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Personality Traits and Employee Work Attitude

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Abstract

The essence of this study is to investigate personality traits and employee work-related attitude. The sample size comprised of 202 respondents selected from different organizations both private and public. The collected data were analyzed and presented using tables and simple percentages. Also, four hypotheses were tested using Spearman rank correlation. The study revealed among others, that there is significant positive relationship between personality traits and employee work related attitudes. Specifically, the study found significant positive relationship between: extroversion and organizational citizenship, agreeableness and organizational commitment, conscientiousness and job involvement, as well as innovativeness and openness to experience, respectively. Thus, extroverts are likely to become organization citizens; while agreeable ones are more likely to be committed to their work and the organization. Also, employees who are open to experience are more innovative in the workplace. On the other hand, workers who are dutiful, organized, punctual, predictable and systematic are more likely to be involved in the organizational processes. Moreover, employees are advised to have self awareness of their personality characteristics as this is necessary to facilitate proper adjustment to the work environment. We equally suggest that more care should be employed towards improving the skills and abilities of employees through training and development to improve their level of satisfaction and involvement in their work.

Keywords: Personality, Traits, Employee, Work, Attitude

Introduction

1.1. Background to the Study

It is believed that human beings are unique and complex in their behavior, there are several adjectives that can be used to describe

them but psychologists and researchers in management field prefer to describe them using personality traits than physical characteristics. Recently, researchers have begun to link personality traits with organizational performance both profit and

nonprofit oriented organization. As individuals mature they develop habit patterns, or conditioned response to various stimuli, the sum of these habit patterns determines their personality. Personality has been defined by Beer and Brooks (2011) as a behaviour which differentiates one person from another. Sackett (2002) pointed out that personality provides acumen whether a person will do some specific job, in comparison to others. Colquitt, Le-Pine and Wesson (2009) noted that personality traits are the structures and propensities that explain an individual's characteristic patterns of thought, emotion and behavior and recurring regularities or trends in his/her trait. They capture how people can be evaluated in contrast to their ability and what they can do at any time as an important factor that predicts his/her job performance (Colquitt et al, 2009). They equally differentiate employees and provide insight on whether a person will efficiently do specific job in comparison to others (Beer & Brooks, 2011). These traits are stable throughout ones work life in personality behaviour model (Denissen, Van Aken, & Roberts, 2011; Gerber, Huber, Doherty, Dowling, Raso & Ha, 2011). Baron (1983) in Onoh [2009] refers to personality as those unique patterns of characteristics and behavior that sets each

individual apart from others that is somewhat stable overtime.

All port (1937) in Onoh (2009) view personality as a dynamic organization within an individual and those psychological variable that determine his unique adjustment to his environment. He emphasize the idea of organization, how people pull themselves together by trying to integrate their values, attitudes, needs, expectation and ability to give their life meaning. Johns (1996) in Onoh [2009] further observed that personality is a relatively stable set of characteristics that influence the way an individual interacts with his or her environment. An individual's personality summarizes his or her personal style of dealing with the world.

Ruch [1963] in Onoh [2009] suggests that human personality includes: (1) External appearance and behavior or social response value. (2) Inner awareness of self as a permanent organizing force (3) Particular pattern or organization of measureable traits both inner and outer trait.

Personality is about the way an individual react, perceive, think or perceive attitude or behavior of a person to the environment. It can be defined as a dynamic set of characteristics possessed by a person that influence cognition, motivation and behavior

in variety of situation. Personality encompasses a person's relatively stable feelings, thought and behavioral patterns. Each of us has a unique personality that differentiate us from other people, understanding someone's personality gives us clues about how that person is likely to act and feel in a variety of situations, it is important to understand the personalities of different employees, having this knowledge will help in placing people into jobs in an organization; it will help assert their level of productivity in a particular area, and predict their reaction to certain issues.

