IMPACT OF PERSONALITY ON CAREER SUCCESS

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ABSTRACT: The relationship between personality and career success was investigated in a questionnaire study with a sample of 200 doctors and educators, who were employed in different hospitals and universities on different organizational designations. Personality judged by the "Big Five Personality Model". Career Success comprised of subjective (intrinsic) career success (financial success, life success, interpersonal success and job success) and objective (extrinsic) career success (salary and promotion) dimensions. In Pakistani society/culture people unaware about their personality, so the research on personality and its impact on career success were unjustified and mostly insignificant. Meaning of success in our society is to earn money and get competitive advantages as compared to colleagues. Personal life and interpersonal relationships have less worth in success counter. Research presents the insignificant impact of personality, person environment-fit and job performance on career success. With respect to limitations of the study, construct of personality like: education, knowledge and experience levels not included in research.

KEYWORDS: Intrinsic career success, extrinsic career success, Big five personality.

INTRODUCTION

An employee satisfies his needs in a way of career success to accomplishment and power. Career success enhances individuals' quantity and personal satisfaction *(Kilduff and Day, 1994).* Study at professional level, career success has advantages for both people and organization *(Aryee et al., 1994; Schein, 1978)*. At the personal level, career success allows to secure of materialistic headway, power, and fulfillment *(Gattiker and Larwood, 1990, 1988; Judgeet al., 1995; Poole et al., 1990).* Learning of career success helps people to improve proper procedures for career improvement *(Aryee et al., 1994; Ellis and Heneman, 1990).*

Career itself requires characteristics to be performed efficaciously *(Gottfredson et al., 1975)*. Some careers require specific attributes that classified the necessities of work properties *(Caldwell and Burger, 1998)*. Career success is profoundly subject to the similarity between personality of the employee and the professional quality (Judge et al., 1999). Career directing program that helps self thought processes appear to empower occupants to replenish uniqueness needed on career success *(Mcoetzee and Schreuder, 2002)*.

Personality is the universe in which a person has full authority to control his mental power and behaviors in each and every situation or circumstances. *Alloprt et al (1965)* depict distinctive personality attributes like focal, auxiliary, normal and cardinal characteristics while *Cattell's (1966)* study examined up to sixteen essential and five optional elements and *Hysenck* verbalized that just three characteristics of extraversion, passionately stable and psychoticism are sufficient to illustrate the identity of an individual *(Eysenckand Eysenck, 1975)*. Today Personality Big Five model of Goldberg (1992) is internationally acknowledged for builds of disposition characteristic which incorporate core measurements of identity. Five big model

incorporate extraversion, agreeableness, openness to experience, conscientiousness, and emotionally stable *(Costa and Mccrae, 1985).*

In industrial psychology, researchers have been often examining the relationship between personality and job performance *(Barrick, Mount & Judge, 2001).* Job performance is a multi-dimensional construct which show how well workers perform their assignments. Job performance demonstrates the degree to which they finish assignments, the way they use their accessible assets and the time and vigor they use on their errands *(Boshoff & Arnolds, 1995; Schepers, 1994).*

LITERATURE REVIEW

Personality is a branch of psychology that defines the individual differences and personalities. They focus on these following steps:

1. Draw a picture of a person and his or her psychological process.

2. Investigate that how people differ from each other.

3. Investigate the similarities of human beings.

Main focus is on the area to draw a picture of a person and his / her major psychological processes. Next step is to understand the differences of individual behavior means recognize how people differ from each other. A third step is to recognize by which traits individuals are similar. These three steps are used to understand the personality of the individual.

THE BIG FIVE PERSONALITY TRAITS

There are thousands of dimension of personality trait. In early 1990 studies focus on big five traits that's called "big five model*" Digman (1996), Spearman (1904)* started work in his general factory to discover personality traits. They find factor of trait. And *webb (1915)* enlarged his study of trait in to 48 characteristics. Garnett (1919) analyzed the correlation of *webb* and introduce openness (intellectual), conscientiousness, and extraversion and these factors called Webb-Garnett factors. *Tupes and Christal (1961*) used 30 scales of *Catell (1933)*'s and make big five model. *Lussier (2000)* define big five model as Surgency, Agreeableness, Adjustment, Conscientiousness, and Openness to Experience. But Pierce & Gardner (2000) define big five model as Extroversion, Adjustment, Agreeableness, Conscientiousness, and Inquisitiveness. But in this paper we study the Goldberg's Five Personality Inventory (FFPI).

