

MEASUREMENT OF INDIVIDUAL PERFORMANCE USING FIVE-FACTOR PERSONALITY MODEL: A COMPARATIVE STUDY OF PUBLIC AND PRIVATE HOSPITALS SECTOR OF PAKISTAN

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ABSTRACT

The performance of an organization plays a very important role in achieving competitive advantage if it is effective. In order to make an employee perform efficiently and effectively, an organization must know what situations are best suited to make him/her work. What is the personality of each employee and how each can work at their best? The current study was conducted to highlight the relationship between personality traits and individual performance while examining the moderating role of employee engagement. The respondents of the study were (Medical) doctors working as Dermatologists, Podiatrists, Gynecologist, Cardiologists, Neurosurgeons and Physicians in private and public sector hospitals in Rawalpindi/Islamabad (Pakistan). The data was collected using simple random sampling (sample size 350). Quantitative analysis was conducted using SPSS@22. Results of the survey manifest that all the five personality traits have a significant impact on individual performance and employee engagement as variable moderates the said relationship.

Disciplinary: Management Sciences (Human Resources Management) and Mathematics (Statistics).

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1. INTRODUCTION

Performance as an outcome/action is associated with the behavior of the employees that involves attention to small matters or details. Performance in the organizational context is that how an individual performs his/her required task by fulfilling his/her obligations according to the given standards. According to Salgado and Táuriz, (2014), personality measures derive job performance, out of which big five personality traits are the critical ones. There is plenty of work conducted on personality traits (Mayer et al., 2001, McDougall, 1932; Paracha et al., 2020). Cattell and Cattell

(1995) brought the number of personality factors from 4500 to 16 which were used in various studies i.e. (Tupes and Christal, 1992, Bennett and English, 2011, Sackett and Hakel, 1979, Norman, 1963, Hedrick and Smith, 1968).

2. LITERATURE REVIEW

2.1 PERSONALITY

People work in a different way even in the same situation. Studies i.e. (Bertolino et al., 2013, Sanchez-Ruiz et al., 2013, Kurukulasuriya and Rosenthal, 2013) have derived strong connections between personality and employee performance. The personality traits of the older employees tend to be more stable as compared to the younger employees. According to Barrick and Mount (1991), personality is associated with the performance of an individual. With some unique dimensions, personality makes individuals different from each other. Decisions and actions are image of personality and are considered as important factors for any individual at different levels of the organization. Personality plays a vital role when it comes to working in groups or teams (Barrick and Mount, 1991).

The Five-Factor Personality Trait Approach contains the items' illustrations in the Five-Factor Personality Questionnaire (FFPQ) which illustrates behaviors associated with five personality traits i.e. extraversion, agreeableness, openness to experience, neuroticism and conscientiousness. Many psychologists (personality) second the notion of the said five dimensions of personality (Panos Paris 2017; Boudreaux, 2016; Rollock1 and Lui, 2016). Multidimensional Emotional Intelligence Assessment (MEIA) has been derived from influential emotional intelligence model of Mayer et al. (2001) which includes creative thinking, regulation of self-emotion, regulation of others' emotion , recognition of others' emotion, recognition of self-emotion, reason v/s intuition, empathy, mood redirected attention, nonverbal emotional expression and motivating emotions. Block (1995) by doing lexical analysis, concluded that various issues about the five-factor approach are delimited. Moreover Costa and McCrae (1992) used two sources i.e. peer rating and self-report for the assessment of five-factor personality model. Personality makes people unique (Moraski, 2001) and varying behavior and unique ways of behaving cannot be overlooked (Phipps and Prieto, 2011). Thus personality characteristics are the unique combination of traits that differentiate individuals that influence their interaction with their environment (Moraski, 2001).

