

**“INFLUENCE OF PERSONALITY AND COMPETENCY  
ON THE PERFORMANCE BEHAVIOR OF MANAGERS IN  
SELECTED RETAIL, I.T AND B.P.O FIRMS”**

**Prof. Stephen Deepak\***

**Abstract** – Employees behavior has always been a matter of concern for organization’s. Many a researcher’s and management’s have tried studying the behavior of employees to enable them to become effective and efficient in their performance. In this regard, understanding the employee’s mind is intriguing and to get the employee to become motivated and perform is a task of the people managers. Personality of an individual is the soul of the person and understanding the employee’s personality and competency of what an employee can truly offer to the organization in terms of performance is what people managers must concentrate.

In the present study, personality traits refers to the Big Five personality traits suggested by Goldberg’s five dimension personality model(1990) and Costa and McCrae’s NEO personality inventory (1992).The big five personality traits included the following personality traits.  
•Openness to experience •Conscientiousness •Extraversion •Agreeableness •Neuroticism.  
Competency for a job can be defined as a set of human attributes that enable an employee to meet and exceed expectations of his internal as well as external customers and stake holders. It has been a general observation that work, sincerity, knowledge, intelligence alone does not make a person star performer in his profession.

The focus of the study are the people manager’s whose personality and competency will give us an understanding of whether people managers can really deliver the results for the organization through the employees in their span of control. Selected sample of people managers from the three major sectors of I.T, Retail and B.P.O firms were chosen.

**Key words** – **personality, Competency, conscientiousness, Extraversion, Neuroticism, Agreeableness**

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**1.0 - Introduction - Personality and Competency** - Personality trait defined as a complex of quality's and characteristics or the pattern of thought, emotion, and behavior of one people that is stable across time and many situations and seen as being distinctive to a group, nations, place etc. personality traits influence the choice of word which one use to communicate with others. Personality traits are responsible for one's brain functioning and its normal neuro-biological and biochemical reactions. They establish electrochemical dialogue that takes place between the brain, the endocrine system, and the physical body. Personality traits reveal themselves though a predominated color found in the humane energy system. (Rickman, r: 2004)

According to the diagnostics and statistical Manuel of the American psychiatric association (2011), personality traits are “enduring patterns of perceiving, relating, to and thinking about the environment and oneself that are exhibited in a wide range of social and personal contexts.” Theorist generally assume (a) traits are relatively stable over time, (b) strait differ among individuals (for instance, some people are outgoing while others are reserved), and (c) traits influence behavior.

In the present study, personality traits refers to the Big Five personality traits suggested by Goldberg's five dimension personality model(1990) and Costa and McCrae's NEO personality inventory (1992).The big five personality traits included the following personality traits.

- Openness to experience
- Conscientiousness
- Extraversion
- Agreeableness
- Neuroticism

There are many different definitions for the competency, a simplest one among them is: Competency for a job can be defined as a set of human attributes that enable an employee to meet and exceed expectations of his internal as well as external customers and stake holders. It has been a general observation that work, sincerity, knowledge, intelligence alone does not make a person star performer in his profession. There are other factors that help an individual to excel in his job/profession. Thus set of human qualities and/ or attributes that make a person a star performer for a particular activity defines the competency for that particular activity. In organizational and business context, competency required for a particular job depends on many factors.

The factors include social culture, nature of business, business environment, organizational culture, work environment, organizational structure, duties and responsibilities, nature of processes and assigned activities, attitude and motives of colleagues, superiors & subordinates. Some of these factors may change with time, and thus changing competency requirements for the

same job position in the organization. Competency for any job position at a particular time is a unique set and as organization has many different job positions, managing many such sets is a difficult task.

Hence for the purpose of HR management, the job competency is divided into elemental competencies. Elemental or task competency Elemental or task competency is an ability to do a particular type of task. A job consists of many different types of tasks, thus requiring different elemental competencies. The elemental competencies can be standardized precisely differentiated, developed into a model across the organization, and are easier to identify, study, understand, map, assess and develop.