Extroversion

This trait is characterized as these people belief on social ability, assertiveness in nature, tends toward actions and want to experience toward action. So the individual who have extraversion trait are makes central position in their work environment and maintain their bossy position at their work place. So if the individual have extraversion trait then they will be at work place and their involvement have good scored.

Agreeableness

Agreeableness defines as self-sacrifice, friendliness and humility, while ill feeling and selfishness is traits of low agreeableness. People involvement in work enhancement and maintenance of their feelings for their worth and esteem when they view their work and career achievement. People who seek to be low agreeableness have more work involvement because they are impression seeking in their nature that serves as self-esteem which creates advancement and acknowledgement in work environment Jans, 1982; Rabinowitz and Hall, (1977).

Openness to New Experiences

Burch and Anderson, (2008) said that people who don't have openness to experience are conventional toward problem and Sucier and Goldberg, (1998) says they don't able to explore new ideas to solve their problems as well as Goldberg, (1992) said they dislike variety and changes so they rigid with their old thoughts. For example: John Quincy Adams, Fredrick Douglass and Jane Adam have leadership qualities and skills because they have and ability to openness of ideas.

Conscientiousness

This trait is related to the industriousness and sense of duty. Barrick and Mount, (1991); Mount and Barrick, (1995); Salgado, (1997) they all said that conscientiousness have correlation with job performance of all type of jobs and occupation. Individual who show high conscientiousness have high positive significant affect toward work environment because they

have sense of duty toward work. Brown (1996) said that he studies huge researches on job involvement identify the positive significant relationship between job involvement and the feature to individual work ethics.

Emotional Stability

Neuroticism have extreme of worry, suspicion, and low confidence and propensities to control negative emotions , because its measures process under negative light , in which individuals who scored high in neuroticism is low level of attitude towards his work. Moreover, according to low confidence and suspicion also have low ambitious for their career and their goals according to organizations goals. Certainly Experimental evidence stated that neuroticism is negatively related to goal oriented (Malouff et al., 1990). Similarly, negative impact on career and work goals, neuroticism must be less likely to assign in work by individuals.

Person Environment fit (PEF)

PEF is use as a forecasting instrument of turnover objectives (Vogel and Feldman (2009), and Lyons and O'Brien (2006)). PEF is use as forecasting instrument of job performance and workforce quality (Kieffer, Schinka and Curtis, 2004). DelCampo (2006) said PEF could be a mediator variable of commitment and a common firm's culture. As a mediator it has strong relationship. Boon, Hartog, Boselie, and Paauwe, (2011) Said PEF is strong mediator of human resource policies and employees outcomes.

Job Performance

Job performance related to people behavior links their jobs in the organization and organizational goals *(Campbell, McHenry, & Wise, 1990)*. Job performance concentrate on people's behavior not on outcomes *(Murphy, 1989)*, because outcomes can help the employees to achieve their results with easiest way and this act can damage the organizational structure because they not follow other important behavior's. Organizations mostly concern with job performance behavior because of high productivity in the work place takes *(Hunter & Hunter, 1984)*. The importance of behavior is not related to job performance, but rather the behaviors themselves (*Campbell, McCloy, Oppler, and Sager, 1993)*. Another part of performance is that behavior's must be related to the goal of the organizations *(Campbell et al., 1993)*.