In the course of this study, five personality traits that emerged from several research studies to affirm their being related to job performance will be applied, these personality traits were identified by Barrick and Mount (1991), Onoh (2009), Pinto (2016), to include: extraversion, agreeableness, conscientiousness, emotional stability and openness to experience. Researchers such as Awadh et al (2014) and Pinto (2016) used Neuroticism instead of emotional stability as the fifth personality traits.

Extraversion: is a quality of being sociable, outgoing, talkativeness, enjoy social situation.

Openness to experience: is a quality of being curious, original, intellectual, creative, open to new ideas.

Conscientiousness: is a quality of being organized systematic, punctual, achievement oriented, dependable.

Agreeableness: is a trait of affable, tolerance, sensitive, trusting, kind, warm.

Neuroticism is a trait of being anxious, irritable, temperamental, and mood. Explaining these traits, Lebowitz (2016) noted that **extroversion** (surgency) means being sociable, fun-loving, affectionate, friendly, talkative and deriving energy from social activity. A high score of **agreeableness** means that one is sympathetic, kind, affectionate and likely to engage in pro-social behavior and volunteerism. On the other hand, a high score of **conscientiousness** means you are hardworking, ambitious, energetic, persevering and like planning things in advance. Neuroticism is used to represent those who worry a lot, feel insecure, and temperamental. Personality affects all aspects of a persons performance, even how he reacts to situations on the job. Not every personality is suited for every job position, so it is important to recognize personality traits and pair employees with the duties that fit their personalities the best (Munroe, 2017).

The choice of one's occupation is dependent on his/her personality type, personality is positively associated with turnover intentions, job performance, differences in job satisfaction occur due to possession of certain personality characteristic. Bano (2008) says that there are two factors that play important role in personality: [1] Hereditary [2] Environment. Heredity is the transmission of traits from one generation to next generation through the process of reproduction, heredity defines people's level of intelligence, provides limits on physical ability. Environment includes all the conditions inside and outside the person that influence our behavior, growth, development and life process outside genes. Onoh (2009) have identified work related attitudes to include: job satisfaction, job involvement, organizational commitment and organizational citizenship.

1.2 Statement of the problem

Success of any organization is highly dependent on how it attracts, recruits motivate and retain a high performing work force. Explaining some factors that influence employee performance remains a fundamental question, the expectancy theories of vroom, in Eboh(2010) asserts that employee performance depends not only

on the amount of effort exerted but also on the intervening influence of factors like person's ability, attitude and personality that determine result. Managers in effort to build a good working relationship among workers, specify job, allocate job, placement and redesign various job position. Attitude plays a very important role in human behavior and inevitably on organizational behavior (Onoh, 2009). They have been found to exert powerful impacts upon everything, and also upon several key aspects of behaviour in organizational settings. In fact, these factors are important in today's competitive organizational settings such that when they are underestimated during selection process wrong kinds of personality may emerge, which may be disastrous and can cause undesirable tension, worries, and hinder organization's attainment of its goals and objectives (Khosla, 2009; Ganapathi, 2012). Employees at all levels form part of the organization and their full involvement enhance their well-being and the achievement of organizational objectives. Although needs of these employees differ due to differences in belief, attitudes, values, biases, performance, perception, social and ethnic backgrounds etc but it behooves management to make goals of employees and organization congruent for harmonious co-

existence (Ezirim, et al., 2010). This study therefore seeks to explore the extent of the relationship between employee personality trait and their work related attitudes.

1.3 Objectives of the study

The main purpose of this study is to find out the impact of personality traits on employee work related attitude among Imo State Civil Servants. The specific objectives of the study include the following:

1. To ascertain the extent to which personality traits affects organizational citizenship.
2. To discover the extent to which personality traits affects organizational commitment..
3. To determine the extent to which personality traits affects job involvement.
4. To find out the extent to which personality traits affects innovativeness.

1.4 Research questions

The following research questions will guide this study:

- i. To what extent does personality trait affect organizational citizenship?

- ii. To what extent does personality trait affect organizational commitment?
- iii. To what extent does personality trait affect job involvement?
- iv. To what extent does personality trait affect innovativeness?

