performances (Significant of the Model Parameters):

Managers' Personalities Contribute to Managers' Performances		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
(i)	Extroversion	-.013	.017	-.013	-.770	.442
(ii)	Agreeableness	-.128	.023	-.183	-5.540	.000
(iii)	Emotional Stability	.599	.040	.264	14.927	.000
(iv)	Conscientiousness	.435	.040	.579	10.980	.000
(v)	Openness to Experience	.024	.052	.026	.465	.642

Coefficient analysis shows the relationship between dependent variable and each independent variable. According to Sig. value managers' agreeableness, emotional stability, and conscientiousness have significant influence on managers' performance. Here, table Sig. value is 0.05 which is greater than calculated Sig. value 0.000, 0.000 and 0.000 respectively. However, the calculated Sig. value of managers' extroversion personalities

and openness to experience personalities are greater than the Table Sig. value. And then, these factors have some impact on female employees' empowerment but these are not significant.

At last final model includes three independent variables such as managers' conscientiousness, emotional stability and agreeableness which have significant impact on managers' performance on the basis of t value ≥ 2.146 . Here, one thing is noticeable that managers' agreeableness personalities negatively correlated with managers' performance.

Here,

β_1 (Conscientiousness) = 0.579, i.e., 100 % change in managers' conscientiousness personalities leads to 57.9 % change in managers' performance.

β_2 (Emotional stability) = 0.264, i.e., 100 % change in managers' emotional stability personalities leads to 26.4 % change in managers' performance.

β_3 (Agreeableness) = 0.183, i.e., 100 % change in managers agreeableness personalities leads to 18.30 % change in managers' performance.

According to significant correlation, between dependent variables and each independent variable, the author can arrange it in order from most significant correlation to less significant correlation.

Table 10: Dependency of Managers' Performances on Managers' Personalities

Factors	Value of β	Rank order on the basis of significant
Conscientiousness	0.579	1
Emotional Stability	0.269	2
Agreeableness	0.183	3

5. Conclusion

It has been observed from the findings of the conducted study that managers' personalities have significant effects on managers' performance. Five factors of personality dimensions are extroversion, agreeableness, emotional stability, conscientiousness and openness to experience out of which conscientiousness, emotional stability and agreeableness personality dimensions have significant correlation with the performance of management level of employees in the garments sector. The person who has high level of conscientiousness is likely to be organized, dependable and achievement oriented. The survey result shows that the high performance manager had high level of conscientiousness and low performer had low level of conscientiousness. In the same way, emotional stability of personality

dimension of manager is positively correlated with manager's performance. The study reveals that one hundred forty eight managers had fifty percent level of emotional stability but their performances vary from forty percent to sixty percent. However, the high performer had high level of emotional stability when the performance was above sixty percent. Therefore, it is clear that conscientiousness and emotional stability of personality dimensions have significant positive correlation with managers' performance. In addition to these, conscientiousness dimension of personality has more impact on managers' performance than emotional stability dimension of personality. The third significant dimension of personality is agreeableness but it is negatively correlated with managers' performance. In this survey, twenty seven managers' performance level was forty percent and their level of agreeableness was seventy percent. And the contrary fifty one managers' performance level was above eighty percent and their level of agreeableness was ten to fifteen percent. So, it is clear that if the levels of managers' agreeableness dimension decreases then the levels of managers' performances increases. The collected data was the representation of the institutional practices of different garments company as well as the personal characteristics of the respondent such as age, educational background, positions in the job and duration in the current job etc. Therefore, the study suggests doing in depth study on this issue covering other types of institutions and larger sample size. To consider all these circumstances it can be conclude that manager' performances directly or indirectly related with manager' personality dimensions.

6. Policy Recommendations

Here the author proposed to deal with policy issues arising out of the study and make some specific recommendations as follows:-

- (i) First of all, different dimensions of personality should be given noticeable weight in the selection process of management level employees. Selection should be given to the candidate who has high level of conscientiousness, high level of emotional stability and low level of agreeableness. However, for an established and organized company, moderate level of agreeableness of candidate is not a problem for managerial performance.
- (ii) Secondly, create an organizational culture where innovations and creative ideas are highly appreciable. Arrange training, seminar and workshop for first level and mid-level managers on leadership, team building, and latest advancement in the relevant field. In these ways, organizations can create an atmosphere where employees' conscientiousness, and emotional stability increases and agreeableness dimension of personality decreases. It is noticeable that a person's personality depends on heredity, environment and situation.
- (iii) Personality should be given highest priority in the Employees' performance appraisal system, reward system, and promotion policy so that the employee whose personality is suitable for managerial job will be in the management position.