CONCEPTUAL MODEL & HYPOTHESIS
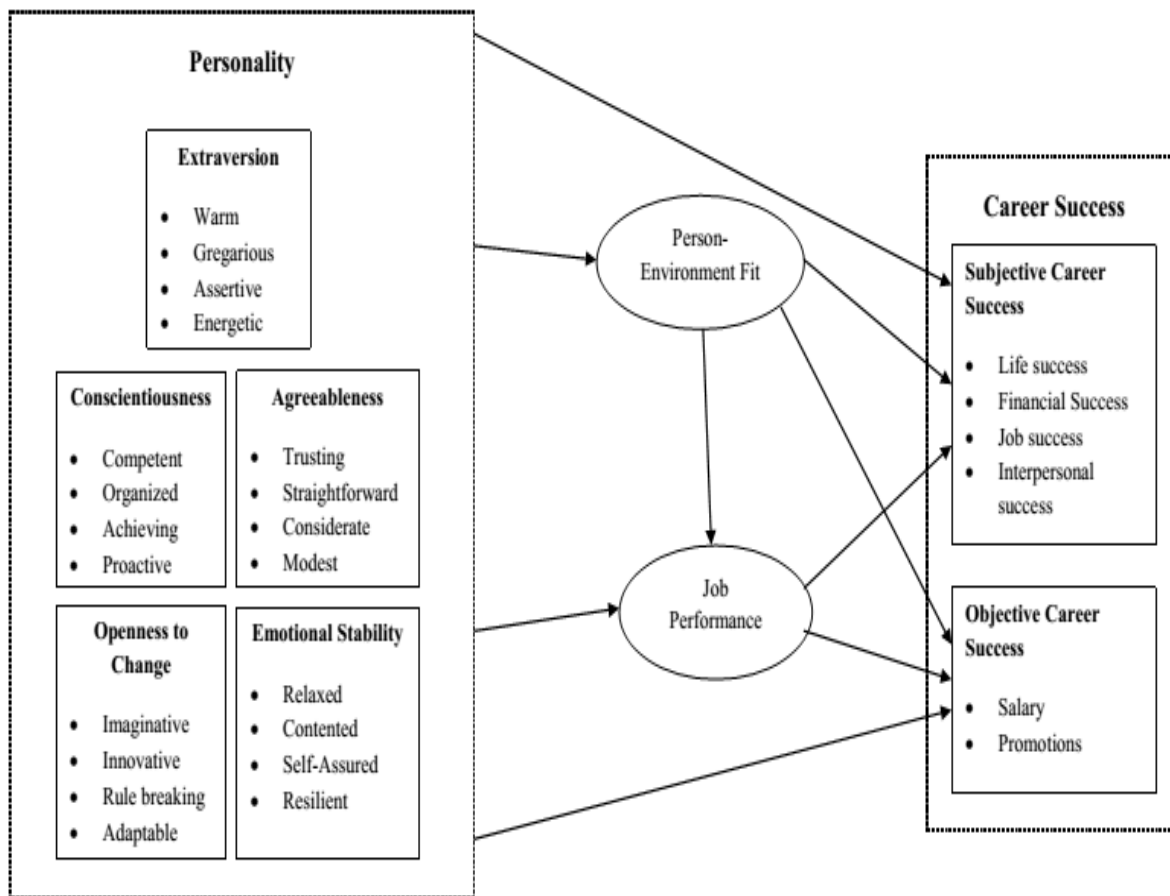
H1a: There is positive relationship between personality and intrinsic career success.
H1b: There is positive relationship between personality and (extrinsic) career success.

H2a: There is positive relationship between personality and person environment-fit.
H2b: There is positive relationship between personality and job performance.

H3a: There is positive relationship between person environment-fit and subjective (intrinsic) career success.
H3b: There is positive relationship between person environment-fit and objectively (extrinsic) career success.

H4a: There is positive relationship between job performance and subjective (intrinsic) career success.
H4b: There is positive relationship between job performance and objectively (extrinsic) career success.

METHODOLOGY

In rank to assemble the information for understanding the impact of personality on career success, a trial of 200 respondents will pose to contribute in a self-administrative survey. Population of the research is doctors and educators. The population consisted of three immensely colossal cities of Pakistan, [(1) Islamabad; (2) Lahore; and (3) Multan].

In this sample three main attributes to contribute in the self–administrated analyzers. First, big five personality traits, second determinants of career success which consist of person environment fit and job performance. Third, career success categorized into two aspects, subjective and career success.

Big five dimensions of personality questionnaire B5PQ [(1) extraversion; (2) agreeableness; (3) openness to change; (4) conscientiousness; and (5) emotionally stable] are quantified utilizing the instrument developed by *John Smith (1990)*. Respondents designate how they usually feel by evaluation the degree of their feelings on a likert five-point scale where 1="strongly disagree", 2="disagree", 3="neutral", 4=" agree", 5="strongly agree".

