

## Effect of Big Five Personality Traits on Job Performance and Gender Moderation

**Parminder Kaur\*, Parminder Singh Dhillon\*\* and Sulakshna Dwivedi\*\*\***

*\* University School of Applied Management, Punjabi University, Patiala, Punjab*

*\*\* Department of Tourism, Hospitality and Hotel Management,*

*Punjabi University, Patiala, Punjab*

*\*\*\* School of Business Management and Commerce,*

*Jagat Guru Nanak Dev Punjab State Open University, Patiala, Punjab*

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### Abstract

The success of any firm can be measured by its profitability condition, which results from the effectiveness of its employee's performance. Therefore, selecting the best suitable candidate with skills/traits essential for successful Job Performance is primitive, as the efficient working of a firm is a direct function of the performance of its employees. Recent research underscores the importance of the Big Five personality traits in predicting job performance, yet there is limited study on their impact and gender moderation within the Indian IT sector. This study addresses this gap by analyzing how these traits affect job performance and the role of gender in this relationship. Data from 508 employees across the top 10 IT companies (based on revenue and market capitalization) were examined. Results indicate a significant effect of the Big Five personality traits on Job Performance among executives in IT companies. Among these traits, conscientiousness was found to be a more influencing trait, with high levels of conscientiousness strongly correlating with better job performance. The study validates previous findings and highlights these traits theoretical and practical implications for improving employee performance and selection processes in the IT sector.

### Key Words

Job Performance, Moderation, Big Five Personality Traits, IT Sector, India

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## INTRODUCTION

In the present time of increasing unemployment, organizations are finding it very difficult to select a skilled and qualified workforce, to establish a perfect match between job and employee. Selecting the workforce that can help the organization gain leverage over its rival firms to develop a competitive advantage has become a great challenge. The success of any firm can be measured by its profitability condition, which results from the effectiveness of its employee's performance (Barney and Wright, 1998). Therefore, selecting the best suitable candidate with skills/traits essential for successful Job Performance is primitive, as the efficient working of a firm is a direct function of the performance of its employees. For an extended length of time intelligence quotient (IQ) has remained the sole criterion for recruiting the appropriate candidate. IQ is a more significant predictor of performance in early stages of life (in education) but at later stages of career IQ could explain only 20% variance in Job Performance (Singh & Sharma, 2018). But the creation of new theories, concepts, and results of recent research work has highlighted the importance of personality traits while making selection decisions.

Researchers have dedicated a great deal of their research work to the development of concepts of personality traits, which are considered to be key determinants of superior performance and success. Recent research has demonstrated that measurement of personality traits especially the Big Five trait theory also known as the five-factor model comprises of the following set of five traits Openness to Experience (Inventive vs. Cautious); Conscientiousness (Efficient vs. Easygoing); Extraversion (Outgoing vs. Reserved); Agreeableness (Friendly vs. Detached); Neuroticism (Sensitive vs. Confident). Each of the big five traits reflects two different poles and is a great predictor of success and performance in various contexts.

Thus, in the ever-changing and unpredictable business environment organizations require a workforce with the right set of personality traits. It has become essential for firms to measure the personality traits of the candidates at the time of recruitment only to enable them to be placed at the right job that best suits them and allows them to harness their core competencies in the best possible way. The literature attests to the fact that star performers possess certain personality traits that poor or bad performers don't. Research on the Big Five personality traits and job performance has shown that Conscientiousness consistently predicts performance across various occupations and criteria (Barrick and Mount, 1991; Barrick *et al.*, 2001). Other traits demonstrate more specific

relationships: Extraversion predicts performance in social occupations, while Openness and Extraversion relate to training proficiency (Barrick and Mount, 1991). Emotional Stability generally predicts overall work performance, though less consistently than conscientiousness (Barrick *et al.*, 2001). While Agreeableness, Extraversion and Openness may not predict overall work performance, they can be relevant for specific occupations or criteria (Barrick *et al.*, 2001). As far as Gender moderation is considered between Personality Traits and Job performance, research highlights that gender moderates various relationships between personality traits and outcomes. For instance, while gender does not affect how traits like conscientiousness and internal locus of control impact self-leadership and job performance (Ho and Nesbit, 2018), it does moderate how Big Five traits relate to entrepreneurial behaviors (Cabusao, 2023) and self-efficacy in personal identity (Fatma, 2024). Gender influences examination anxiety, with different traits affecting males and females differently (Asghari *et al.*, 2013).

Thus, the emphasis of the present study will be on throwing deeper insight on the relationship that exists between Big Five personality traits and the Job Performance of an individual in the Indian IT sector and whether gender moderates the relationship between the two variables? The proposed study has aspired to answer the following Research Questions : What role do Personality factors play in determining the Job Performance of executives and Does gender moderate the relationship between personality traits and Job Performance?

