

**PERSONALITY AND JOB PERFORMANCE OF GOVERNMENT  
OFFICERS IN MIZORAM: A STUDY OF CIVIL SECRETARIAT**

**A THESIS SUBMITTED IN PARTIAL FULLFILLMENT OF THE  
REQUIREMENTFOR THE DEGREE OF DOCTOR OF  
PHILOSOPHY**

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**DEPARTMENT OF MANAGEMENT  
SCHOOL OF ECONOMICS MANAGEMENT AND  
INFORMATION SCIENCES**

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**SUBMITTED IN PARTIAL FULLFILMENT OF THE  
REQUIREMENT OF THE DEGREE OF DOCTOR OF  
PHILOSOPHY IN MANAGEMENT  
MIZORAM UNIVERSITY  
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**CERTIFICATE FROM SUPERVISOR**

This is to certify that the thesis entitled “*Personality and Job Performance of Government Officers in Mizoram: A Study of Civil Secretariat*” written by Mr. Samuel Laldinmawia has been undertaken under my supervision.

He has fulfilled all the required norms laid down under the Ph.D. Regulation of Mizoram University. This thesis is the result of his own work and investigation. Neither the thesis as a whole nor any part was ever submitted to any University for any degree or award.

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**JULY 2020**

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**DECLARATION**

I, **Samuel Laldinmawia**, hereby declare that the subject matter of the thesis is the record of work done by me, and the contents of this thesis did not form basis of the award of any previous degree to me or to the best of my knowledge to anybody else, and that the thesis has not been submitted by me for any research degree in any other University/ Institution.

This is being submitted to Mizoram University for the Degree of Doctor of Philosophy in Management.

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## KEYWORDS

**Keywords:** Personality, personality traits, job performance, job, job performance factors, Civil Service, Indian Civil Service, Civil Service officers, civil secretariat, public sector, personality inventory, MBTI Personality factors, personality pool, attitude, motivational, agreeableness, conscientiousness, extroversion, neuroticism, impact factors, emotional stability, emotional, introvert, intelligence, intuition, thinking, judging, perception, sensing, sensation, liberalism, feeling, ability, clarity, help, incentive, evaluation, validity, environment, meta-analysis, sample, normality, correlation, factor analysis, role conflict, multidimensional, organization relevance, determinants'.

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## **List of Abbreviations**

1. ACHIEVE Ability Clarity Help Incentive Evaluation Validity & Environment
2. CCSR Committee on Civil Service Reforms
3. CPC Committee on Prevention of Corruption
4. CS Chief Secretary
5. CSO Civil Services Officers
6. DS Deputy Secretary
7. Dy.D Deputy Director
8. EFA Exploratory Factory Analysis
9. ESTP Extroversion Sensing Thinking Perception
10. ESFP Extroversion Sensing Feeling Perception
11. ENFP Extroversion Intuition Feeling Perception
12. ENTP Extroversion Intuition Thinking Perception
13. ESTJ Extroversion Sensing Thinking Judgment
14. ESFJ Extroversion Sensing Feeling Judgment
15. ENFJ Extroversion Intuition Feeling Judgment
16. ENTJ Extroversion Intuition Thinking Judgment
17. ESTJ: Extraversion Sensing Thinking Judgment
18. IA & AS Indian Audit and Accounts Service
19. ICS Indian Civil Service
20. ICT Information and Communication Technologies
21. IES Indian Economic Service

22. IFS	Indian Forest Service
23. IRAS	Indian Railway Accounts Service
24. IRS	Indian Revenue Service
25. ISTJ	Introversion Sensing Thinking Judgment
26. ISFJ	Introversion Sensing Feeling Judgment
27. INFJ	Introversion Intuition Feeling Judgment
28. INTJ	Introversion Intuition Thinking Judgment
29. ISTP	Introversion Sensing Thinking Perception
30. ISFP	Introversion Sensing Feeling Perception
31. INFP	Introversion Intuition Feeling Perception
32. INTP	Introversion Intuition Thinking Perception
33. IAS	Indian Administrative Service
34. INFP:	Introversion Intuition Feeling Perception
35. IPS	Indian Police Service
36. JPF	Job Performance Factor
37. JS	Joint Secretary
38. MBTI	Myers–Briggs Type Indicator
39. MCS	Mizoram Civil Services
40. MES	Mizoram Engineering Service
41. MF & AS	Mizoram Finance and Accounts Service
42. MINCEO	Mizoram New Capital Complex
43. MIS	Mizoram Information Service
44. MJS	Mizoram Judicial Service
45. MPS	Mizoram Police Service

46. MPSC	Mizoram Public Service Commission
47. MSS	Mizoram Secretariat Service
48. MZU	Mizoram University
49. OSD	Officer on Special Duty
50. PCA	Principal Component Analysis
51. PJPP	Personality and Job Performance
52. PS	Principal Secretary
53. SPSS	Statistical Package for Social Sciences
54. TFFM	The Five Factor Model
55. US	Under Secretary
56. UGC	University Grant Commission
57. UPSC	Union Public Service Commission