1.5 Significance of the study

The findings of this study would be of vital assistance to the managers, administrators, policy makers, civil society and the academia. To the civil servants, and their top officials, this study would assist them in understanding their personality traits and that of their subordinates, the government and policy makers would gain through improving modalities for job recruitment and posting of workforce and civil servants. The society would equally gain through improved services provided by the improved activities of the civil servants. To the policy makers, the findings of this study will help them to formulate policies or compliment existing ones to ensure that the right candidates are provided for the working populace in the society. Moreover, having followed a new dimension in the study of personality and work related attitude, this study would serve as a reference and guidance material for future researchers and the academia.

1.6 Scope of the Study

Personality traits and Attitude are some of the major areas in the study of organizational behavior. This study focused attention on effect of personality traits on employee work related attitude. The study will reveal the personalities inherent among employee in an organization both public and private.

1.7 Conceptual Framework

Agreeableness: The extent to which a person can be courteous, tolerating, good natured, flexible, trusting, and liked by others.

Attitude: The tendency to react positively or negatively to a person, object, idea or circumstances.

Commitment: The individual's psychological attachment to the organization which predicts work variables such as turnover, organizational citizenship behavior, and job performance.

Conscientiousness: the degree to which a person can be dependable, responsible, systematic, organized, achiever, and planner.

Extroversion: The degree to which a person can be sociable, talkative, assertive, active, and ambitious and is able to openly express feelings and emotions.

Innovativeness: The degree to which an individual is relatively earlier in adopting an innovation than other members in its social system.

Job Involvement: The psychological and emotional extent to which someone participates in his/her work, profession, and organization

Job Satisfaction: How contented an individual is with his or her *job*, in other words, whether or not they like the *job* or individual aspects or facets of jobs, such as nature of work or supervision.

Neuroticism: The degree to which an individual can be anxious, depressed, irritable, and generally emotionally insecure.

Personality: a *dynamic* set of characteristics possessed by a person that influence cognition motivation and behavior in different situation.

Traits: *those qualities in your personality.*

Openness: *quality of being curious, original, intelligent, creative and open to new ideas.*

Review of Related Literature

2.2.1 Concept of personality

Although many Scholars from different backgrounds have defined personality in different ways, Onoh (2009) noted that the Latin meaning (*per sona* – ‘to speak through’) is very relevant to the contemporary analysis of personality. Personality, according to Awadh et al. (2014), has been considered as an important factor in the personality related studies specifically for predicting job

performance. It is a behaviour which differentiates one person from another (Beer & Brooks, 2011) and provides acumen whether a person will do some specific job, in comparison to others (Sackett et al., 2002). Moreover, the traits relevant to personality are considered to be stable and steady throughout the work life in a personality behaviour model (Denissen et al., 2011; Gerber et al., 2011; Myers, 1998). Robin (2003) in his view, personality is a combination of psychological traits of an individual. Mcshance and Von Glinow (2008) stated that personality is a relatively stable pattern of behavior and consistent internal states that explain a person behavior tendencies Colquitt (2009) states that personality is about what people are like and the ability of what people can do. The action and behavior of employee help the organization to achieve the organization objective, otherwise if bad attitude is shown by the employees it will result to bad performance to the organization. Personality traits have been shown to influence performance and career directions (Mount, Barrick & Strauss, 1994; Schneider & Hough, 1995, Furnham, 2002.) thus personality represents the whole person concept, it includes perception, learning, motivation, external appearance and traits,