2.2 BIG FIVE PERSONALITY TRAITS

In recent times the five personality traits have been the most debated issue regarding the understanding of the entire section of a normal personality (Bartone et al., 2009). Kurukulasuriya and Rosenthal (2013) confirmed the relationship between personality traits and employee performance. The big five approach carries five indicators of the personality that according to Judge et al. (2002) are extraversion, agreeableness, conscientiousness, neuroticism, and openness to experiences. Big five Personality Traits can also be used to predict creativity, success, and innovativeness and can be helpful in finding out the outcome of employee performance (Leutner et al., 2014). Various studies i.e. (Nga and Shamuganathan, 2010, Bartone et al., 2009, Bhatti et al., 2013) worked on personality factors using multiple contexts.

Extraversion is the tendency to be energetic, warm, and aggressive. Individuals with

extraversion tend to be more talkative, self-confident and their energy level is frequently high, so they are impatient. Extroversion according to Tupes and Christal (1961), is all about being, Adventurous, Energetic, Frank, Assertive, Social, Cheerful and Composed. Kurukulasuriya and Rosenthal (2013) reported high extraversion among employees and those with high extroversion were found proud, comfortable and happy which has also been confirmed by Bhatti et al. (2013). The extraversion appears to be social, action makeable, somehow first movers (Bhatti et al., 2013). Extraversion sometimes causes awkward social situations that may be hostile (Paris, 2017). According to Ott and de Vries (2012), individuals, with a high tendency of extraversion are mostly able to be more debatable, open to discussion and negotiable. Colbert et al. (2012) stated that individuals with extraversion characteristics have the power to be socially dominant and be more interactive and communicative.

Agreeableness is defined as a person being, good-natured, emotionally mature, cooperative, trustworthy, kind, adaptable and the one who is not jealous (Tupes and Christal, 1961). Individuals with high tendencies of this trait are most likely to be generous, trusting, empathetic, capacity to bear, etc. These individuals if are recognized and understood as extroverts can be utilized as smooth role players. In today's world whether socially or organizationally all individuals need to be socially connected. According to Bhatti et al. (2014), an individual having personality factor of agreeableness is sympathetic, devoted and caring. Individuals identified with agreeableness trait are usually considered generous, trusting, empathetic, and cooperative and carry good relationships with others (Phipps and Prieto, 2011). Moreover individuals carrying agreeableness have been found good in conflict resolution and perform better on their jobs (Bhatti et al., 2013). The tendency of agreeableness factor carries cooperation, cheerfulness, supportiveness, social responsiveness, and harmony which makes individuals more flexible in adjustments (Phipps and Prieto, 2011).

Conscientiousness is defined as responsibility, dependability, conventionality, and preservice (Tupes and Christal, 1961). Surgeons have been reported more conscientious than being carefree and irresponsible as compared to the rest of the population (Kurukulasuriya and Rosenthal, 2013). According to Sartori, Costantini, Ceschi, and Scalco, (2017), Conscientiousness can be stated as one of the key drivers of job performance. Conscientiousness can also be referred to as dependability (French, 1953) and conformity (Campbell and Fiske, 1959) and people who have high tendency of conscientiousness are identified as organized, and responsible ones. (Colbert et al., 2012) found that such personality traits include hardworking, task completed and very organized and highly responsible individuals. In addition, a great deal with conscientiousness reveals that such individuals are achievement-oriented because they are highly tasked competent which is a good sign for an employee (Judge et al., 2002).

Openness to Experience in ab-initio was identified as a cultural facet (Campbell and Fiske, 1959). Bhatti et al. (2014) narrated openness to experience as a reason for wide interest and exploring the social environment. The individuals who are open to experience are found aesthetically fastidious, socially polished, independent, cultured and imaginative (Tupes and Christal, 1961). Openness, according to Paris (2017) can be a source of performance and engagement. According to Kurukulasuriya and Rosenthal (2013), male individuals in hospitals are found to be more open and ready to go for new experiences as compared to the other gender. Openness to experience is highly

sought-after trait to enhance productivity of the organization or improve the team performance, giving chances to new ideas and creativity is one of the essential required skills and abilities of leader. Creativity is also seen as an important part of this trait.