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# **CHAPTER 1**

## **INTRODUCTION**

- 1.1 Introduction**
- 1.2 Historical Development of Personality**
- 1.3 Administrative set up of Mizoram**
- 1.4 Public Sector Employment in Mizoram**
- 1.4 Civil Services**
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## 1.1 INTRODUCTION

The relationship between personality and job performance has been a frequently studied topic in industrial psychology since the past century (Barrick, Mount & Judge, 2001). Job performance is a multi-dimensional construct that indicates how well an employee could fare in performing their tasks, the initiative it takes, creativity with caliber showed in exerting efforts to provide solution to various problems. Similarly, it shows the degree to which a given tasks are being accomplished, and ways of employing available resources, with the time and energy being devoted on such tasks (Boshoff & Arnolds, 1995; Schepers, 1994).

Job performance could also be affected by several situational factors, such as the characteristics of the job, the organization and co-workers (Hackman & Oldham, 1980; Strumpfer, Danana, Gouws & Viviers, 1998), and by dispositional factors. Dispositional variables can be described as personality characteristics, needs, attitudes, preferences and motives that result in a tendency to react to situations in a predetermined (predisposed) manner (House, Shane & Herrold, 1996). Job performance are also influenced by the ability, desire for accomplishment of goals, self-esteem, locus of control, affective temperament and the collaboration of the aforesaid constructs (Boshoff & Arnolds, 1995, Wright, Kacmar, McMahan & DeLeeuw, 1995).

The question on whether personality measures are valid predictors of occupational performance still remains. In a truly empirical discipline, there is always a room for some residual doubt and some minds tolerate ambiguity better than other. The association of personality and job performance has been a continually research area of interest, and in general the research can be categorized into two distinct phases. The first phase spans are relatively long time period and includes studies conducted from the early 1900s through the mid-1980s. Research conducted during this time period was characterized by primary studies in which researchers investigated the relationships of individual scales from numerous personality inventories to various aspects of job performance. The overall conclusion from this body of research was that personality and job performance were not related in any meaningful way across

traits and situation. In fact, some have referred to this as the tie when we had no personalities.

However, the area is experiencing something of renaissance. The second phase, which cover the period from the mid-1980 to the present is characterized by the use of the Five Factor Model originally put forward by Norman (1963). Although this model is generally accepted but not always been agreed upon that five major factors explain personality, neither has the definition of each has the definition of each factor received consensus (Barrick et al., 2001). However despite shortcoming, the model does provide unifying grounds in which theorists and practitioners may study, communicate and utilize personality as a tool in the workplace.

Barrick et al., (2001) discuss various 'phases' in research assessing the predictive validity of personality instruments in performance. Their paper provides convincing reasoning for the lack of significant findings in this domain up to the mid-1980s and implicitly cautions researchers not to simply enter all independent variables into an analysis in an attempt to find correlations. In recent times, the findings have been more positive and researchers appear to be heeding another of Barrick et al.'s assertions - to use different levels of personality measurement.

## **1.2 Historical Development of Personality Research**

The history of personality research has gone through several important eons, each characterized by predominant theories and fundamental philosophies.

### **1. Ancient Greece**

There are likely possibility of differences in the nature and attitude, ever since there are humans with traits, there are theories on the nature of person and its stratification systems.

According to the prehistoric Greek physician Hippocrates, who have assumed two binaries that could define character: hot versus cold and wet and dry, and has possibly results in four types of natures (hot / humid, hot / dry, cold / wet, cold / dry)

known as moods, considered as key factors of physical fitness problems and personality individualities.

Sooner or later, after the philosopher Plato proposed a stratification personality into four kinds or factors: artistic (iconic), sensitive (pistic), intuitive (noetic) and reasoned (dianoetic).

The famous pupil of Plato, Aristotle, evoked a likely link with the physique form and the personality. However this relation was controlled and restricted before the Phrenology boom and the shocking case of Phineas Gage

## **2. Phrenology and Phineas Gage**

Phrenology, which is a pseudoscience built on a belief that could not be proved then, and has been supported by a neuro-anatomist, Franz Gall, towards late 1700's. Phrenology involves a straight association between the physical properties of different areas of the brain (such as height, shape, and density) and opinions, attitudes, and behaviors.

Despite the swift defunct of phrenology, it was one of the earliest attempts in trying to relating the traits and characteristics of an individual to the physical brain. However, until the link ascended it was not long and the real proof arose.

### **Head Injury of Phineas Gage**

In 1848, the unfortunate accident of a man forever changed the traditional conceptions of the interconnectivity of the brain and personality. Phineas Gage, who was a rail track laborer, while being at work when an untimely explosion of dynamite blew a 1.1 meter six kilogram of metal piece into the face of Gage', piercing his skull into and outside.

Surprisingly, Gage endured the unintended incident and with only physical injuries (mainly) with a loss of sight by the left side of his eye and a deep sore on the head due to the piercing of the rod.