If all these suggestions are accepted and implemented by the policy makers and the owners of the garments factory it is expected that managers' performance would increase to a large extent.

References

- Alexander, D.M., (2006).How do 360 degree performance reviews affect employee attitudes , effectiveness and performance. *Schmidt Labor Research Center Seminar Research Series, 1-11*.
- Arvey, R. D., Bouchard, T. J., Jr., Segal, N. L. and Abraham, L. M. (1989). 'Job satisfaction: Genetic and environmental components', *Journal of Applied Psychology, 74, 187-192*.
- Barrick, M. R., Mount, M. K., & Judge, T. A. (2001). Personality and performance at the beginning of the new millennium: What do we know and where do we go next? *International Journal of Selection and Assessment, 9,9-30*
- Burt, R. S. (1992). Structural holes: The social structure of competition. *Cambridge, MA: Harvard University Press*.
- Caprara, G. V., Gerbino, M., & Delle Fratte, A. (2001). Autoefficacia interpersonale. In G. V. Caprara (Ed.), *La valutazione dell'autoefficacia. Costrutti e strumenti (pp. 51-62)*. Trento: Erikson.
- Chen, C. C., Greene, P. G., & Crick, A. (1998), Does entrepreneurial self-efficacy distinguish entrepreneurs from managers?, *Journal of Business Venturing, 13,295-316*
- Costa, P. T., Jr., McCrae, R. R., & Holland, J. L. (1984). Personality and vocational interest in an adult sample. *Journal of Applied Psychology, 69, 390 – 400*.
- Costa, E T., Jr., & McCrae, R. R. (1985). The NEO Personality Inventory manual. *Odessa, FL: Psychological Assessment Resources*.
- Costa, P. T., Jr., & McCrae, R. R. (1992). *Revised NEO Personality Inventory (NEO-PI-R) and NEO Five Factor Inventory (NEO-FFI) professional manual*. Odessa, FL: PAR.
- Costa, P. T., Jr., Somerfield, M. R., & McCrae, R. R. (1996), "Personality and coping: A reconceptualization", in M. Zeidner & N.S. Endler (Eds.), *Handbook of coping: Theory, research, applications (pp. 44-61)*, New York: Wiley.
- Curtis, D., (1996).Employers appreciate 360#degree feedback. *Management Development Review, 9(5),34 -36*.
- Digman, J. M., & Inouye, J. (1986), Further specification of the five robust factors of personality. *Journal of Personality and Social Psychology, 50, 116-123*
- Digman, J. M. (1990). Personality structure: Emergence of the five-factor model. *Annual Review of Psychology, 41, 417- 440*.
- Drew, G., (2009).A "360" degree view for individual leadership development. *Journal of Management Development,28(7),581 – 592*.
- Garavan, T. N, Morley, M. & Flynn, M., (1997),"360 degree feedback: its role in employee development". *Journal of Management Development,16(2),134 – 147*.