Neuroticism is primarily associated with disturbance anxiety and tense personality. Tupes and Christal (1961) described neuroticism as neurotic, not placid or poised, hypochondriac, dependent emotionally immature and irresponsible. Neuroticism is a personality trait that is moody and always tense personality (Bhatti et al., 2013). Kurukulasuriya and Rosenthal (2013) quoted that the doctors and surgeons are less neurotic and more emotionally stable and thus their performance remains stable. Evidence exhibit that less neurotic or emotionally stable individuals are more likely to deal in troublesome, annoying and uncomfortable situation and have grip over the problems accure there (Bhatti et al., 2013).

2.3 INDIVIDUAL PERFORMANCE

Human Resource is the key or driving force behind the overall performance of the organization. Some views on performance have been stated in the past studies i.e. (Ralph et al., 1967, Tett et al., 1991). Individual Performance can be explained as to how well an individual is performing by meeting the requirements of the provided job. Chervenak et al. (2004) extended the work on job performance and personality traits of individuals and validated the ‘Big Five Model’ in pharmaceutical industry. Sartori et al. (2017) also confirmed the association of Big Five Personality Traits with Performance. Personality traits have been confirmed as valid predictors of performance growth in multiple studies conducted in the past i.e. (Arnold et al., 2015, Tett et al., 1991). The system utility has cooperated in case of dependency of employee selection decisions on the trait-based model as a measure of establishment (Deadrack and Madigan, 1990).

2.4 EMPLOYEE ENGAGEMENT

Employee Engagement ensures that the employee is dedicated to achieving an organization’s goals and objectives. Welch (2011) termed engagement as work engagement, job engagement, and employee engagement. Kahn (1990) for the first time promulgated the concept of engagement as the binding of employees to their required work roles. He further categorized engagement as an employee engages himself physically, emotionally and cognitively. A study i.e. (Shantz et al., 2013) confirmed that if employees are provided proper feedback and autonomy on job they engage more in their job and increase their performance. Shuck and Reio (2014) found out a strong association between employee engagement and employee mental well-being. Factors that drive engagement are internal communication (Mishra et al., 2014), Rewards (Breevaart et al., 2014) and employee satisfaction (Harter et al., 2002). According to Harter et al. (2002) employees with innovative approaches, flexibility, willingness to contribute generally perform better. Anitha (2014) confirmed a significant relationship between employee engagement and employee performance. As the economic trends are changing, capital is plentiful, global competition is increasing, ideas are generated rapidly and with least cost possible and employees are ready to switch their jobs easily (Meyer and Gagnè, 2008). Engaged employees are those employees who are willing to give time to their work, they are quite enthusiastic and can help their organization in achieving competitive advantage (Haider et al., 2007). Thus, the literature exhibits that the personality traits are linked with employee engagement and performance and cannot be achieved directly without following the route of engagement.

2.5 HEALTH SECTOR OF PAKISTAN

Pakistan Institute of Medical Sciences (PIMS) as a public-sector hospital started its operations in 1985 which initially was named as IHC (Islamabad Health Complex) has been working for the growth of human health care needs. In addition to providing medical facilities to the citizen of Rawalpindi-Islamabad and surrounding areas, PIMS also serves as a National Reference Centre for giving dedicated diagnostic and curative services to the referred patients by institutions. With 592 beds and 22 surgical and medical specialties, PIMS includes 1800 employees including Consultants, Executive Director, Specialists, Non-medical officers, Medical officers, and Nurses.

Holy Family Hospital, a public-sector hospital was constructed by the mission of Philadelphia's Christians in 1927. A hospital designed by a World War II Italian prisoner was taken by the Punjab government in the late 70s and it got affiliation with the Rawalpindi medical college for academic purposes. Hospital with more than 510 beds later was acknowledged as an autonomous hospital by Punjab Medical and Health Institutions Act 1986 in the year 1998 with its multiple health facilities.

RGH (Rawalpindi General Hospital) is another known public-sector hospital also known as Benazir Bhutto Hospital (BBH). Located at Murree Road, Rawalpindi, RGH offers basic services as well as other medical services, for example, Orthopedic Surgery, Ophthalmology, Cardiology, Dermatology, Gynecology & Obstetrics, Pathology, psychiatrist, Urology, Radiology, Surgery, and Otorhinolaryngology.