Measurement of job performance measured by five-point likert scale developed by *Miyuki Takase (2005)* where 1="strongly disagree", 2="disagree", 3="neutral", 4="agree", 5="strongly agree". And person-environment fit also measured by likert scale but different values developed by *Daniel Robert Harrison (2010)* where 1="not at all", 2="partially not fit", 3="semi fit", 4="partially completely fit", 5="completely fit".

The bits and pieces for approach towards career success, Intrinsic (Subjective) Career Success [(1) Life success; (2)Financial Success; (3) Job success; and (4) Interpersonal success] and Extrinsic (Objective) Career Success [(1) salary; (2) promotion] are adapted from *Alberto Ismael Bejarano Heredia (2007).* The replication format is withal a five-point likert scale ranging from "strongly disagreed" to "strongly agreed".

Surveys were conducted through personal interaction and asked some question regarding with their personality and career which were not found in survey form.

Actions with the subsequent steps were well thought-out by format and management of the survey:

- Crafting and executing the survey with the involvement of researcher, and scholarly critic persons.
- Taking perfection, questions designed uncomplicated, straight, and clear words; in a succinct and striking survey design.
- Design a cover letter elucidation the aim of the research and assuring discretion the participant's information.

After collecting the absolute survey forms, only 200 survey forms preferred for study, these questionnaires data entered into SPSS sheet for the analysis.

DISCUSSION

Personality is a key element of a person. A quote "first impression is the last impression" it's talking about personality and its traits like impression, attitude, behavior and action/reaction. At organizational level, first preference gives your knowledge and experience than you highly priorities by your personality because personality developed by knowledge and experience.

The purpose of this research was to test the impact of personality on subjective and objective career success in health and education sector of Pakistan. Organizational environment and culture construct through the different social elements which inject by the employees personality. Employee's personality has significant elements which lead to him on the success path. Career success had been alienated into two types for best measurements; first type was subjective career success and second was objective career success. All the factors of success (professional and personal life) were included in career success.

The information demonstrates that personality and subjective career success are exceptionally greatly noteworthy and positive relationship. But there were no positive relationship between personality and objective career success.

In present study, personality and career success results influenced by other research factors "person environment fit and job performance". These factors had continuous effect on career success. If organizational environment is suitable or adjustable for a person according to his personality, then it leads to appreciable performance.

The significance and noticeable quality of organizational career planning, arranging and administration as a component of Human Resources Management has been distinguished by numerous researchers *(Baruch, 2003; Hall, 1986; Van Mannen and Schein, 1975; Hasann, 2007).* The positive relationships discovered around organizational structures with career success, organizational structures with subjective career success, and organizational structures with objective career success is predictable with these past investigates.

CONCLUSION

This study illustrates the impact of personality on career success and on other factors. In context of Pakistan society especially in health and education sectors, people have not enough knowledge about their selves. In simple worlds, doctors and educators have not self-awarded. So the results of this study present the knowledge and perception level about personality, career and success. In these sectors, people declared their career success in terms of high earning as compared to their colleagues.

Perceptions about career success in these sectors have linkage to the materialistic approach. Earn more and more money and try to get authority. In education sector, educators enumerated their personal life's relations and activates as success. Personality constructs from different traits and these traits mould according to personal goals and objectives. In health sector

of Pakistan, doctors have mission to just earn money and money. So their personalities are mostly introvert, warm less behavior and modest attitude. Instead of these, educators give importance to their contacts, community occasions and interpersonal affairs.

RECOMMENDATIONS

According to the results of this research, recommendations for individuals to focus on self-awareness because without this, nobody can develop own self. Personality is the part of self-awareness. Self-development leads to success in any discipline and profession. Knowledge and experiences take changes in person's personality.

Personality refers to individual's attitude and behavior regarding his success in any field. Need of reconstruction of the concept of success in our society/country. Recommendations for future research are investigates the elements which construct the individual's personality i-e, education, society factors, family background and etc. And those characters of our society which have highly impact on personality i-e, parents, teachers, friends and etc.

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