- Goldberg, L. R. (1981). Language and individual differences: The search for universals in personality lexicons. In L. Wheeler (Ed.), *Review of personality and social psychology* (Vol. 2, pp. 141-165) Beverly
- Gunthert, K. C., Cohen, L. H., & Armeli, S. (1999). The role of neuroticism in daily stress and coping, *Journal of Personality and Social Psychology*, 77(5), 1087-1100.
- Hallam, D., (2004). 360 aggregate reporting advances human asset management. *Development and Learning in Organizations: An International Journal*, 18(3), 16 – 19.
- Hogan, R., 1982. A socio analytic theory of personality, *Nebraska Symposium on Motivation*, pp. 55-89
- Hogan, R. & Hogan, J., 1996, Motives, values, and preferences inventory manual, *Tulsa: Hogan Assessment Systems*.
- James, L.R. & Mazerolle, M.D. (2002), *Personality in Work Organizations: An Integrative Approach*, Sage, Beverly Hills.
- John, O. P., & Srivastava, S. (1999). The Big Five Trait taxonomy: History, measurement, and theoretical perspectives. In L. A. Pervin & O. P. John (Eds.), *Handbook of personality: Theory and research* (pp. 102-138). New York: Guilford Press.
- Judge, T., Heller, D. & Mount, M., 2002. Five-factor model of personality and job satisfaction: a meta-analysis. *Journal of Applied Psychology*, 87(3), pp. 530-541
- Kahn, R.L, Wolfe, D.M., Quinn, R.P., Snoek, J.D & Rosenthal, R. A. (1964) *Organizational Stress: Studies in Role of Conflict and Ambiguity*. New York: John Wiley
- McClelland, D. C., & Boyatzis, R. E. (1982), Leadership motive pattern and long-term success in management. *Journal of Applied Psychology*, 67(6), 737-743.
- McCrae, R. R. (1987), Creativity, divergent thinking, and openness to experience. *Journal of Personality and Social Psychology*, 52, 1258–1265
- Mohapatra Monalisa (2015), 360 Degree Feedback: A review of Literature, *IJRSI, Volume II, Issue I, January 2015, ISSN 2321 – 2705*.
- Pandey, S.C. (1998), “A Study of Relationship between Personality Dimensions and Role Stress in a Public Sector Organization”, *Indian Journal of Industrial Relations*, 33(4): 22-29.
- Parker-Gore, S., (1996). Perception is reality: using 360#degree appraisal against behavioural competences to effect organizational change and improve management performance. *Career Development International*, 1(3), 24 – 27
- Pestonjee, D. M. & Singh, G. P. (1988), “Organizational Behavior Issues for Managers and System Analysts”, Working paper No.660, *Indian Institute of Management, Ahmedabad*.
- Pollitt, D.,(2004). Alliance Unichem uses 360#degree feedback to improve performance. *Human Resource Management International Digest*, 12(1), 27 - 29
- Rothbart et al. (2001), Investigations of temperament at three to seven years: the Children’s Behavior Questionnaire. *Child Dev. 2001 Sep-Oct;72(5):1394-408*.
- Scheier, M. F., Weintraub, J. K. and Carver, C. S. (1986). ‘Coping with stress:

- Divergent strategies of optimists and pessimists', *Journal of Personality and Social Psychology*, 51, 1257-1264.
- Schmit, M. J., Amel, E. J. and Ryan, A. M. (1993). 'Self-reported job seeking behaviors of minimally educated job hunters', *Personnel Psychology*, 46, 105-124.
- Seibert, S.E. and Kraimer, M.L. (2001) The Five-Factor Model of Personality and Career Success. *Journal of Vocational Behavior*, 58, 1-21.
- Simon, M., Houghton, S. M., & Aquino, K. (1999), Cognitive biases, risk perception, and venture formation: How individuals decide to start companies, *Journal of Business Venturing*, 15, 113–134.
- Snyder, M., & Ickes, W. (1985), Personality and social behavior. In G.Lindzey & E. Aronson (Eds.), *Handbook of social psychology (3rd ed., Vol. 2, pp. 883–947)*. New York: Random House
- Spector, P. E. and O'Connell, B. J. (1994). 'The contribution of personality traits, negative affectivity, locus of control, and Type A to the subsequent reports of job stressors and job strains', *Journal of Occupational and Organizational Psychology*, 67, 1-11.
- Vance, C. A. (1993). 'The influence of candidate personality on selection interview assessments'. *Unpublished doctoral dissertation, University of South Florida, Tampa, FL*.
- Weinberg, R .S., Gould, D. (2014), Personality and Sport: In Foundations of Sport and Exercise Psychology (pp. 90). USA: *Human Kinetics*.
- Whiddett S. & Galpin M.(2002) , Better by design : 360-degree feedback systems .*Training & Management Development Methods*,16(3),209-212
- Zhao, H. & Seibert, S. E. (2006), "The Big Five Personality Dimensions and Entrepreneurial Status: A Meta-analytical Review", *Journal of Applied Psychology*, 91: 259-7