SIH (Shifa International Hospital) started its operations on October 06, 1989 with the idea of a high class medical facility in Pakistan on over 11 acres of land. Their Medicine department consists of 'dermatologists, Cardiologists, Emergency Infectious, Neurology, Ophthalmology, Podiatrist, Gynecologist, Psychiatrist, Nephrologist and Pulmonologist.

2.6 CONCEPTUAL FRAMEWORK

In Figure 1, independent variables are the five personality traits whereas, the dependent variable is the only individual performance. There is one moderator Employee Engagement between the relationship of independent (i.e. Personality traits) and the dependent (i.e. Individual Performance). This will examine that it supports the relationship between personality traits and individual performance or weakens it. This led towards the construction of following hypothesis in order to accomplished study objectives.

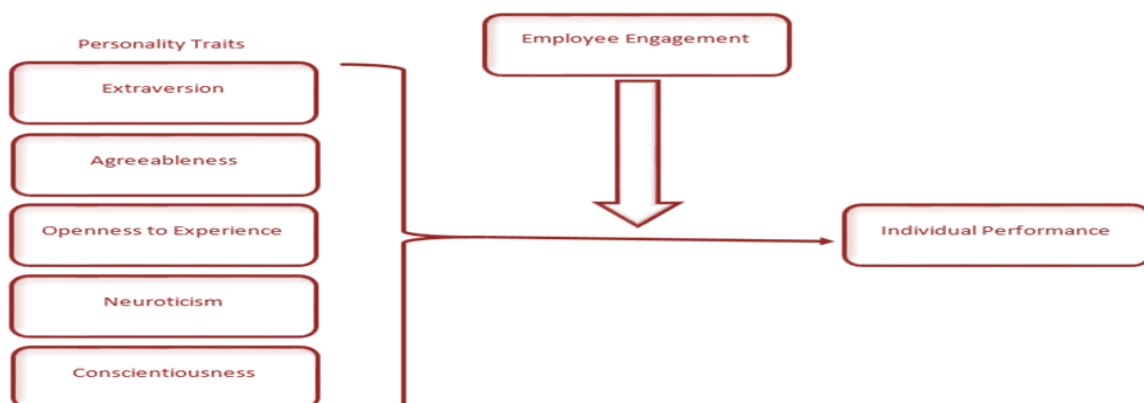


Figure 1: Conceptual Framework

H1: Personality traits have a significant and positive relationship with Individual Performance in Private Sector Hospitals.

H2: Personality traits have a significant and positive relationship with Individual Performance in Public Sector Hospitals.

H3: Employee engagement moderates the relationship between Personality Traits and Individual Performance in Private Sector Hospitals.

H4: Employee Engagement moderates the relationship between Personality Traits and Individual Performance in Public Sector Hospitals.

3. DATASET AND METHODOLOGY

This section gives detail about the study dataset and the methodology proposed to accomplish relative objectives.

3.1 DATASET

The data collected from the three public and three private hospitals to investigate the above-mentioned relationships. The selected hospitals are considered to fulfill the need for the required data as they are noticeably the best hospitals known for their services. The data was collected using self-administered questionnaire. A questionnaire with 36 items was used which was structured as a research instrument. It contained 25 items on personality traits, in which each variable consisted of 5 items. Furthermore, there were five items of individual personality and six items for Employee Engagement respectively.

3.2 METHODOLOGY

Description of Instrument: In order to measure personality traits, a 25 items questionnaire was adapted from John and Srivastava (1999) which contained items of, extraversion, agreeableness, openness to experience, neuroticism and conscientiousness. Five items for Individual performance were taken and modified from the works of Erdem et al. (2003) and Yang and Ok Choi (2009). Six items of employee engagement were added to the questionnaire from the employee engagement scale of JRA Kahn's work (Kahn, 1990) which were also used by (May et al., 2004). Measurement was made using point Likert scale from 1 to 5 with 1 being strongly disagreed, 5 strongly agreeing.