Nevertheless, his associates stated that Gage attitudinal trait had radically reformed after the incident: he could not hold his schedules, exerted mere reverence and

consideration towards fellow colleagues, and then pronounced "the grossest blasphemy". He then passed away in 1860 once being the victim of a sequence of disasters. (Twomey, 2010).

This was perhaps the first extensively noticed case as strong indication of a association with the physical brain and the character, and it attracted the care of the country. Attention in the emotional design of the enriched character, resulting to the other improvement in the field of personality Study.

### **3. Sigmund Freud**

The Austrian neurologist Sigmund Freud who is renowned for being the predecessor of psycho exploration, an exhaustive rehabilitation that taps into the life of a person and in particular his juvenile - to comprehend and treat mental infirmities.

Though, Freud too absorbed on the personality and some of his thoughts are well known to many people. Of all his theories his strongest point is that the human mind contains of three parts: the id, the ego, and the superego.

That is an essential part of the human thinking which works instinctively and strives for survival by any means. The ego connects the space with the identity and our day to day involvements, giving convincing means to satisfy our own desires and craves for identity while offering rationalizations for those yearnings. The superego which is a part of the mind represents our superior potentials of every individual, delivering the honorable structure that he uses to control his lower performance.

Although scientific research has largely failed to support Freud's idea of a tri spirit, however this philosophy has made it clear that at least some opinions, actions, and inspirations are unaware. After Freud, there was a point wherein people started believing that behavior was really just the beginning when assessing one's character, beliefs, principles, and irreplaceable personality.

#### **4. Carl Jung**

A renowned Swiss psychiatrist Carl Jung was inclined with Freud, a counselor, and then eventually invented his own personality system. Jung thought that there were global personality types in which every individual could be stratified according to dichotomous variables.

For illustration, Jung thought that the individuals were firmly in one of two encampments:

- I. Introverts, who draw their energy from within self or solitude with oneself;
- II. Extraverts, who derive their energy from the external world or interactions with others.

This particular notion prevails till date and research has as well proved as useful tools for differentiating with other relatively distinctive kinds of individual. Nowadays, the masses of psychologists consider inwardness and extraversion as prevailing on a range rather than dualistic. At certain instances, it's situational, because certain circumstances deplete our energy at some point of time and some other day, incite our thoughts on more societal in nature.

#### **Jung further identified four essential psychological functions:**

1. Thinking;
2. Feeling;
3. Sensation;
4. Intuition.

He alleged that any one of the four psychological functions can be gone through by an individual at any point of time with an reserved or liberal way, any one of these mentioned purposes could be further governing compared to with others of every individual.

Jung's labors on personality have considerable influence to various horizon of personality research, and are experienced till date. Perhaps, through widespread of Myers-Briggs Type Indicator test is also rooted to certain Jung's philosophies of individual traits.

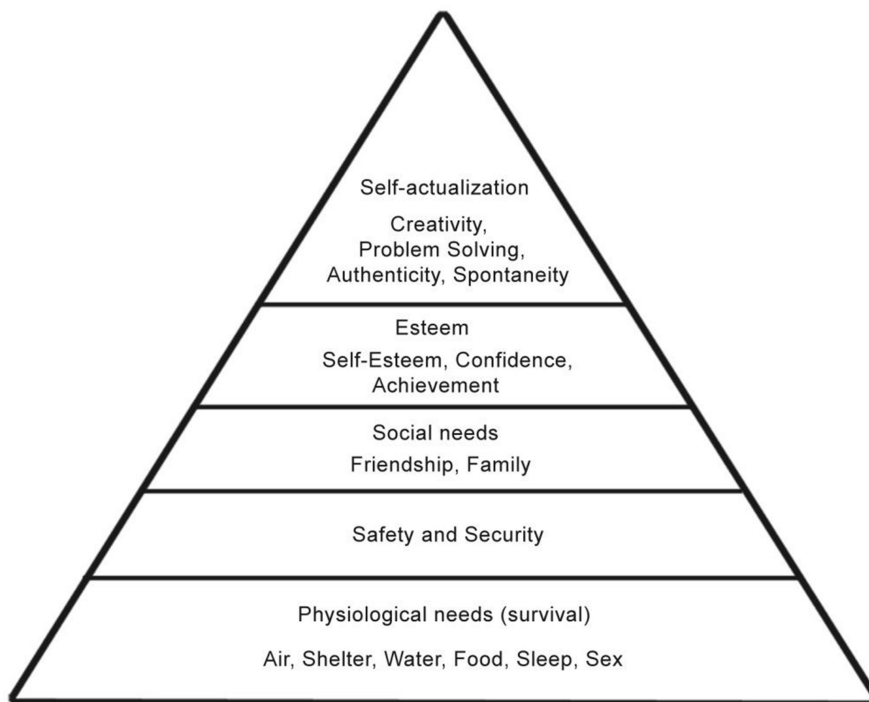
## 5. Abraham Maslow and Carl Roger

Abraham Maslow a renowned psychologist, who's an American, has developed a thought which Freud introduced among the mainstream: Moreover, certain facets or factors of the personality are hidden deep within the sub-conscious of the individual.