their inner awareness of self and the person situation, interaction makes up personality, involves both nature and nurture. Personality can be refers to cognitive and behavioral pattern that show stability over time and across situation Cattell et al (2008) it is noteworthy that personality trait influence personal value and attitude, human lives and factors that influence their course, A survey of literature in late 1930s found almost 50 different definitions of personality in use. However Hogan (1991) contrasted two categories of definitions of personality. he suggest that one category of definition is concerned with a person's social reputation, that is personality describes the branch of psychology that studies and has to do with the impression an individual makes on others, personality from this perspective is public and others, relatively objective. A second category of definition refers to a person's inner self; there may describe the structure, dynamics, processes and propensities inside a person that explain why he or she behave in a certain way. The later is explanatory while the former is description and predictive. Conceptually these two categories of definition are different Hogan (1991) philosophically combines the two perceptions, by suggesting that we use the hypothesized inner structure to explain or

account for the person's verifiable reputation. The failure of the theorist to keep these two definitions separate has led to confusion and delay in personality psychology development.

Analyzing traits, researchers described personality characteristics and realized that different words were actually pointing to single dimension of personality. Authors from different areas addressed personality issues and dealt with different individual perspectives such as character, action, thought, etc, in the form of story that offers rich source of studies from different disciplines such as the social scientists, psychologists, and psychiatrists (Emecheta, Hart & Ojiabo, 2016). Personality psychologists noted that the terms used in novels of ancient China were trait-specific (Passakos & De Raad, 2009; Zhu, et al., 2015). Besides, lexical approaches have also been used in some studies of personality structure (De Raad et al., 2014). Similarly, factor analyses of self and peer ratings on the personality-descriptive terms of a given language (e.g., adjectives, nouns and verbs) revealed that personality structure involves two (Saucier, et al., 2014), three (Saucier et al., 2010), five (Saucier & Goldberg, 1996), six (Ashton, et al., 2004), and seven (Saucier, 2003) factors (Zhu, et al., 2015).

People's personality explains their enduring traits and characteristics in relation to emotions, motivations, interpersonal interactions and attitudes which differ from their abilities. It endures and predicts people's attitudes towards situations and other people but it is transient. It encompasses a person's relatively stable feelings, thoughts, behavioural patterns which form unique personality that differentiates people from others. Moreover, proper understanding of such personality provide clue about how he/she is likely to act and feel in various situations, Personality has been considered as an important factor in predicting job performance. It is a behavior which differentiate one person from another, (Beerls Brooks (2011) and provides an acumen whether a person will do some specific job in comparison to others sackett etal (2002) the trait relevant to personality are considered to be stable and steady throughout ones work life. Organizational culture regulates how good "a person fits within a particular organization because the it denotes the sensation of his/her ease with that culture" (O'Reilly, 2004).

Hogan and Shelton (2006) pointed out that personality theories examine the variances and similarities in a person. The similarities

can be used to predict one's performance and behaviour, as they provide the collective attributes of human nature. Whereas, the variances provide the measures of individual's performance and are used to describe human performances and behaviours. Experts in the field of personality are of the view that the individuals in fact have a stable and long term traits that affect behaviours at work (Denissen et al., 2011; Gerber et al., 2011). With reference to research on personality, some scholars discovered that personality is the effective tool that predicts job performance (Ozer & Benet-Martinez, 2006; Schulman, 2011). The technique is mostly adopted at the time of personnel selection procedure (Barrick & Mount 2000).

For the purpose of this study however, we adopt the suggestion of Ruch (1963) as recorded in Onoh (2009) that the human personality includes three aspects as follows:

- External appearance and behaviour, or social stimulus value;
- Inner awareness of self as a paramount organizing force; and
- The particular pattern or organization of measurable traits, both 'inner' and 'outer'.

Therefore, personality in contemporary times is explained according to Onoh (2009) to

include how people affect others and how they understand and view themselves, as well as their pattern of inner and outer measurable traits, and the person-situation interaction.