3.3 SAMPLING AND TARGET POPULATION

Out of 350, a total number of questionnaires received fit for analysis (59 from PIMS, 59 from Holy Family, 49 from RGH, 71 from Shifa International, 36 from Maryam Memorial and 76 from Quaid-e-Azam International Hospital). The targeted population for the research was comprised of individuals or doctors who were working as, Physicians, Cardiologists, Podiatrists, Gynaecologists and Neurosurgeons in private as well as public sector hospitals providing medical services in Rawalpindi and Islamabad.

Table 1: Sampling and Target Population

Org	PIMS	Holy Family	RGH	Shifa Intern.	Maryam Memo	Quaid-e-Azam	Total
N	59	59	49	71	36	76	350
(%)	16	16	14	21	11	22	100

There are six hospitals taken for this research consisting of three private hospitals i.e. Shifa

International hospital, Maryam Memorial Hospital and Quaid-e-Azam International Hospital and three public hospitals i.e. PIMS (Pakistan Institute of Medical Sciences), RGH (Rawalpindi General Hospital, it is also known as Benazir Bhutto Hospital) and Holy Family Hospital. A total of 382 questionnaires were distributed among the respondents in the said hospitals out of which 350 were received fit for analysis. Out of the total received questionnaires, 167 questionnaires were gathered from the government-owned hospitals and 183 questionnaires were collected from the privately owned hospitals. Out of 350, the male and female proportion is reflected in Table 2.

Table 2 : Male and Female proportion

Gender	N	Percentage
Male	245	70%
Female	105	30%
Total	350	100%

4. ANALYSIS RESULTS AND DISCUSSION

Data were separated as there is comparison of public and private sector hospital data. Tests i.e. correlation, reliability, direct regression between dependent and independent variables and Moderation test (Hayes and Preacher, 2013) were used separately for the data analysis.

Table 3 : Inter-correlation Public Sector

	1	2	3	4	5	6	7
1 Organization	1						
2 Designation	.016	1					
3 Age	-.151	.041	1				
4 Gender	.166*	.195*	.136	1			
5 Personality Traits	.042	-.025	-.006	.025	1		
6 Individual Performance	.030	.060	-.049	.025	.909**	1	
7 Employee Engagement	.052	-.051	-.065	.025	.895**	.978**	1

Note: $p < 0.05^*$, $p < 0.01^{**}$

Table 3 shows a positive direct positive link from Personality Traits towards Individual Performance in the data of the Public Sector which means that when the value of independent variable i.e. Personality Traits increases the value of Individual Performance also increases. According to correlation value 0.978, the personality traits have a strong relationship with Individual Performance.

Table 4 : Inter-correlation Private Sector

	1	2	3	4	5	6	7
1 Organization	1						
2 Designation	-.66	1					
3 Age	.004	1.261**	1				
4 Gender	0.02	.000	-.074	1			
5 Personality Traits	-.025	-.060	.029	.033	1		
6 Individual Performance	-.019	-.099	.108	-.019	.902**	1	
7 Employee Engagement	-.019	-.104	.106	-.024	.909**	.996**	1

Note: $p < 0.05^*$, $p < 0.01^{**}$

Table 4 shows the results of Private Sector Hospital's data. The study analyzes that there is a positive direct relationship between Personality Traits and Individual Performance and can also be interpreted as when the value of independent variable i.e. Personality Traits increases, the value of Individual Performance also increases. The correlation value of 0.996 shows a strong relationship

between Independent variable i.e. personality traits and dependent variable i.e. Individual Performance. Thus, making a comparison of the inter-correlation data, it is higher in Private sector hospitals (0.996) as compared to Public Sector Hospital (0.978). Overall, it is good.

4.1 RELIABILITY TEST

The reliability of the instrument measures the internal consistency among the factors. Literature intensively exhibits that the value of alpha greater 0.7 determines high internal consistency. Moreover Nunnally (Nunnally, 1967) states alpha value that ranges from 0.5-0.6 is tolerable.