## THEORETICAL FRAMEWORK

According to Katz & Kahn (1966), Job performance is seen as a function of the individual's role behavior within the organization, encompassing the technical and interpersonal activities required by the role. Job performance is conceptualized as the level of productivity achieved by an individual or a group, influenced by the ability and motivation of the employees (Vroom, 1964). According to Campbell *et al.* (1970), Job Performance is described in terms of behaviors or actions that are relevant to the organizational goals and can be scaled in terms of proficiency.

Job performance is the outcome of a complex set of interactions between an individual's abilities, role perceptions and effort, resulting in job-related achievements (Porter and Lawler, 1968). Borman & Motowidlo (1993) differentiated between task performance and contextual performance, defining Job Performance as the overall effectiveness in performing core job tasks (task performance) and

supporting the organizational environment (contextual performance). Sonnentag and Frese (2002) defined Job performance as behaviors or actions under the individual's control that contribute to the organization's goals, including task performance, contextual performance and adaptive performance. Viswesvaran and Ones (2000) describe Job Performance as a multi-dimensional construct that encompasses task performance, contextual performance and overall productivity.

Campbell (1990) defined Job Performance as the observable job-related behavior that employees show while performing their job or it is a group of job-related activities typical to a particular job and is expected of employees and how activities were being carried out. Campbell's model also distinguishes between proximal and distal determinants of Job Performance. Proximal Determinants include immediate factors directly impacting Job Performance, e.g., Ability : Cognitive, physical and perceptual capacities that enable performance; Personality Traits : Stable characteristics that influence behavior across different situations; Interests and Values : Personal preferences and values that align with job and organizational goals; Training and Experience : Background and learning experiences that provide job-relevant knowledge and skills

Distal Determinants include broader factors that indirectly affect Job Performance by influencing proximal determinants, e.g., Work Environment : The physical and social context in which work is performed; Leadership and Management : The quality of leadership and supervisory support provided; Organizational Policies and Practices : Rules, procedures and reward systems that shape employee behavior.

Murphy (1994) refined the Campbell model by reducing eight dimensions to four. The first dimension of Task-oriented behavior, was similar to Campbell's task-specific behavior. The second dimension interpersonally oriented behavior focuses on the interaction of employees with other employees and can be task-oriented or non-task oriented. Down time behavior is the behavior shown by employees in their free time, and the fourth dimension behavior is destructive behavior.

For the present study, Job Performance will be studied as a two-dimensional construct; task performance and contextual performance. Task performance is related to job-specific behaviors which directly affect the organizations' performance and requires the technical skills to complete job-specific activities whereas contextual performance is related to those behaviors that are not job specific but affect Job Performance through their direct effect

on organizational and social conditions (Rotundo and Sackett, 2002).

The present study is based on Kenneth R. Murphy's (1994) model of job performance, which states that Skills primarily impact task performance, while personality traits, such as teamwork, communication and adaptability, influence both task and contextual performance.

## **HYPOTHESES DEVELOPMENT**

### **Personality Traits and Job Performance**

Bergner *et al.* (2010) found conscientiousness and extraversion positively related to all criteria of managerial success, including task performance, contextual performance, job satisfaction, income and promotion rate. Emotional stability was weakly related, while other narrow traits (assertiveness, leadership motivation, social sensitivity, conscientious perfectionism, achievement motivation) correlated with various success criteria. Mount and Barrick (1998) conducted a meta-analysis revealing conscientiousness as a predictor of job performance across various jobs. Extraversion was important for jobs requiring social interaction. Openness to experience and extraversion explained variance in training proficiency while Neuroticism was negatively related. Rothmann and Coetzer (2003) found that neuroticism, openness to experience and agreeableness explained 28% of the variance in job performance. Agreeableness, extraversion, openness and conscientiousness were directly related to job performance, while neuroticism was inversely related. Sanders (2007) found minimal roles for agreeableness and extraversion in predicting job performance among police officers. Conscientiousness had a low variance in predicting performance due to supervisors' above-average ratings for all. Smithikrai (2007) concluded that conscientiousness predicts job success across six professions. Extraversion was positively related to jobs requiring interpersonal skills, while neuroticism was negatively related. Tok and Morali (2009) found conscientiousness highly related to academic performance and explained 20% of the variance. Openness was significantly related, while neuroticism was negatively related in their study and agreeableness had a minimal predictive role. Positive effects of conscientiousness and extraversion were found on job performance, particularly for managers in high-autonomy roles. However, the relationship was complex, with agreeableness showing negative correlations with performance in low-autonomy situations (Gellatly and Irving, 2001).