Maslow theorized that personality is guided by groups of desires that are unique to each human being. The hierarchical needs are systematically arranged in levels in accordance with these needs, every state is to be fulfilled before a higher level can be reached.

The hierarchical need is arranged from the lowest need to the uppermost:

**Figure 1.1 Abraham Maslow and Carl Rogers hierarchy of needs**



*Source: Abraham Maslow, 1954.*

- Physiological needs (food, water, heat, rest);
- Security needs (security, safety);
- Need for belonging and affection (intimate relationships, friends);
- Esteemed needs (prestige and sense of accomplishment);
- Need for self-realization (reaching one's full potential, personal fulfillment).

Maslow supposed that all human beings sought to satisfy these needs, generally from the most fundamental to the most unequalled, and these existing drives resulted in a particular stimuli response constitute a personality.

Carl Rogers, who is also an American psychologist, draws on Maslow's work and recognizes that all human beings strive to meet their needs, but does not share the view that there is a one-way relationship between research of satisfaction of needs and personality. He also had a notion on the various approaches used by people to attain or fulfill their desires stemmed out from their attitude otherwise than vice versa.

Rogers' offerings in the area of personality research marked as turning point to personality thinking. The personality perception has been considered as sets of characters and features which is only for a while or temporary and not perpetual, but somewhat a simple, concise paradigm which may also be conveniently and comprehensively explained.

## **6. Multiple Personality Trait**

Back in the early 20<sup>th</sup> Century, Hans Eysenck who is a German psychologist was inspired by Jung's ideologies of two types of individualities on introversion and extraversion, with the assumption of dichotomy personality traits: extraversion and neuroticism. A person can be high or low on any of the aforesaid traits, resulting into any of the four main kinds of individual personalities.

Eysenck also linked the personality to the physical body further broadly compared to any other investigators and a psychological theorist does. He postulated on all the

variances in the limbic structure causing the hormone disparity and hormonal instigation. All those that were already strongly stimulated (introverts) would naturally pursue lesser for stimulation than others that were naturally less stimulated (extraverts) would seek larger stimulus.

The rigor with which Eysenck connected the physical part to the mind and to the personality pressed the area to a more scientific exploration of the personality, that rely more over the purpose evidence rather than mere theoretical considerations.

Lewis Goldberg, also a renowned and an eminent scholar in the area of personality psychology. His groundbreaking work divides the "16 fundamental factors" of Raymond Cattell's personality into five main factors, which have similarity like five factors discovered by other psychology researchers in the 1960s.

The five factors identified by Goldberg as the primary factors of personality are:

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

This model which is also known as FFM (The Five Factor Model) has caught the interest of two prominent personality researchers, Paul Costa and Robert McCrae, these two renowned researchers has affirmed the cogency of the FFM model. Perhaps, the model has been finally termed as "Big Five" and has further developed numerous personality surveys in its setting, across several land masses and values and with extensive diverse population.

This Big Five brings us to the current era of personality research. The Big Five theory still reigns as a dominant theory of personality, but some salient features of current personality research embrace:

- Conceptualizing traits on a spectrum instead of as dichotomous variables;



- Contextualizing personality traits (exploring how personality shifts based on environment and time);
- Emphasizing the biological bases of personality and behavior.

### **1.3 Administrative set up of Mizoram**

Mizoram is now comprised of eight Districts, namely, Aizawl, Champhai, Mamit, Lunglei, Lawngtlai, Saiha, Kolasib and Serchhip. There are three Autonomous District Councils in Saiha District (now divided into two Districts, namely, Lawngtlai and Saiha after 1991 census) as provided under the Sixth Schedule of the constitution namely, Lai, Mara and Chakma Autonomous District Councils. There are twenty three numbers of sub-Divisions and twenty two numbers of Rural Development Blocks.

In the State of Mizoram the Government job are sought-after than any other employment. The employee of the State's Government more or less plays an important role for social and economic development, and so would the personality and their job performances impact on their colleagues and to the state of Mizoram.

It's imperative that the Government employees are a kind of model to the masses and their attitudes and behaviour could shape the psychology of their colleagues. They inculcate certain traits that would either be positive or negative, which will be recognized through their performance and reflected in the people.

Mizoram is the new name given to the mountainous region, formerly known as Lushai Hills. The inhabitants of Mizoram are known as Mizo's which mean highlanders and were mongoloid stock in origin and their language belongs to the Tibeto-Burmese family of language.

With the Independence of India, the superintendent of the British Administration was replaced by the Deputy Commissioner and the Lushai Hills continued to be one of the districts of Assam.

In 1954, the Lushai Hills District was renamed Mizo District by an Act of parliament and given a new District Council of its own which was established as provided for in the Sixth Schedule of the Constitution of India.