2.2.2 Dimensions of personality

The big five factor model of personality represents a taxonomy to and comprehensively described human personality, whose validity supported by empirical evidence (Digman, 1990; Goldberg, 1993, McCrea and Costa, 1996; O'Connor 2002, scholars earlier demonstrated a five-factor personality structure using Extraversion, Agreeableness, Conscientiousness, Emotional Stability, and Intellect/Imagination (Goldberg, 1990). Subsequently, six-factor personality model was proposed to cover additional factor Honesty-Humility besides the aforementioned five and their variants (Lee & Ashton, 2008; Saucier, 2009; Zhu, et al., 2015). Meanwhile, other authors suggest there might be only two made up of Social self-regulation and Dynamism (Saucier, et al., 2014) or three factors (Extraversion, Agreeableness, and Conscientiousness (De Raad et al., 2014) all are found to be cross-culturally consistent. Others see hierarchical organization of personality traits in terms of five basic dimensions such as extraversion (E), agreeableness (A), conscientiousness

(C), neuroticism (N), and openness to experience (O) (McCrae, et al., 1992). Similarly, these five relatively independent constructs collectively provide meaningful classification for the study of individual differences in work attitudes and behaviour (Kumar, et al., 2010; Onoh, 2009). In this study therefore, we share Kumar (2010) and Onoh's (2009) view and use the descriptions of the Big Five from many researchers considered in terms of their higher scores in the literature as discussed below:

Extroversion: This is understood as the degree to which a person can be sociable, talkative, assertive, active, and ambitious and is able to openly express feelings and emotions (Iwpro.com, 2012). It is characterized by positive energy, sociability and assertiveness, fun-loving, affectionate, friendly, talkative and energy derive from social activity (Pinto, 2017; Lebowitz, 2016). Extroversion is a personality type which exhibits traits such as talkative, sociable, active and expressive (Barrick & Mount, 1991). They have a strong desire for praise, social recognition, status and power (Costa & MacCrae, 1997). People with low extroversion are more socially reserved. Thus, expressive, outgoing, companionable, gregarious, chatty, confident and determined persons are called as extroverts (Barrick &

Mount, 1991). Extroverts 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, extroverts are completely associated with emotional commitment (Erdheim, Wang & Zickar, 2006). Extroverts are also effective analyst of job performance for professions like administrations, social relation and sales (Barrick & Mount, 1991).

Agreeableness: Research suggests that agreeable people tend to be happier, possibly because they try to avoid negative experiences. On the other hand, *disagreeable* people may be more likely to succeed at work because they are better at getting their ideas heard (Lebowitz, 2016). Agreeableness include traits such as courteous, flexible, trusting, good natured, cooperative, forgiving, soft hearted, and tolerant (Barrick & Mount, 1991). Agreeableness has a very weak relationship with job performance and it is not an important predictor of job performance (Barrick & Mount, 1991). Agreeableness is not strongly related to any other criterion or occupational group except for teamwork (Barrick, Mount & Judge, 2001). Moreover, agreeableness consistently

reported the lowest average true score correlations across criteria and occupations (Barrick, Mount & Judge, 2001). Agreeableness personality trait shows people as being very accommodating, trustful, generous, tolerant, and compassionate. People high in this trait are always helping; ready to resolve issues by creating a win-win situation due to their flexible attitude and usually highly sociable. They are friendly and generous in negotiations in a friendly environment to keep balance with opponent's concerns and have the propensity to attain cooperation and social harmony. Also, helping others is their inbuilt feature and for that reason they believe others are also honest and trustworthy (Hussain, et al., 2012; Burch & Neil, 2008; Cattell & Alan, 2008; Mount, et al., 2005; Ostendorf, et al., 1992; Goldberg, 1992; Saucier & Goldberg, 1998).