Research on the Big Five personality traits reveals that Conscientiousness is a strong and consistent predictor of job performance across various

roles and criteria (Barrick and Mount, 1991; Barrick *et al.*, 2001). In contrast, other traits show more targeted effects: Extraversion is a predictor for performance in social-oriented jobs, while Openness and Extraversion are linked to training effectiveness (Barrick and Mount, 1991). Emotional Stability generally contributes to overall work performance, though it is not as consistently predictive as Conscientiousness (Barrick *et al.*, 2001). Although Agreeableness, Extraversion and Openness may not forecast overall job performance, they can be important for certain roles or performance criteria (Barrick *et al.*, 2001).

In various other job settings, the influence of Personality Traits on the Job Performance was found to be positive except for neuroticism (Shamsudin & Chuttipattana, 2012; Babakhani, 2014; Yildirim *et al.*, 2015; Rashid *et al.*, 2016; Uppal, 2016; Tonidandel *et al.*, 2012; Lado & Alonso, 2017). According to Smillie *et al.* (2006), highly neurotic individuals demonstrated greater performance improvements in response to changes in office bustle than did fewer neurotic individuals. This research indicates that when working in a busy environment or exerting a lot of effort, extremely neurotic people do better than stable people.

Based on the above review of related studies, the following hypothesis has been framed :

**H<sub>1</sub> : There is a statistically significant effect of Big Five Personality Traits on Job Performance (JP)**

- H<sub>1a</sub> : There is a statistically significant relationship between Extraversion and Job Performance
- H<sub>1b</sub> : There is a statistically significant relationship between Agreeableness and Job Performance
- H<sub>1c</sub> : There is a statistically significant relationship between Neuroticism and Job Performance
- H<sub>1d</sub> : There is a statistically significant relationship between Openness to Experience and Job Performance
- H<sub>1e</sub> : There is a statistically significant relationship between Conscientiousness and Job Performance

**Gender Moderation between Personality Traits and Job Performance**

Research on gender moderation between personality traits and various outcomes reveals complex relationships. Personality traits like conscientiousness and internal locus of control positively relate to self-leadership, which mediates their effects on job performance and satisfaction, though gender does not moderate these mediations (Ho and Nesbit, 2018). However, gender does

moderate the relationship between certain Big Five traits and entrepreneurial behaviors, such as opportunity-seeking and risk-taking (Cabusao, 2023). Gender also moderates the connection between self-efficacy and personality traits as predictors of personal identity in adolescents (Fatma, 2024). In the context of examination anxiety, gender moderates the relationship between extraversion and anxiety in females and between conscientiousness and anxiety in males (Asghari *et al.*, 2013). These studies highlight the intricate interplay between personality traits, gender and various outcomes, emphasizing the importance of considering gender as a moderating factor in personality research. Similarly, Knežević *et al.* (2020) investigated gender as a moderator in the relationship between personality dimensions and job satisfaction facets. Gender differences in personality traits indirectly affect academic performance, with Conscientiousness and Neuroticism mediating this relationship (Shokri *et al.*, 2008). Self-monitoring moderates the association between personality traits (Extraversion, Emotional Stability and Openness) and interpersonal performance, but not task performance (Barrick *et al.*, 2005).

Interestingly, intrinsic motivation has been identified as a moderator of the autonomy-performance relationship, with a positive association only observed for highly intrinsically motivated employees (Dysvik and Kuvaas, 2011). These findings highlight the importance of considering contextual factors and individual differences when examining personality-performance relationships in the workplace. These findings suggest that gender may play a significant role in how personality traits relate to work outcomes.

Based on the above review of related studies, the following hypothesis has been framed:

**H<sub>2</sub> : Gender significantly moderates the relationship between Big Five Personality Traits and Job Performance.**

H<sub>2a</sub> : Gender significantly moderates the relationship between Extraversion and Job Performance

H<sub>2b</sub> : Gender significantly moderates the relationship between Agreeableness and Job Performance

H<sub>2c</sub> : Gender significantly moderates the relationship between Neuroticism and Job Performance

H<sub>2d</sub> : Gender significantly moderates the relationship between Openness to Experience and Job Performance

H<sub>2e</sub> : Gender significantly moderates the relationship between Conscientiousness and Job Performance

## **RESEARCH METHODOLOGY**

### **Participants and Procedures**

In the present study, descriptive research design has been used to explain the relationship that exists between Personality traits and Job Performance and the moderating role of Gender of IT executives in the relationship between Personality traits and Job Performance.

### **Sampling Design and Sample**

The executives working in the Indian IT companies form the scope of the study. The data was collected from the executives working in the top ten IT companies operating in the Delhi NCR region (Delhi, Noida and Gurugram) and companies working in IT Park Chandigarh. In the First Phase of the sampling, Delhi NCR was divided into different segments and out of these segments, three strata Delhi, Noida, Gurugram and IT park Chandigarh were selected. In the Second Phase of sampling top 10 IT companies were selected based on their total revenue and market capitalization. Participants received guarantees regarding the privacy of their information and the employees who expressed interest in answering the questionnaire provided the information. No employee received compensation for completing the questionnaire. A structured questionnaire was given to 865 employees via offline mode to gather data; 508 valid questionnaires or 58.72% of the total were received for final analysis. Due to either missing data or inactive responses, the remaining questionnaires were excluded from the final analysis. These employees were working in lower or middle-level management.