Generally the competencies that we talk in HR are the elemental competencies. Examples of elemental competencies are communication skills, business skills, achievement orientation or drive, decisionmaking, analytical skills etc. Behavioral Indicators: The overall competency requirement for a job needs to be understood in terms of elemental competencies which depend upon education, knowledge, training, experience, technical and non technical skills, and attitude, personal image etc. and some of these attributes are difficult to objectively assess and measure.

“Competency” is a commonly used term for people’s asserting of their working potential in real activities. At present, there are many definitions of this term. In principle, there are two main meanings on which individual definitions of competencies are generally based.

The first characterises competencies as a power and a scope of authority associated with a certain person or body. The second meaning of competencies refers to the capacity, i.e. abilities to perform a certain activity, to have certain general and specific characteristics and skills, to be qualified in the given area. Generally it can be said that it is a set of specific knowledge, abilities, skills, traits, motives, attitudes and values essential for the personal development and successful participation of each person in an organization. That in fact means behaviour necessary for achieving the required level of performance.

This refers to the performance aspect of a competency determined by the level of inputs (knowledge, abilities, skills, traits, motives, attitudes and values) and measured by the analysis of outputs (real behaviour and results). According to its development, it is possible to divide competencies into three main development phases.

The first phase consists of individual competencies (White, 1959; McClelland, 1973; Boyatzis, 1982; Schroder, 1989; Woodruffe, 1992; Spencer & Spencer, 1993; Carroll & McCrackin, 1997).

The second phase is based on the possibility of managing competencies in an organization by means of competency models (Mansfield, 1996; McLagan, 1997; Lucia & Lepsinger, 1999; Rothwell & Lindholm, 1999).

The third phase is the identification of core competencies, a sum of organization key organizational competencies that may be exploited to gain competitive advantage (Prahalad & Hamel, 1990; Ulrich & Lake, 1991; Gallon, Stillman, & Coates, 1995; Coyne, Hall, & Clifford, 1997; Rothwell & Lindholm, 1999; Delamare & Wintertone, 2005).

### **1.1 - Review of Literature –**

#### **1. Personality Variables in Decision - Making Păiși Lăzărescu Mihaela, Procedia - Social and Behavioral Sciences Volume 187, 13 May 2015, Pages 658–662**

Although they have similar tasks and objectives, there are big differences in the manner decisions are made by the managers from different organizations or even from the same organization. The differences can be explained by personality traits, professional experience and by the managerial style (leadership) which confer the managers a certain decisional style.

Analyzing the impact of the personality traits over professional performances, it has been determined that certain traits can predict performance in a large number of professions, such as: impulse (calm, self-assertive and moderate persons, relaxed towards anxious, hostile and neurotic individuals); extraversion (assertive, dominant, energetic, active, enthusiastic, intrepid people); the opening towards experience (intellectual curiosity, innovative, imaginative, nontraditional spirit); agreeableness and altruistic spirit (the preference for interpersonal relations; scrupulosity). (Zhao & Seibert, 2006).

The study demonstrated that cognitive factors and a series of noncognitive ones – extraversion/introversion, the leadership style, professional experience, the specific of the school units, etc., imply in school managers' decisionmaking. Following the statistic analysis, it had been observed that there are significant correlations among the decisional style, the leadership style and the dimension extraversion/introversion of school managers. We consider that locus of control as a personality variable, is not the single factor which determines performance in decisionmaking.