Table 5: Reliability (Private Sector)

Sr.	Variables	Cronbach's alpha	No. of Items
1	Personality Traits	.936	25
2	Individual Performance	.930	5
3	Employee Engagement	.924	6
4	Overall Scale	.930	36

Table 5 exhibits the reliability analysis of Private Sector Hospitals i.e. the Cronbach's alpha ranges from 0.924 to 0.930. This shows the high internal consistency of the construct. The overall alpha value is 0.930.

Table 6: Reliability (Public Sector)

Sr.	Variables	Cronbach's alpha	No. of Items
1	Personality Traits	.911	25
2	Individual Performance	.931	5
3	Employee Engagement	.919	6
4	Overall Scale	.920	36

Table 6 shows the reliability analysis of Public sector hospitals. The Cronbach's alpha ranges from 0.911 to 0.931. This shows a higher internal consistency of construct. The overall alpha value is 0.920. If we look at the Reliability analysis of public and Private sector hospitals, both are reliable. Private sector hospital variables have an overall scale of reliability of 0.930 and on the other side Public sector hospital variables have an overall scale of reliability 0.920. In this comparison Private sector's variables have been found to be more reliable than public sector's.

4.2 REGRESSION ANALYSIS

R-Square describes the deviation of the dependent variable caused by the Independent variable.

Table 7: Model Summary of Private Hospitals

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.902a	.814	.813	0.4193

a. Predictors: (Constant). Personality

In the Regression analysis (Table 7.), R-square i.e. 0.814, indicates that 81.4 percent (approximately) of the data is near to the fitted regression line. Adjusted R square value explains that 81.3 percent variations in Individual Performance are justified by the personality traits. The standard error of .419 in research is usually because of low sample size.

Table 8: Coefficients (Private Hospitals)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	Constant	-.610	.171	.814	-3.570	<.001
	Personality	1.303	.046	.902	28.154	<.001

a. Dependent Variable: IP

Table 7 exhibits that Hierarchical Regression Analysis was applied to check the connection between the personality traits and individual performance which exhibited positive and significant association as ($\beta = (0.902 < p < 0.01)$).

Table 9: Model Summary of Public Hospitals

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909 ^a	.827	.826	0.417

a. Predictors: (Constant), Personality

Table 9 shows the regression analysis of Public sector hospitals in which R square value i.e. 0.827 indicates that around 82.7 percent of the data is near to the fitted regression line. In the current study the value of adjusted R square indicates that about 82.6 percent variations in Individual Performance can be explained by the Personality Traits. There is a standard error of .417 in this research which is quite normal due to low sample size.

Table 10 : Coefficients (Public Hospitals)

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	Constant	-1.747	.210		-8.302	<.001
	Personality	1.588	.056	.909	28.102	<.001

a. Dependent Variable: IP

Hierarchical Regression's results are mentioned in Table 10. Hierarchical Regression Analysis was utilized to examine the connection between personality traits and individual performance, the results exhibited a positive and significant relationship as ($\beta = (0.909 < p < 0.01)$).

Moderation Test

In Moderation Test, the study tests the impact of the moderator variable (Employee Engagement) on the relationship of independent variables (Personality Traits) and dependent variable (Individual Performance)

Hypothesis 3 (H₃): pertains to Employee Engagement that moderates the relationship between Personality Traits and Individual Performance in Private Sector Hospitals.

Conducting analysis for moderation, the study used (Hayes and Preacher, 2013) Bootstrapping procedure (5000 iterations, bias correlated 95% confidence interval (CI)) that helps in the distinction of interaction effect that is, when employees having high engagement (+1 S.D) and employees having low engagement (-1 S.D). The Moderation shows insignificant results at all three levels that are mean and the plus/minus standard deviation of the mean. As there is no considerable change in R-square= 0.9928 shows that Employee Engagement does not moderate between Personality Traits and Individual Performance. The interaction effect corresponds that, when having high Employee Engagement (i.e. +1 SD) the, B= 0.0546 (S.E=0.0318), C.I 95% [-0.1174; 0.0082] is same when having low employee engagement (-1 SD) B= -0.0276 (S.E=0.0108), C.I 95% [-0.0711; 0.0159].