## **MEASURES**

### **Big Five Personality traits**

To measure Personality traits, the Big Five Inventory scale which comprise 23 items developed by (Mayfield et al., 2008) was used to draw insight into the personality traits of IT sector executives. The scale is divided into five subscales/traits, namely, Extraversion (4 items), Agreeableness (4 items), Neuroticism (5 items), Openness to Experience (5 items) and Conscientiousness (5 items). The sample items consist of “I enjoy talking to people, I am a very active person (Extraversion), I generally try to be thoughtful and considerate (Agreeableness), Sometimes I completely feel worthless, I often feel tense and jittery (Neuroticism), I often try new and foreign foods (Openness to Experience), I keep my belongings neat and clean, Sometimes I'm not as dependable or reliable



as I should be (Conscientiousness)". The Scale was measured on a five-point Likert scale ranging from Strongly Agree (1) to Strongly Disagree (5). The Cronbach's alpha of the five dimensions of the Big 5 Inventory was Extraversion (0.807), Agreeableness (0.761), Neuroticism (0.872), Openness to Experience (0.890) and Conscientiousness (0.904) which is more than the cutoff value of 0.7.

### **Job Performance**

To measure the Job Performance (task and contextual performance) of the respondents, 10 item scale adapted from (Goodman and Svyantek, 1999; Çalışkan and Köroğlu, 2022) was used. The scale is divided into two subscales, namely, Task Performance (5 items) and Contextual Performance (5 items). The sample items consist of "I work effectively / efficiently, I understand and carry out work-related procedures (Task Performance) and I contribute to the creation of a positive working environment in my institution, If I encounter a situation that prevents the task from being done, I try to fix it (Contextual Performance). The respondents' degree of agreement or disagreement with a given statement was gauged using a five-point Likert scale. The Cronbach's alpha of the scale was (0.901) which is more than the cutoff value of 0.7.

Seven demographic variables were also studied viz. age, gender, place, education, experience, marital status, and monthly income.

### **DATA ANALYSIS**

In the present study, the reliability of the questionnaire was tested by taking a sample size of 70 (14% of 500) (Connelly, 2008) for pilot testing. Before the final survey, the pretesting was conducted to identify unclear questions and assess the reliability of constructs. All the constructs were found to be reliable with Cronbach alpha greater than 0.7. For Normality analysis, according to Hair *et al.* (2010) and Kline (2011), Skewness and Kurtosis were used to establish if the data were normal. Kurtosis and skewness values must be between -2 and +2 to meet the criteria of normality (Hair *et al.*, 2010). According to the results of the normality test, all of the values in the current inquiry were found to be within the predetermined boundaries. The data was thus saved for further analysis. Data for the present research were coded in "Statistical Package for Social Sciences" SPSS version 21.0. The various aspects such as descriptive statistics of the sample and reliability of the measurement scales were done in the data analysis.

All of the scales were determined to be trustworthy since their Cronbach's alpha values were higher than the required minimum of 0.60

(Bernstein & Nunnally, 1994). Cronbach's alpha values of all the factors are greater than the minimum threshold i.e., 0.7. The Cronbach's alpha of Big Five Personality Traits ( $r = 0.912$ ), Extraversion ( $r = 0.807$ ), Agreeableness ( $r = 0.761$ ), Neuroticism ( $r = 0.872$ ), Openness to Experience ( $r = 0.890$ ) and Conscientiousness ( $r = 0.904$ ) and Job Performance ( $r = 0.901$ ).

## RESULTS

### Demographic Profile of Respondents

Based on the collected data, the majority of the participants are below the age of 30, accounting for 60.6% (308 individuals). The age group of 30 to 50 years old makes up 29.1% (148 individuals), while those above 50 constitute

**Table 1**  
**Demographic Profile of Respondents**

|                |                   | Frequency | Percentage |
|----------------|-------------------|-----------|------------|
| Age            | Below 30          | 308       | 60.6       |
|                | 30-50             | 148       | 29.1       |
|                | Above 50          | 52        | 10.2       |
| Gender         | Female            | 207       | 40.75%     |
|                | Male              | 301       | 59.25%     |
| Place          | Chandigarh        | 125       | 24.60%     |
|                | Delhi             | 133       | 26.2%      |
|                | Noida             | 142       | 28.0%      |
|                | Gurgaon           | 108       | 21.3%      |
| Education      | Graduate          | 196       | 38.60%     |
|                | Postgraduate      | 262       | 51.60%     |
|                | Professional      | 50        | 9.80%      |
| Experience     | 0-3 years         | 183       | 36.00%     |
|                | 3-6 years         | 168       | 33.10%     |
|                | 6 years and above | 157       | 30.90%     |
| Marital status | Married           | 257       | 50.6%      |
|                | Unmarried         | 251       | 49.4%      |
|                | Divorcee          | 0         | 0%         |
| Monthly Income | Below 30,000      | 149       | 29.30%     |
|                | 30,000-60,000     | 220       | 43.30%     |
|                | Above 60,000      | 139       | 27.40%     |