**2. Dipika R. Chaudhari Assistant Professor, International Recognized Double-Blind Peer Reviewed Multidisciplinary Research Journal ISSN Impact Factor : (UIF) Volume - 5 | Issue - 5 | June - 2015 Available online at Indian Streams Research Journal 2230-7850 3.1560 www.isrj.org**

It can be concluded that the gender of B.Ed. teachers does not affect their personality. The trait 'Conscientiousness' and 'Extraversion' were observed the most among the male B.Ed. teachers. The traits such as 'Openness to experience', 'Agreeableness' and 'Neuroticism' were observed gradually in the decreasing order among the B.Ed. teachers. 1.The trait 'Openness to experience' were observed the most among the female B.Ed. teachers. The traits such as 'Conscientiousness', 'Agreeableness' and 'Extraversion' and 'Neuroticism' were observed gradually in the decreasing order among the B.Ed. teachers. 2.The proportion of the traits such as 'Openness to experience', 'Conscientiousness', and 'Agreeableness' were observed more among the female B.Ed. teachers than that of the male B.Ed. teachers. 3.The proportion of the personality trait 'Extraversion' was observed to be same among female as well as male B.Ed. teachers. 4.The proportions of the trait such as 'Neuroticism' were observed more among the male B.Ed. teachers than that of the female B.Ed. teachers.

**3. Competency Mapping Techniques and its Applications Mrs. D.Prabha, Associate Professor Of Management - www.theinternationaljournal.org > RJSSM: Volume: 04, Number: 12, April 2015**

Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently. A Competency is something that describes how a job might be done, excellently; a Competence only describes what has to be done, not how. So the Competencies might describe the duties of a Sales Manager for example, such as manage the sales office and its staff, prepare quotations and sales order processing, manage Key Accounts and supervise and motivate the field sales force. The Competencies which might determine excellence in this role could include Problem Solving and Judgment; Drive and Determination; Commercial Awareness; Interpersonal skills etc, all of which might be described further by Behavioral Indicators relating specifically to that post in that organization.

#### 4. Identification of Managerial Competencies in Knowledge-based Organizations Königová Martina, Urbancová Hana, Fejfar Jiří

The survey showed that knowledge-based organizations in the Czech Republic realise the significance of application of managerial competencies in management, but at the same time refer to possible problems associated with competency-based approach implementation. In their opinion these problems lie in particular in the non-cohesive definition of managerial competencies as well as their specification and measuring.

The survey carried out confirmed that there was no unified consensus as regards the list of competencies that a manager needed to possess in order to be able to do his/her job at the required level. For these reasons knowledge-based organizations are recommended to develop their own managerial competency model (so called the tailored approach (Rothwell & Lindholm, 1999)) reflecting their specific needs. This is also confirmed by Lucia and Lepsinger (1999), according to which certain competencies, such as consumer focus or problem-solving skills, might be generic across several organizations, but the behaviours relating to those competencies can still vary widely from one organization to another, just as they may vary from one role or job or level in a organization to another. In compliance with the resource-based approach to competitive advantage development, it is the people/employees who become, due to their competencies, an important source for achieving a competitive advantage.

The value of the managerial competencies model consists in its application and may be identified in particular in the following areas: (1) recruitment, (2) employee evaluation, (3) training, (4) employee development, (5) carrier management, (6) adaptation to changes, (7) enhancement of productivity of labour and (8) an organization's performance. It works best if applied in all areas of an organization's human resources management. In the fully integrated human resources management system employing the competency-based approach, competencies represent a key prerequisite for efficient performance.

### 1.2 - Statement of the problem

The purpose of this study is to identify the relationship between personality, competency and behaviour of people managers in performing their jobs. The study covers people managers from four different sectors - IT, BPO & Retail. This research is conducted to understand the relationship these factors have on decision making. The study will also help in identifying the

gaps in performance. This enables the firm to determine appropriate HR interventions dealing with people of different traits and competencies to help them reach higher levels of performance.

### 1.3 - Objectives of the study

1. To understand and analyze personality traits and personal characteristics of people managers
2. To study job characteristics and competencies required for job performance by people managers
3. To identify & analyze personal and work outcomes based on job characteristics and personality.

### 1.4 - Scope of the study:

The study includes a sample of people managers in 3 sectors (IT/ BPO, Retail)

### 1.5 - Methodology:

The data will be collected through survey using questionnaire and also by understanding the records and journals maintained in the organisation. Information will be gathered by using both primary and secondary data.