With the usage of the North Eastern Re-association Act (1971), the Mizo District was restructured into a Union Territory on 21st January 1972 and renamed 'Mizoram'. One of the main authoritative moves taken by the Government of the new Union Territory was to isolate Mizoram into three Districts, in particular, Aizawl, Lunglei and Chhimituipui. The arrangement of the Union Territory resulted in the formation production of three Autonomous District Councils, to be specific, Chakma, Lai and Mara Autonomous District Councils yet wiped away the recent Mizo Hills District.

Resulting upon the sections of the Constitution (53rd) Amendment Bill and the State of Mizoram Bill (1986) by the parliament on seventh August 1986, the Union Territory of Mizoram turned into the 23rd State of the Indian Union on twentieth February 1987.

There have never been a study on personality and job performance been conducted Mizoram till date. Therefore, the study is necessary to know and understand civil service officer's personality and job performance as their decision could be crucial, and have a perpetual effect on the operation of the state's administration that are governed by certain acts and ordinances which are to be exercised over and over again.

#### **1.4 Public Sector Employment in Mizoram**

The Government employees have more or less effect on the state economically and socially. It is therefore clear that the personality and job performance of the Government employees, especially the officers on whom an important task and responsibilities are entrusted and the decision that they make are certainly matters concerning towards the fraternity of the state. The decisions that they make certainly depends on their personality which is reflected in their job performance, wherein their personality could be the major factor that influence their decision making. The decisions made could be decisive and can turn out to be the catalyst for the

development or could even cause adversity if decisions are irrationally made, which depends on the personality of individuals. The decisions that they make can also have influence on their staff which could affect them, and also the organizational environment where the job performances are largely affected. Therefore, a research or a study of the personality and job performance of the government employees is needed to be fully comprehend, for a better tomorrow of the State.

As per Census of Government Employees, 2009, the numbers of employees working under the state government were 53,653 out of which 42,308 were regular employees and 8013 were Muster Roll and 1601 were work-charged.

According to the latest i.e. the 6<sup>th</sup> Economic Census held in 2013, a total of 1,06,706 persons were employed in all the 47,730 enterprises in the state. Out of these 13,481(12.6%) are employed in agricultural enterprise and 93,225(87.4%) are in non-agricultural enterprises.

Out of the total workers in the state, 33,314(31.22%) were employed in rural areas and 73,392(68.78%) were employed in urban areas. In all, there are 64,276 hired workers. Out of the 64,276 hired workers engaged in both agricultural and non-agricultural enterprise, 44,801 worked in the urban areas and the remaining 19,475 worked in rural areas.

The above figures indicate that the Government employee's accounts for 50.28% of the total employed population of the state.

**Table 1.1 Government employees as laid before the legislative assembly on  
15.3.2018**

<b>GROUP DESCRIPTION</b>		<b>NO OF EMPLOYEES</b>
Group A	Permanent	1,638
	Temporary	2,712
Group B	Permanent	7,275
	Temporary	6,459
Group C	Permanent	5,417
	Temporary	9,763
Group D	Permanent	3,577
	Temporary	3,430
Sub total		40,271
<b>OTHERS</b>		
Group A	Co-Terminus	6
	Contract	156
	Muster Roll	4
	Fixed pay & part times	132
Group B	Co-Terminus	59
	Contract	591
	Muster Roll	670
	Fixed pay & part times	2
Group C	Co-Terminus	87
	Contract	71
	Muster Roll	3,249
	Fixed pay & part times	36
Group D	Co-Terminus	120
	Contract	78
	Muster Roll	5,969
	Fixed pay & part times	-
<b>Total</b>		<b>51,501</b>

*Source: Salary & Employment Data, Government of Mizoram 2018-2019*

**Table 1.2: Departments & District Councils in Mizoram**

<b>Department(s) &amp; Councils</b>	
<b>Sl.No.</b>	<b>Name of the Department</b>
1.	Law & Judicial Department
2.	Land Revenue & Settlement Department
3.	Taxation Department
4.	Sinlung Hills Development Council
5.	Police
6.	Forensic Science Laboratory
7.	Prisons Department
8.	Sainik Welfare & Resettlement
9.	Printing & Stationery Department
10.	Public Works Department
11.	General Administration Department
12.	Local Administration Department
13.	Administrative Training Institute
14.	Fire & Emergency Services
15.	School Education Department
16.	State Council Of Educational Research & Training
17.	Higher & Technical Education Department
18.	Mizoram Scholarship Board
19.	Sports & Youth Services
20.	Art & Culture Department
21.	Health Services
22.	Hospital & Medical Education
23.	Water Supply And Sanitation
24.	Urban Development & Poverty Alleviation Department
25.	State Investment Program Management And Implementation Unit Disaster Management & Rehabilitation
26.	Lai Autonomous District Council