10.2% (52 individuals). In terms of gender distribution, 59.25% of the participants are male (301 individuals) and 40.75% are female (207 individuals). The participants are from various locations, with 28% residing in Noida (142 individuals), 26.2% in Delhi (133 individuals), 24.6% in Chandigarh (125 individuals) and 21.3% in Gurgaon (108 individuals). Regarding educational qualifications, 51.6% of participants are post-graduates (262 individuals), 38.6% are graduates (196 individuals) and 9.8% hold professional qualifications (50 individuals). Examining work experience, 36% of the participants have between 0-3 years of experience (183 individuals), 33.1% have 3-6 years of experience (168 individuals) and 30.9% have more than 6 years of experience (157 individuals). In terms of marital status, the majority are married, representing 50.6% of the sample (257 individuals), while 49.4% are unmarried (251 individuals) and there are no divorcees in the sample. When it comes to monthly income, 43.3% of participants earn between 30,000 to 60,000 INR (220 individuals), 29.3% earn below 30,000 INR (149 individuals) and 27.4% earn above 60,000 INR (139 individuals) as depicted in Table 1entitled Demographic Profile of Respondents

### Correlation and Multiple Regressions Analysis

Multiple Regressions analysis was performed to examine the effect of Big Five Personality Traits on the Job performance of executives of IT companies. Before conducting Multiple Regression analysis, the assumptions for linear regression were examined. All the variables were measured at a continuous level and the data set is also normal. Thereafter the multi-collinearity was examined through inter-correlation and VIF values. The correlation among variables is given in Table 2. Inter-Correlation Matrix of Personality Traits and Job Performance

**Table 2**  
**Inter-Correlation Matrix of Personality Traits and Job Performance**

| Sr. No. | Variables              | 1       | 2       | 3       | 4       | 5       | 6 |
|---------|------------------------|---------|---------|---------|---------|---------|---|
| 1.      | Extraversion           | 1       |         |         |         |         |   |
| 2.      | Agreeableness          | 0.352** | 1       |         |         |         |   |
| 3.      | Neuroticism            | 0.115** | 0.288** | 1       |         |         |   |
| 4       | Openness to Experience | 0.497** | 0.639** | 0.378** | 1       |         |   |
| 5.      | Conscientiousness      | 0.263** | 0.436** | 0.750** | 0.597** | 1       |   |
| 6.      | Job Performance        | 0.298** | 0.454** | 0.703** | 0.591** | 0.607** | 1 |

**Source :** The Authors.

**Note :** \*\* Correlation is significant at the 0.01 level (2-tailed).

**Correlation is Significant at the 0.05 Level (2-tailed).**

The results of the correlational analysis are depicted in Table 2 displays Job Performance is significantly associated with Extraversion ( $r = 0.298^{**}$ ,  $p < 0.05$ ), Agreeableness ( $r = 0.454^{**}$ ,  $p < 0.05$ ), Neuroticism ( $r = 0.703^{**}$ ,  $p < 0.05$ ), Openness to Experience ( $r = 0.591^{**}$ ,  $p < 0.05$ ) and Conscientiousness ( $r = 0.607^{**}$ ,  $p < 0.05$ ). All correlation coefficients are less than 0.9. Thus, the results indicate that multi-collinearity between independent variables is not a concern. To fulfill the criterion of multi-collinearity, the tolerance value should be more than 0.2 and the VIF (Variance inflation factors) value should be less than 5.0 (Hair *et al.*, 1984). The Multiple Regression and the collinearity data are described in Table 3 below.

Table 3 takes Job Performance as the dependent variable, the tolerance values of Extraversion (0.744), Agreeableness (0.585), Neuroticism (0.426), Openness to Experience (0.403) and Conscientiousness (0.421) are greater than the minimum threshold of 0.2. The VIF values of Extraversion (1.345), Agreeableness (1.709), Neuroticism (1.345), Openness to Experience (1.482) and Conscientiousness (1.114) are also less than the maximum cut-off points of 5.0. As a result, given in Table 3, it is determined that there is no risk of collinearity between all of the components.