Hypothesis 4 (H₄): pertains to Employee Engagement that moderates the relationship between Personality Traits and Individual Performance in Public Sector Hospital.

According to the test, a positive change in R-square shows that Employee Engagement significantly moderates between Personality Traits and Individual Performance. The interaction effect corresponds that, when having high Employee Engagement (i.e. +1 SD) a stronger, B= 0.6209

(S.E=0.0688), C.I 95% [0.4851; 0.7566] then that of the low Employee Engagement (-1 SD) B= 0.3332 (S.E=0.0518), C.I 95% [0.2308; 0.4355].

5. CONCLUSION

The study has identified several personality traits that have a positive impact on Individual Performance. With respect to the hypotheses, **H₁** i.e. 'Personality traits have a significant and positive relationship with Individual Performance in Private Sector Hospitals' and **H₂** i.e. 'Personality traits have a significant and positive relationship with Individual Performance in Public Sector Hospitals' have been validated so the main reason for conducting the study was to seek and to clarify the link between the two major concepts i.e. Personality Traits and Individual Performance in Private as well as Public sector Hospitals. The most important contribution of this survey was the examination of Individual Performance which is directly affected by personality traits. The research further strengthens that Personality and Performance have direct but a positive relationship according to the survey. In general, the results display that Personality Traits have direct effect on an Individual's Performance in both sectors (i.e. Public and Private). The big five-factor also is known as five-factor model was focused that has been proven as the most essential aspect to determine an Individual's Performance. An individual is distinguished due to his/her personality traits. In an organization or in any leading positions, an individual must need to realize his/her own personality that can help him/her to improve his/her performance and effectiveness. Employees of older age tend to be more stable in their performance and emotions as compared to younger employees. They are more conscientious and agreeable (Hertel et al., 2013). Personality traits are quite helpful in predicting performance of an individual and it has also been found that predicting personality traits of an individual can help in their counseling (Sanchez-Ruiz et al., 2013). The surgical staff has been found to be low in neuroticism, high on conscientiousness and extraversion whereas, male staff was found high on openness to experience. Thus, it is very important for their performance and for the nature of their job (Kurukulasuriya and Rosenthal, 2013, Shantz et al., 2013). Employees with enriched jobs may find the job stressful if the engagement part is missing. However, from the results from moderation test (Hayes and Preacher, 2013), it has been demonstrated that Employee Engagement moderates the association among the Big Five Personality Traits and Individual Performance.

Studies observed a high level of moderation between extraversion and Employee Engagement by having a positive attitude and their dynamic role in the job tasks/work. Thus, '**H₄** is accepted i.e. Employee Engagement moderates the relationship between Performance and Personality Traits in Public Sector Hospitals'. Furthermore, **H₃** is rejected in the study findings i.e. Employee Engagement (in totality) does not moderate the link among the Personality Traits and Individual Performance in Private sector hospitals. It might have happened due to the lack of data or small sample size of private sector hospitals. Brad Shuck et al. (2011) suggested that an employee's personality influences the employee's engagement at work. Truss et al. (2006) also confirmed the said relationship. An individual's understanding of personality traits could help in realizing the needs and expectations of supervisor. The big need to identify the personality association with Individual Performance is because Individual Performance plays an important role in improving an organizations' overall performance. Individual Performance is considered the most value able factor in any organization, for that big five models can help in identifying particular leader's tendencies of behaving, actions,

decision making, and thinking. The study has mentioned that individuals are required to have factors of experiencing new things and finding new creative, effective and efficient ways to solve the problems which are only possible when they have the tendency of openness to experience. The purpose of this research was also to compare individual performance of both private and public-sector hospitals which has been found insignificant. Overall, both public and private sector hospitals showed similar results.

6. AVAILABILITY OF DATA AND MATERIAL

Data can be made available by contacting the corresponding authors

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