### 1.6 - Tools and techniques for collection of data:

**Primary data** is collected from the managers through Questionnaire, Face to face interviews and Telephonic interviews

**Secondary data** is collected through Internet, previous research reports, journals.

### 1.7 - Plan of analysis:

Data will be analysed with the help of questionnaire and tables and graphs, it was represented in percentage. Based on the analysis the suggestions will be given.

### 1.8 - Sampling plan

Technique : non random sampling  
Size : 70  
People manager : 35  
Subordinates : 35

### 1.9 - Limitations

The survey was conducted over sample size of 70 employees in three different sectors (Retail, IT, BPO) and the sample size of each sectors are 15,15,5 respectively for people manager and subordinates.

The population under the study was subject to limitations of particular regions. Some of the respondents were not co-operative in providing some of the details.

**1.10 - Analysis and Interpretation –**

**Table 1: This chart shows the personality type of people manger’s in Retail, IT, Bpo sectors.**

Options	Retail	IT	BPO	Total	Percentage(Retail)	Percentage(IT)	Percentage(BPO)
Openness to experience/intellect	8	15	5	28	53%	100%	100%
conscientiousness	8	10	5	23	53%	67%	100%
Extraversion	15	15	1	31	100%	100%	20%
Agreeableness	8	10	5	23	53%	67%	100%
Neuroticism	8	8	5	21	53%	53%	100%

**Table 2: Shows the essential competency required for people manager**

Options	Retail	IT	BPO	Total	Percentage(Retail)	Percentage(IT)	Percentage(BPO)
Communication	14	15	5	34	93%	100%	100%
Team Work	15	15	5	35	100%	100%	100%
Initiative& Enterprising	9	14	1	24	60%	93%	20%
Problem solving	10	14	5	29	67%	93%	100%
Planning & Organizing	13	14	5	32	87%	93%	100%
Self Management	8	14	1	23	53%	93%	20%

**Table 3: Shows the relevant job characteristics of people manager’s job**

Options	Retail	IT	BPO	Total	Percentage(Retail)	Percentage(IT)	Percentage(BPO)
Ability to lead	14	11	5	30	93%	73%	100%
Ability to planning &organizing	14	10	4	28	93%	67%	80%
Ability to analyse information	12	4	5	21	80%	27%	100%
Ability to serve customer needs	11	10	5	26	73%	67%	100%
Ability to work with team	9	8	4	21	60%	53%	80%
Ability to achieve business	8	8	4	20	53%	53%	80%
Ability to manage the process	7	11	2	20	47%	73%	40%

**Table 4: Shows whether job includes skill variety**

Options	Retail	IT	BPO	Total	Percentage(RETAIL)	Percentage (IT)	Percentage(BPO)
Yes	15	15	5	35	100%	100%	100%
No	0	0	0	0	0%	0%	0%

**Table 5: Shows whether skill variety increase motivation at work**

Options	Retail	IT	BPO	Total	Percentage (RETAIL)	Percentage(IT)	Percentage (BPO)

Yes	15	15	5	35	100%	100%	100%
No	0	0	0	0	0%	0%	0%

**Table 6: Shows the rating of degree of autonomy on people managers job**

OPTION	RETAIL	IT	BPO	Total	Percentage (RETAIL)	Percentage (IT)	Percentage (BPO)
Very high	0	2	0	2	0%	13%	0%
Moderate	15	13	5	33	100%	87%	100%
Low	0	0	0	0	0%	0%	0%
Very low	0	0	0	0	0%	0%	0%

**Table 7 : Shows how often people manager's get feedback for their job**

OPTION	RETAIL	IT	BPO	Total	Percentage (RETAIL)	Percentage (IT)	Percentage (BPO)
Immediate	1	6	2	9	7%	40%	40%
Weekly	9	9	4	22	60%	60%	80%
Quarterly	1	0	0	1	7%	0%	0%
Half yearly	0	0	0	0	0%	0%	0%
Yearly	4	0	0	4	27%	0%	0%