Table 3 also depicts the result of the multiple regression analysis. It indicates the value of R and R<sup>2</sup> which are 0.912 and 0.832 ( $F(5, 502) = 497.246$ ,  $p < .05$ ) respectively. It indicates that all independent variables have an 83% percent impact on Job Performance and the significant beta value ( $p < .05$ ) of all independent variables except openness to experience also strengthens the results. Furthermore, the highest t value of Conscientiousness ( $t = 4.88$ ,  $p < .05$ ) reveals that it affects Job Performance most among all five independent variables. The results given in Table 3 support the hypotheses H1a, H1b, H1c, and H1e. Hypothesis H1d stands rejected as the p-value is greater than 0.05.

**Table 4**  
**Moderation Analysis of Gender between Extraversion and Job Performance**

| Variables   | b      | SE     | t    | p     | LLCI    | ULCI   |
|---|--------|--------|------|-------|---------|--------|
| Constant  | 2.5931 | 0.5174 | 5.01 | 0.000 | 1.5767  | 3.6096 |
| Extraversion  | 0.2903 | 0.1342 | 2.16 | 0.031 | 0.0266  | 0.5539 |
| Gender  | 0.0047 | 0.3758 | 0.01 | 0.989 | -0.7335 | 0.7430 |
| Interaction (Ex. *Gender)                               | 0.0198 | 0.0979 | 0.20 | 0.840 | -0.1725 | 0.2121 |
| R <sup>2</sup> = 0.0938, R <sup>2</sup> Change = 0.0001 |        |        |      |       |         |        |

**Source :** The Authors.

**Moderation Analysis**

Table 4 shows the results of the moderation analysis between Extraversion and Job Performance. The moderation impact of Gender was found to be insignificant on the relationship between Extraversion and Job Performance ( $\beta = 0.0047$ ;  $p > 0.05$ ;  $CI = (-0.7335, .7430)$ ). Furthermore, the results depict an insignificant interaction of Extraversion and Gender ( $\beta = 0.019$ ;  $t = .84$ ;  $p > 0.05$ ). Thus, it shows the rejection of hypothesis H2a.

**Moderation Analysis of Gender between Agreeableness and Job Performance**

Table 5 shows the results of the moderation analysis between Agreeableness and Job Performance. The moderation impact of Gender was found to be insignificant on the relationship between Agreeableness and Job Performance ( $\beta = 0.468$ ;  $p > 0.05$ ;  $CI = (-0.1945, .1318)$ ). Furthermore, the results depict an insignificant interaction of Agreeableness and Gender ( $\beta = 0.1145$ ;  $t = 1.27$ ;  $p > 0.05$ ). Thus, it shows the rejection of hypothesis H2b.

**Table 5**  
**Moderation Analysis of Gender between Agreeableness and Job Performance**

| Variables   | b      | SE     | t    | p     | LLCI    | ULCI   |
|---|--------|--------|------|-------|---------|--------|
| Agreeableness   | 0.6391 | 0.1276 | 5.01 | 0.000 | 0.3883  | 0.8899 |
| Gender  | 0.4686 | 0.3375 | 1.38 | 0.165 | -0.1945 | 0.1318 |
| Interaction (Age*Gender)                                | 0.1145 | 0.0897 | 1.27 | 0.202 | -0.2908 | 0.0617 |
| R <sup>2</sup> = 0.2100, R <sup>2</sup> Change = 0.0026 |        |        |      |       |         |        |

Source : The Authors.

**Moderation Analysis of Gender between Neuroticism and Job Performance**

Table 6 shows the results of the moderation analysis between Neuroticism and Job Performance. The moderation impact of Gender was found to be significant on the relationship between Neuroticism and Job Performance ( $\beta = .8475$ ;  $p < 0.05$ ;  $CI = (0.3582, 1.3368)$ ). Furthermore, the results depict a significant interaction of Neuroticism and Gender ( $\beta = 0.2087$ ;  $t = 3.27$ ;  $p < 0.05$ ). Thus, it shows the acceptance of hypothesis H2c. Furthermore, the conditional effect of Gender in Table 6 shows that the relationship between Neuroticism and Job Performance varies among male executives ( $\beta = 0.7536$ ;  $t = 20.60$ ;  $p < 0.05$ ) and female executives ( $\beta = 0.5449$ ;  $t = 10.54$ ;  $p < 0.05$ ). Moreover, the results show that the relationship among male executives is more significant than female executives.