Conscientiousness: These measures how organized, thoughtful and forward-thinking an individual can be. Conscientious employees are cautious, orderly, dependable, graceful, show self-discipline, acts dutifully and responsible. People with conscientious personality are highly influenced by their career success in the organization, tend to be very careful about their future planning, cautious about their surroundings, compact and fully scheduled, tend to be self managed,

prefer to be predictable and try to be risk free (Judge, et al., 1999; Burch & Anderson, 2008; Cattell & Mead, 2008). Ostendorf et al. (1992) and Saucier and Goldberg (1998) noted that such people also have the propensity to work without flaws; everything gets done rightly as chaos are stressors for them. They are neat, clean and would like everything to be at the right place always. Earlier researchers found that conscientiousness does not relate to affective commitment since it is associated with emotional attachment and involvement with an organization (Organ & Lingle, 1995). This opinion has been controverted by contemporary researchers. Thus, a generalized work-involvement tendency provides increased opportunities for employees to obtain formal reward (e.g. pay, promotion) and informal work rewards (e.g. recognition, respect/status). It leads to reduced costs associated with leaving the organization and heightens level of continuance commitment (Erdheim, Wang & Zickar, 2006). Barrick and Mount (1991) noted that conscientious personality type includes traits such as hardworking, careful, thorough, responsible, organized, persevering. Conscientiousness individuals tend to form relational contracts in their exchange relationship with the organization

(Raja, Johns & Ntalianis, 2004). Relational contracts are long term contracts as they not only include purely economic exchange but also include terms for loyalty or growth in an organization (Rousseau & MacLean Parks, 1993). This type of psychological contracts is positively related to affective commitment (Raja, Johns & Ntalianis, 2004). Erdheim, Wang & Zickar (2006) found a positive relationship between conscientiousness and affective commitment.

Emotional Stability (Neuroticism):

"Neuroticism signifies variances of individual tendency to experience suffering and is defined as emotionally insecure and uneven" (McCrae & John, 1992:65). Barrick and Mount (1991 & 1993) and Judge and Bono (2000) pointed out that neurotics are easily annoyed and stressed, sulky, unsociable, nervous, embarrassed, uncertain, doubtful, unconfident, fearful, and dejected. As noted by Emecheta et al. (2016), this personality is characterized by fearfulness, anxiety, worry, envy, frustration, emotionally-unstable, jealousy and loneliness. Howard and Howard (1995) also noted that people high in neuroticism exhibit frustrations, anger, depression, stress and self-blame and such individuals are associated with pessimism; they over react over mistakes and faults made by them. They

are easily trapped by stress and tend to be emotional and anxious (Saucier & Goldberg, 1998). Almost always hopeless and frustrated when exhibiting feelings and behaviours (Ostendorf et al., 1992); they lack emotional intelligence, are easily caught by mental disorder and depression (Burch & Anderson, 2008) which may have a serious impact on their physical and psychological health (Goldberg, 1992). They often fail to achieve success in their careers including extrinsic and intrinsic success (Judge et al., 1999). Neurotic individuals have the tendency of experiencing negative emotions than others and often expose themselves to situations that foster negative effect.

Openness to experience: This talks about how open minded a person is and people possessing this trait are highly imaginative, creative intellect; sensitive to inner thoughts; have the capability to analyze matters differently, exhibit intellectual curiosity, art, knowledge, independent-minded, have a preference for novelty and variety; curious to know hidden things and deductive from different angles (Howard & Howard, 1995; Cattell & Mead, 2008; Mount, et al., 2005; McCrae & John, 1992). Furthermore, open minded individuals are curious about both inner and outer world, and their lives are experientially richer. They are willing to

accept novel ideas and experience both positive and negative emotions more keenly than do closed individuals. Research has shown that openness to experience individuals more often than not succeed in consulting, training and very adaptive to change (Vinchur, et al., 1998; Horton & Nicholson, 1992). Therefore, reasonable effort is needed in the workplace by managers to understand these individual characteristics and the factors that are responsible for the way they behave to achieve maximum contribution to the organizational effectiveness. It can also be regarded as a personal desire for change, complexity, newness and interior desire for new experience (Syed, et al., 2015; McCrae, 1996). Those that earn high scores in openness to experience, reach high levels in exploration and willing to pursue alternatives to their jobs (Erdheim et al., 2006; Syed, Saeed & Farrukh, (2015).

2.5 Empirical review

In this section of the chapter, the researcher presents the empirical studies of scholars in the field of management and human resources management with regards to their objectives, tools of analysis, population, location findings and their conclusion.