27.	Mara Autonomous District Council
28.	Chakma Autonomous District Council
29.	Labour, Employment, Skill Development & Entrepreneurship
30.	Social Welfare Department
31.	Agriculture (Crop Husbandry) Department
32.	Agriculture (Research & Extension) Department
33.	Horticulture Department
34.	Land Resources, Soil & Water Conservation Department
35.	Animal Husbandry & Veterinary Department
36.	Fisheries Department
37.	Environment, Forests & Climate Change
38.	Cooperation Department
39.	Rural Development Department
40.	Irrigation & Water Resources
41.	Power & Electricity Department
42.	Commerce & Industries Department
43.	Sericulture Department
44.	Geology & Mineral Resources
45.	Civil Aviation Department
46.	Road Transport Department
47.	Information & Communication Technology
48.	Science & Technology
49.	Tourism Department
50.	Economics & Statistics Department

Source: Economic Survey of Mizoram 2018

## **1.5 CIVIL SERVICES**

### **1.5.1 Civil Services in India**

In India there is parliamentary system of government, wherein the policies and programmes for the government are determined by the political executive (accountable to the governing body). Civil servants by virtue of training and professional experience are responsible for the enactment and administration of these policies and programmes, as they are well acquainted with the reality of governances and its system.

The concept of 'service' which is the base for classification of civil service system in India making it civil service distinctive. With this thought, civil service posts are clustered into distinctive identical cadres under common Service termed on the basis of definite roles committed into the posts.

There are various Civil Services in India which are at the Union and State levels that can be categorized in different ways. The Civil Services in India are broadly classified in three main groups viz. All India Services, the Central and State Civil Services. Central services officers operating within the scope of the Union Government and are mostly involved in governing matters which are apportioned to the Union under the Constitution. While All India Services are common for the Union and the States and the State Services function solely within the purview of the State Governments alone. Moreover, the Union and State Services are further classified into three groups, which are Group A, B and C on the ground of their duties and responsibilities, these services in addition to the classification as stated are also further classified into technical and non-technical services.

### **1.5.2 HISTORICAL PERSPECTIVE**

Civil servants of the East India Company were formerly appointed by the directors of the company, and then are trained at Haileybury College in London, and return back to India after completion of training. Subsequent to the report by Lord Macaulay from the Special Committee of the British Parliament, the idea of a meritorious candidature for civil service in India was first started 1854. As the report commended

patronage way of the East India Company should be traded with a stable civil service based on their performance in the competition wherever they are part of within the system. In the year 1854 a Commission of a civil service was established in London, and by 1855 the first competitive started. During the initial phase, the examinations for all the Indian civil service were held only in London. With the candidates upper age and lower age limit fixed at 23 and 18 respectively. The program was so intended for the European candidates had a major share on the performance (marks). This caused difficulty for Indian candidates that hinder their success in the examination. However, in 1864, Shri Satyendranath Tagore, become the first Indian to come through the examination who is Shri Rabindaranath Tagore the younger brother. Four other Indians succeeded again after three years. In the next half century, the Indians demanded that an examination be conducted in India simultaneously which was all in vain as the British government did not want the numbers of Indian Civil Service (ICS) to increase from Indians themselves. But then after the First World War, Montagu Chelmsford reforms that this agreed to and it was accepted. Then, from 1922, the examination of the Indian civil service also began in India, which was first held in Allahabad and then in Delhi along with the creation of Federal Civil Service Commission. The Civil Service exams in London were still continued.

n a probable way, prior to independence all the senior and superior police officers who belonged to the Indian (Imperial) Police were appointed through competitive examination by the Secretary of State. In the month of June 1893 the first open competition for the service was held in England, there were 10 top candidates selected for Probationary Assistant Superintendents of Police. By the turn of 1920 Imperial Police was open for the Indians and in the subsequent year examinations were conducted both in England and India for the service. Indianisation of the police service sustained to be very slow despite declaration and commendations of the Islington Commission and the Lee Commission. The number of Indian candidates appointed was only against 20% of the total available posts of Superintendents of Police up till 1931. Nevertheless, due to unavailability of the appropriate European



entrants, there were more Indians selected and employed for the Indian Police from 1939 onwards.

In particular to Forest Service, Imperial Forest Department was started in 1864 for the organization of the Imperial Forest Department and the Imperial forest Service was constituted in the year 1867 by the British India Government. The new candidates that enter into the service of Imperial Forest Service from 1867 to 1885 were undergoing training programs in France and Germany, and in Coopers Hill, London till 1905. There was a proposal for the promotion of the provincial services and direct recruitment of Imperial Forest Service to be held in England and India in the year 1920, and soon after independence the Indian Forest Service was formed by All India Service Act 1951.

With respect to Civil Services, the Civil Services in British India were delegated covenanted and un-covenanted benefits based on the idea of work, pay-scales and selecting authority. In 1887, the Aitchinson Commission prescribed the revamping of the administrations on another example and separated the administrations into three gatherings Imperial, Provincial and Subordinate. The enlisting and controlling authority of Imperial administrations was the 'Secretary of State'. At first, generally British up-and-comers were selected for these administrations. The delegating and controlling expert for Provincial administrations was the separate common government, which surrounded standards for these administrations with the endorsement of the Government of India. By the passing of an Indian Act 1919, the Imperial Services headed by the Secretary of State for India, were parted into two- All India Services and Central Services. The focal administrations were worried about issues under the immediate control of the Central Government. Aside from the Central Secretariat, the more significant of these administrations were the Railway Services, the Indian Posts and Telegraph Service, and the Imperial Customs Service. To a portion of these, the Secretary of State used to make arrangements, yet in the extraordinary larger part of cases their individuals were selected and constrained by the Government of India.