**Table 6****Moderation Analysis of Gender between Neuroticism and Job Performance**

| Variables   | b      | SE     | t     | p     | LLCI   | ULCI   |
|---|--------|--------|-------|-------|--------|--------|
| Neuroticism   | 0.9623 | 0.0912 | 10.55 | 0.000 | .7832  | 1.1414 |
| Gender  | 0.8475 | 0.2491 | 3.40  | 0.000 | .3582  | 1.3368 |
| Interaction (Neu.*Gender)                               | 0.2087 | 0.0639 | 3.27  | 0.001 | .3342  | .0833  |
| R <sup>2</sup> = 0.5066, R <sup>2</sup> Change = 0.0105 |        |        |       |       |        |        |
| <b>Conditional Direct Effect</b>                        |        |        |       |       |        |        |
| Male  | 0.7536 | 0.0376 | 20.60 | 0.000 | 0.6798 | 0.8274 |
| Female  | 0.5449 | 0.0517 | 10.54 | 0.000 | 0.4434 | 0.6464 |

**Source :** The Authors.**Moderation Analysis of Gender between Openness to Experience and Job Performance**

Table 7 shows the results of the moderation analysis between Openness to Experience and Job Performance. The moderation impact of Gender was found to be significant on the relationship between Openness to Experience and Job Performance ( $\beta = .7222$ ;  $p < 0.05$ ;  $CI = (0.0629, 1.3816)$ ). Furthermore, the results depict a significant interaction of Openness to Experience and Gender ( $\beta = 0.170$ ;  $t = 1.99$ ;  $p < 0.05$ ). Thus, it shows the acceptance of hypothesis H2d. Furthermore, the conditional effect of gender in Table 7 shows that the relationship between Openness to Experience and Job Performance varies among male executives ( $\beta = 0.7001$ ;  $t = 14.72$ ;  $p < 0.05$ ) and female executives ( $\beta = 0.5297$ ;  $t = 7.40$ ;  $p < 0.05$ ). Moreover, the results show that the relationship among male executives is more significant than female executives.

**Table 7****Moderation Analysis of Gender between Openness to Experience and Job Performance**

| Variables   | b      | SE     | t     | p     | LLCI   | ULCI   |
|---|--------|--------|-------|-------|--------|--------|
| Openness to Experience                                  | 0.8704 | 0.1180 | 7.37  | 0.000 | 0.6386 | 1.1023 |
| Gender  | 0.7222 | 0.3356 | 2.15  | 0.031 | 0.0629 | 1.3816 |
| Interaction (Opn. *Gender)                              | 0.1704 | 0.0856 | 1.99  | 0.041 | 0.3385 | .0022  |
| R <sup>2</sup> = 0.3573, R <sup>2</sup> Change = 0.0051 |        |        |       |       |        |        |
| <b>Conditional Direct Effect</b>                        |        |        |       |       |        |        |
| Male  | 0.7001 | 0.0469 | 14.72 | 0.000 | 0.6079 | 0.7922 |
| Female  | 0.5297 | 0.0716 | 7.40  | 0.000 | 0.3891 | 0.6704 |

**Source :** The Authors.

**Moderation Analysis of Gender between Conscientiousness and Job Performance**

Table 8 shows the results of the moderation analysis between Conscientiousness and Job Performance. The moderation impact of Gender was found to be significant on the relationship between Conscientiousness and Job Performance ( $\beta = .2954$ ;  $p < 0.05$ ;  $CI = (0.0145, .5764)$ ). Furthermore, the results depict a significant interaction between Conscientiousness and gender ( $\beta = 0.069$ ;  $t = 2.01$ ;  $p < 0.05$ ). Thus, it shows the acceptance of hypothesis H2e. Furthermore, the conditional effect of Gender in Table 8 shows that the relationship between Conscientiousness and Job Performance varies among male executives ( $\beta = 0.8870$ ;  $t = 40.07$ ;  $p < 0.05$ ) and female executives ( $\beta = 0.8172$ ;  $t = 27.64$ ;  $p < 0.05$ ). Moreover, the results show that the relationship among male executives is more significant than female executives.

**Table 8**  
**Moderation Analysis of Gender between Conscientiousness and Job Performance**

| Variables   | b      | SE     | t      | p     | LLCI    | ULCI   |
|---|--------|--------|--------|-------|---------|--------|
| Constant  | 0.1201 | 0.2053 | 0.5851 | 0.558 | 0.2832  | 0.5235 |
| Conscientiousness                                       | 0.9568 | 0.0532 | 17.97  | 0.000 | 0.8522  | 1.0613 |
| Gender  | 0.2954 | 0.1430 | 2.56   | 0.013 | 0.0145  | 0.5764 |
| Interaction (Cons.*Gender)                              | 0.0698 | 0.0369 | 2.01   | 0.033 | 0.01423 | 0.0028 |
| R <sup>2</sup> = 0.8253, R <sup>2</sup> Change = 0.0012 |        |        |        |       |         |        |
| <b>Conditional Direct Effect</b>                        |        |        |        |       |         |        |
| Male  | 0.8870 | 0.0221 | 40.07  | 0.000 | 0.8435  | 0.9305 |
| Female  | 0.8172 | 0.0296 | 27.64  | 0.000 | 0.7591  | 0.8753 |

Source : The Authors.