**Table 8: Shows the rating of quality on performance of people managers**

OPTION	RETAIL	IT	BPO	Total	Percentage (RETAIL)	Percentage (IT)	Percentage (BPO)
Very high	0	2	0	2	0%	13%	0%
Moderate	15	13	5	33	100%	87%	100%
Low	0	0	0	0	0%	0%	0%
Very low	0	0	0	0	0%	0%	0%

**Table 9: Shows rating of people manager's competency level with respect to job characteristics**

Options	Retail	IT	BPO	Total	Percentage(RETAIL)	Percentage(IT)	Percentage(BPO)
Excellent	0	0	0	0	0%	0%	0%
Good	15	14	5	34	100%	93%	100%
Satisfactory	0	0	0	0	0%	0%	0%
Bad	0	0	0	0	0%	0%	0%
Worse	0	0	0	0	0%	0%	0%

**Table 10: Shows three areas were people managers seek improvement**

Options	Retail	IT	BPO	Total	Percentage(Retail)	Percentage (IT)	Percentage(BPO)
Ability to lead	8	8	5	21	53%	53%	100%

Ability to planning & organizing	8	8	5	21	53%	53%	100%
Ability to analyse information	2	3	1	6	13%	20%	20%
Ability to serve customer needs	7	6	5	18	47%	40%	100%
Ability to work with team	8	8	1	17	53%	53%	20%
Ability to manage the process	2	1	1	4	13%	7%	20%

**Table 11: Shows the feedback of subordinates about their people managers**

OPTION	RETAIL	IT	BPO	Percentage (Retail)	Percentage (IT)	Percentage (BPO)
My manager Empowers me to do my job.	4.5	4	4	90%	80%	80%
My manager Identifies clear, attainable goals and objectives, by stating what needs to be accomplished	5	5	5	100%	100%	100%
My manager provides an environment that motivates me to achieve my goals and objectives.	4	4	4.5	80%	80%	90%
My manager provides me challenging opportunities that maximize the use of my skills	3	4	3.5	60%	80%	70%
My manager acts as a sounding board for ideas.	3	4	4	60%	80%	80%
My manager recognizes and rewards innovation and creativity.	3	5	5	60%	100%	100%
My manager enables good performance by clearing roadblocks and providing support.	3	3.5	4	60%	70%	80%
My manager provides opportunities for professional development and improvement of skills	3.5	5	4.5	70%	100%	90%
My manager demonstrates flexibility in management style	4	5	5	80%	100%	100%
My manager communicates and departmental goals and objectives	4	4		80%	80%	0%
My manager acts as coach and mentor.	4	5	5	80%	100%	100%
My manager helps to builds a cohesive team	3	4	3.5	60%	80%	70%
My manager provides honest and constructive feedback about my performance	4	5	4.5	80%	100%	90%
My manager delegates effectively.	3	4	4	60%	80%	80%
My manager conducts regular one-on-one feedback meetings.	2.5	3.5	3.5	50%	70%	70%

### 1.11 - Findings and Discussion –

The findings are drawn from the survey conducted in these three sectors with the help of the Big Five Model Personality test. This test is taken from the authorised website ([www.outofservice.com/bigfive](http://www.outofservice.com/bigfive)) for the data collection. The table shows that openness and extraversion are the most sought out attributes in IT. It can be seen that all the qualities are equally wanted in Retail. And almost all the qualities are very important in BPO. Majority of the respondent believes that above mentioned competencies are essential for a people manager.

**Retail:**93% of the respondent said that communication is an essential competency for a people managers,100% of them said that team work is essential competency,60% of them said that initiative & enterprising skill is essential for a people manager,67% said problem solving is also a relevant competency for a people manager,87% said planning & organizing is essential skill for a people manager,53% of the respondent said that self management is also a essential competency for people manager to lead a team.

**IT:**100% of the respondent agree with communication as a competency required for a people manager,100% of them said team building is an essential competency required,93% of them said initiative & enterprising,problem solving,planning & organising and self management is an essential competency required for a people manager to lead a team.