The source of the Public Service Commission in India is found in the First Dispatch of the Government of India on the Indian Constitutional Reforms on the fifth March, 1919 which alluded to the requirement for setting up some permanent office entrusted for the guideline of administration matters. This idea of a body proposed to be charged fundamentally of the guideline of administration matters, found a fairly increasingly commonsense shape in the Government of India Act, 1919. Section 96(C) of the Act contained a provision of the establishing Public Service Commission in India which shall “discharge in regard to recruitment and control of the Public Services in India, such functions as may be assigned there to by rules made by the Secretary of State in Council.”

After the commencement and enactment of Government of India Act, 1919, despite a drawn out correspondence among different levels on the capacities and apparatus of the body to be set up, no conclusion was drawn on setting up of the body. The subject was then alluded to the Royal Commission on the Superior Civil Services in India (otherwise called Lee Commission). The Lee Commission, in their report in the year 1924, prescribed that the statutory Public Service Commission thought about by the Government of India Act, 1919 ought to be set up immediately.

Ensuing to the arrangements of Section 96(C) of the Government of India Act, 1919 and the solid proposals made by the Lee Commission in 1924 for the early foundation of a Public Service Commission, it was on October 1, 1926 that the Public Service Commission was set up in India for the very first time. It comprised of four Members notwithstanding the Chairman. Sir Ross Barker, an individual from the Home Civil Service of the United Kingdom was the principal Chairman of the Commission. The components of the Public Service Commission were not laid down in the Government of India Act, 1919, yet were constrained by the Public Service Commission (Functions) Rules, 1926 enclosed under sub-section (2) of Section 96(C) of the Government of India Act, 1919. Further, the Government of India Act, 1935 conceived a Public Service Commission for the Federation and a Provincial Public Service Commission for every Province or gathering of Provinces. Along these lines, as far as the arrangements of the Government of India Act, 1935 and with

its becoming effective on first April, 1937, the Public Service Commission turned into the Federal Public Service Commission.

With the introduction of the Constitution of India in January 26, 1950, the Federal Public Service Commission came to be known as the Union Public Service Commission and the Chairman and Members of the Federal Public Service Commission became Chairman and Members of the Union Public Service Commission by goodness of Clause (1) of Article 378 of the Constitution.

### **1.5.3 Historical perspective of Mizoram Public Service Commission**

In the year 1919, the Government of India sent a proposition in regard of the Constitutional changes to the Secretary, Government of India in that, for the first time, the matter of Public Service Commission was examined and the arrangement of setting up the Public Service; Commission was made under Section 96-C of the Government of India Act, 1919. In any case, the said arrangement was not enacted to force for 7 years. In compatibility of the proposals of the Lee Commission named in the year 1923, the Federal Public Service Commission was set up for the Government of India in the year 1926. The Lee Commission had adequately advanced the need of the Commission. In that, it was underlined that for compelling common help, it was fundamental for it to get security from political and private impact and for that reason it was imperative to ensure a separate State Public Service Commission. Even though, the Government of India Act, 1919 was quiet on setting up Province-wise Public Service Commission. Nevertheless, the Lee Commission had additionally suggested that for keeping authority over the enrollment and so as to reduce the political impact, the Provinces ought to establish a law for their own particular Public Service Commission. In compatibility thereof, Madras Province stepped up and it was the main Province to sanction a law in the year 1929 and to set up a Provincial Public Service Commission.

With the constitution of Mizoram as fully fledged State of India on 20.2.1987, it has become an established need under Article 315 of the Constitution of India to have a Public Service Commission to be counseled by the State Government on the issues of arrangement to Civil Services and posts under the Government of Mizoram. The

absolute first activity of the State Government towards comprising its own Public Service Commission was to make different posts under imagined Public Service Commission like Secretaries, Clerical Staff, drivers and peon which were a need for a foundation. These posts were made vide Notification No. A 11020/1/87P&AR (GSW) dated 10.11.1987. Accordingly, the Government of Mizoram had declared another guideline under Article 318 called the Mizoram Public Service Commission Regulation 1989 vide Notification No A.11020/1/87-P&AR(GSW) dated 11.5.1989 which give Chairman and not multiple Members.

The Government of Mizoram, vide Notification No A 11020/1/87-P&AR(GSW) dated 30.4.1991 had delegated Pu S.R.Vala an IAS Officer of Orissa Cadre, as the principal Chairman of Mizoram Public Service Commission. He Joined the Commission on 1.5.1991.