**DISCUSSION**

The empirical results indicate a significant effect of the Big Five personality traits on Job Performance among executives in IT companies; it suggests that these personality factors play a meaningful role in shaping how well individuals in executive positions perform their jobs (Rothmann & Coetzer, 2003; Judge & Zapata, 2015). The relationship between the Big Five personality traits and Job Performance has been the subject of extensive research in organizational psychology. The Big Five personality traits, also known as the Five-Factor Model (FFM), include openness to experience, conscientiousness,

extraversion, agreeableness and neuroticism (or emotional stability) (Goldberg, 1981). Among all the five dimensions of personality, conscientiousness was found to be a more influential trait. It can be explained that high levels of conscientiousness are often positively associated with Job Performance. Conscientious individuals tend to be organized, reliable and diligent, traits that are valuable in many professional settings. Moreover, Organizations often use personality assessments based on the Big Five model in recruitment and talent management to gain insights into how individuals might fit into specific roles and work environments (Hjalmarsson & Daderman, 2022). However, it's crucial to consider personality traits as part of a broader evaluation of an individual's capabilities and potential for success in a particular job (Sartori et al., 2017). This will not only benefit the organization but will also provide those selected with an opportunity to excel in their area of interest.

## **IMPLICATIONS**

The study opens avenues for further research to explore the underlying mechanisms and contextual factors that contribute to the observed gender moderation. It also prompts investigations into how the identified relationships may vary across different industries or organizational settings. The practical implications of this study are significant and can assist various aspects of talent management, leadership development and organizational strategies within IT companies. The study found the relative importance of personality traits. Thus, IT companies can incorporate assessments of Big Five personality traits in talent management processes and design development plans based on individual personality profiles. This will help individuals to perform more efficiently. Additionally, organizations can establish continuous performance assessment mechanisms that consider the interconnectedness of personality traits, and gender dynamics. Regular feedback and evaluations can guide ongoing professional development efforts. The results of this study can be used to implement policies and foster a corporate culture that recognizes and values a diverse range of personality traits. This can contribute to a more supportive and inclusive work environment. Additionally, individualized coaching and mentoring can be given to employees on the basis of personality traits. IT companies can create a conducive environment for the growth and success of their executives, fostering a workplace culture that values both individual differences and the dynamic nature of the IT industry. In addition, administrations should integrate personality assessments, particularly the Big Five model, into the recruitment and talent management processes to gain insights into how individuals' personalities align



with specific roles and work environments within the IT sector. Similarly, organizations can propose the implementation of mentorship programs that pair experienced IT executives with emerging leaders, fostering the transfer of knowledge and providing practical insights into effective leadership practices. IT companies are suggested to implement diversity and inclusion initiatives that acknowledge and address the nuanced relationships between gender, personality traits and Job Performance, fostering an inclusive work environment that values individual differences. The study found a significant moderating role of gender. Therefore, it is suggested that IT companies should provide gender sensitivity training for HR professionals and managers to ensure fair and unbiased assessments, recognizing and mitigating potential biases in evaluating the impact of personality factors on Job Performance. The personality trait of each individual is diverse and it impacts their abilities and Job Performance. Hence, identifying the personality traits and providing training and development enhance their abilities.

## **LIMITATIONS OF THE STUDY**

While this study contributes valuable insights into the relationships between personality traits, gender and Job Performance in IT executives, it is essential to acknowledge the limitations that may impact the generalizability and interpretation of the findings. Although, the study covered the IT sector of North India to collect data for the research it raised concerns about the generalizability of the study in other regions and countries. The findings may not be universally applicable to all IT executives, as the sample size and demographic characteristics might not fully capture the diversity within the IT industry. The present research was cross-sectional and the cross-sectional design of the study limits the ability to establish causal relationships. On the other side, longitudinal studies would provide more robust evidence of the dynamic interactions between intelligence, personality traits and Job Performance over time. The study primarily focuses on IT executives, which might limit the generalizability of findings to executives in other industries. Different sectors may have unique contextual factors influencing the relationships examined in this study.

## **SCOPE FOR FUTURE RESEARCH**

The outcomes of the study encourage future researchers to work on various other aspects left unexplored. Future research can contribute to a more comprehensive understanding of the factors influencing Job Performance among IT executives, ultimately informing organizational practices and leadership

development initiatives. The following are some of the areas which can be further studied. A larger sample size should be considered in future studies. It would be ideal to have a bigger sample size with a balanced representation of various demographic groups to make a more reliable conclusion about the correlations between the variables. The same research model can be used to extend the investigation to executives in various sectors beyond IT. So, comparing the findings across industries can help identify commonalities and differences in the relationships between intelligence, personality traits and Job Performance. The study was conducted in the IT sector of North India only. So, a similar study can be conducted in other regions of India and the results can be compared as well.

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