**BPO:**100% of the respondent said that communication and team work is essential competency for a people manager,20% of the respondents said that initiative & enterprising and self management are essential competency for a people manager,100% of the respondent said that problem solving and planning & organising are essential for a people manager to lead a team.. The findings show that in each sector people managers consider communication and team work as the priority, then it comes planning & organizing and then initiative & enterprising and self management.

Planning and organizing & analysing information are important for retail. Ability to serve customers is very much required in BPO.

**Retail:**93% of the respondent said that ability to lead and ability planning & organizing is an essential job characteristics for a people managers job,80% of them said ability to analyse information,73% said that ability to serve customer needs,60% of them said ability to work with

team,53% said that ability to achieve business,47% of them said that ability to manage the process,these are the the relevent job characteristics of a people managers job.

**IT:**73% of the respondent said ability to lead is relevent job characteristics,67% of them said that ability to analyse to planning & organizing and ability to serve customer needs are relevent job characteristics,27% said that ability to analyse information is relevent job characteristics,53% of them said that ability to work with team and ability to achieve business are relevent job characteristics,73% of the respondents said that ability to manage the process is relevent job characteristics of people mangers job.

**BPO:**100% of the respondents said that ability to lead,ability to serve customer needs and ability to analyse infromation are relevent job charcteristics,80% of them said that ability to planning & organizing,ability to work with team and ability toacheive business are relevent job cahracteristics,40% of them said that ability to manage the process is relevent job characteristics of people managers job.

Retail sector, IT sector, BPO sector100% of the respondents said that job includes skill variety and no one respond that job does not include skill variety. Retail sector, IT sector, BPO sector100% of the respondents said that skill variety increases motivation at work and no one respond that skill variety does not increase motivation at work. The study denotes the rate of degree of autonomy on people manager's job. 100% of the respondents in Retail and BPO sector said that the degree of autonomy is moderate,87% of them in IT sector said that the degree of autonomy is moderate,13% of them in It sector said that the degree of autonomy is very high on people manager's job. And no respondent respond that the degree of autonomy is low or very low on people manager's job.

100% of the respondent in Retail and BPO sector rated that quality of performance of people mangers as moderate,87% of them said in IT sector rated that quality of performance of people mangers as moderate,13% of them said in IT sector rated that quality of performance of people mangers as moderate. 100% of the respondents in Retail and BPO sector rated that the competency level of people manager with respect to job characteristics is rated as good in all sectors and 93% of them said in IT sector rated that the competency level of people manager with respect to job characteristics is rated as good in all sectors.

The study shows that the area where people managers seek improvement is on ability to lead, Ability to planning & organizing is second. Ability to analyse information is, ability to serve customer needs, ability to work with team have almost equal level of required improvement. In the study the subordinates are satisfied with the help provided from their manager's side. Majority of the subordinates in these three sectors have rated their managers highly.

### 1.12 – Conclusion –

Analyzing the impact of the personality traits over professional performances, it has been determined that certain traits can predict performance in a large number of professions, such as: impulse (calm, self-assertive and moderate persons, relaxed towards anxious, hostile and neurotic individuals); extraversion (assertive, dominant, energetic, active, enthusiastic, intrepid people); the opening towards experience (intellectual curiosity, innovative, imaginative, nontraditional spirit); agreeableness and altruistic spirit (the preference for interpersonal relations; scrupulosity.

The value of the managerial competencies model consists in its application and may be identified in particular in the following areas: (1) recruitment, (2) employee evaluation, (3) training, (4) employee development, (5) career management, (6) adaptation to changes, (7) enhancement of productivity of labour and (8) an organization's performance. It works best if applied in all areas of an organization's human resources management. In the fully integrated human resources management system employing the competency-based approach, competencies represent a key prerequisite for efficient performance.

Understanding the personality and competency of the people managers is essential in all the three sectors, which aspect of the personality will surface as a dominant characteristic can be seen with respect to a specific sector. The true test of the personality and competency is when the manager is let to face situations that challenge his/her ability for the higher performance of organization.

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