Emecheta et al (2016) carried out a study on personality characteristics and employee affective commitment: Nigeria experience. The study focused on examining personality traits and whether these outcomes could be confirmed or otherwise on affective commitment of bank employees in Nigeria which has made this study very important. The sample consisted of two hundred and ten (210) respondents from ten (10) purposively selected area offices of banks in Port Harcourt. The Spearman's Rank Order Correlation Coefficient Statistical Technique in Statistical Package for Social Sciences (SPSS) was used for the analyses of data. It was revealed that a positive and significance relationship exists between the five facets of personality characteristics and affective commitment.

Hettiararchchi and Jayarathna (2014) investigated the effect of Employee Work Related Attitudes on Employee Job Performance: A Study of Tertiary and Vocational Education Sector in Sri Lanka. The objective of the study was to identify the impact of employee attitudes on job performance. The opinions of 323 respondents were involved in the study. The survey method characterized by personally administered questionnaires was selected as the method of data collection in this study.

Five point likert scale was used to weight from strongly disagree to strongly agree. In order to measure the work related attitudes, and job performance, the questionnaire was distributed to each employee in the sample. Collected data were analyzed using the computer based statistical data analysis package, SPSS version 20.0. The data analysis includes the univariate, bivariate and multivariate analysis. Findings of the study reveal that 26.7% of the variance of the job performance was significantly explained by three independent variables (job satisfaction, organizational commitment and job involvement).

Methodology

As a result of the nature of the study, this study adopted the survey design. Questionnaire is be used to generate relevant data that address the objectives of the study. It would also cover the selected variables on personality traits and work related attitudes as identified in the literature review.

Selection of Data

Data for this study would be obtained from both primary and secondary sources.

Collection of Data

Primary data for this study would be sourced by the use of questionnaire which would be

structured to capture the specific objectives of the study.

The secondary data would be sourced by reviewing existing related works done by previous scholars and researchers in the field of management and other social sciences. The major sources would include journals, textbooks, magazines, bulletins, company websites, the internet, etc.

Design and Administration of Questionnaire

The survey method to be used in this study would be characterized by personally designed and administered questionnaire. Five point likert scale would be used to weigh from strongly disagree (1) to strongly agree (5). In order to measure the impact of personality traits on work related attitudes, the questionnaire would be distributed to each employee in the sample.

Table: Population of the Study

S/No	
1.	201
2.	243
3.	210
4.	185
	839

Source: Internal records from the personnel office.

Sample Size Determination

With the 839 employees as the study population, the Taro Yamane formula as quoted in Alugbuo (2005) will be used to determine the sample size. This would be done with a confidence level of 95% was applied. The formula is given thus:

$$n = \frac{N}{1 + N(e)^2}$$

Where

n = Sample size

N = Population (839)

E = tolerable error (100% - 95% = 5)

Therefore,

$$n = \frac{839}{1 + 839(0.05)^2}$$

$$n = \frac{839}{1 + 839(0.0025)}$$

$$n = \frac{839}{3.10}$$

$$n = 270$$

Sampling Technique

The sample sizes for each of the selected sample give the following result:

$$\text{Total Sample} = 64 + 78 + 68 + 60 = 270$$

These findings are in tandem with the findings of previous researchers such as Emecheta et al (2016), Bjorn (2015) and Hettiararchchi and Jayarathna (2014) which that a positive and significance relationship exists between the five facets of personality characteristics and affective commitment; that satisfaction is driven by the match of their work with personality extroversion and the perception of adequate compensation; and that job performance was significantly explained by three independent variables (job satisfaction, organizational commitment and hob involvement), respectively.

Conclusion

Some of the attitudes found among the employees included organizational citizenship, job satisfaction, job involvement, organizational commitment, lateness, and absenteeism, among others. It is apparent that the employees exhibited all manner of attitudes towards work related activities as influenced by their personality traits (extroversion, agreeableness, conscientiousness and openness to experience).

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