Subsequently, after Four long periods of Statehood, the Mizoram Public Service Commission appeared. The Government of Mizoram vide Notification No A.11020/1/87 - P7AR (GSW) dated 12.7.1991 has delegated Pu M.Lalmanzuala IAS to be a first Member of the Commission and he joined on 15.7.1991.

#### **1.5.4 Constitutional Provision of Union Public Service Commission and State Public Service Commission**

##### **Article 315: Public Service Commissions for the Union and for the States.**

This Article 315 concerns/relates with the formation of Public Service Commissions at the Union and the State Level as the need arise to serve all the needs that arises for various activities of governance in every aspects. However, it may also be stated that two or more States may also share a Public Service Commission if the needs arise and agreed by the Legislative House of each state.

##### **Article 316: Appointment and term of office of members**

Article 316 relates to the Appointment of the Chairman and the members of the Public Service Commission, with their eligibility and who can appoint them at the

Union and State level with the detailed eligibility of the members along with their tenure and the possibility of being a member again after the maturity of the tenure.

**Article 317: Removal and suspension of a member of a Public Service Commission**

Article 317 relates to the termination and suspension of any of the member of a Public Service Commission at the Union and State level. It also states the person who can remove the member, on what grounds they can be removed and the procedures that they have to follow while such action are being executed. The liberty that members and a Chairman are permitted to enjoy availing in case of any business dealings where they would be beneficiaries.

**Article 318: Power to make regulation as to conditions of service of members and staff of the Commission**

In the case of the Union Commission or a Joint Commission, the President and, in the case of a State Commission, the Governor of the State is the regulating authority. He sets the required number of members in the Public Service Commission and the necessary conditions of service entailed and makes provision with respect to the number of member of a Public Service Commission and their condition of service. Keeping in mind, the state of affairs of the service of any Public Service Commission member should not be diverse to his disadvantage after his appointment.

**Article 319: Prohibition as to the holding of offices by members of Commission on ceasing to be such members**

Article 319 deals with the ineligibility of a former Chairman of Union Public Service Commission for further employment at the Union and at the State level Government, and the eligibility of former Chairman of State Public Service Commission for appointment as a Chairman of Union Public Service Commission or any other State Public Service Commission other than any further employment at the Union and State level of Government. It further entails the eligibility of a former Member of State Public Service Commission in being a member or Chairperson of Union Public

Service Commission and any other state, except for further employment at the Union and State level of Government.

#### **Article 320: Functions of Public Service Commissions**

This Article 320 concerned about the duty of the Union and the State Public Service Commission to conduct exams for various services with their appointment. Framing of all the necessary rules for recruitment, selection, promotion, transfer and postings, disciplinary proceeding, compensation and retirement etc., it may further be noted that any amendments or by way of repeal within the purview of regulation as stated in clause (3). It should not take more than fourteen days (14), whether amendments are being made either by the President for the Union Public Service Commission of India in both the Parliamentary Houses (Rajya Sabha & Lok Sabha) or by the Governor at the House of Legislature at the State Public Service Commission.

#### **Article 321: Power to extend functions of Public Service Commission**

This Article 321, relates to the additional function or powers that can be entrusted to the Union Public Service Commission or the State Public Service Commission which could be authorized by an Act made by the Parliament Houses (Lok Sabha/Rajya Sabha) and also by the Legislature of the State other than for the Union of India or for the State in respect of any local authority and any other State Government Corporate that have been constituted by law or any public institution.

#### **Article 322: Expenses of the Public Service Commission**

This Article 322 relates to all the expenses incurred by Union Public Service Commission or State Public Service Commission for all kinds of salary, allowances and pensions payable to all the members and the staff of each and every respective commission. Such expenditure should be charged on the Consolidated Funds of India or as the case may be, and in respect of the State Public Service Commission it should be charged to the Consolidated Fund of the Respective State.

### **Article 323: Reports of Public Service Commission**

The State Public Service Commission may do it so while the session goes on in which they are laid so.

In this Article 323, it relates with the matters concerning to the concerned authority who is the Governor of the State. In case of the states where there are State Public Service Commission being share by an Union Territory or with the other State, such Joint Commission should report to both the Governor of the State. Such report contains the purpose/objective for which they are being recruited and the duties and responsibilities that are being served by their new selection.

If the reports could not be consented by the Governor when found unsatisfactory, it may further be laid and discuss in the House of each respective Legislature and as to why it have not been accepted with the detailed aspects for such action that are being executed.

#### **1.5.4 Role of civil services in governance**

Civil services officers perform important functions are enumerated as follows:

##### **1. Basis of Government:**

Civil Service Officers/Personnel are the base for administrative machinery for every nation. There are no nations that can function and operate without proper system of administration irrespective of the kind and system of governance that are being practice.

##### **2. An instrument for implementing Laws and Policies:**

The Civil Service Officers are the executioner and implementing executives of the government laws and policies that are often carried out through laws, regulations of people's behavior within the society. Through implementation of programs and public schemes, it served the beneficiaries who are intended to be served by ways of goods and services too. The government ideas and objectives could be well planned and good, properly accepted by the masses

and suitable with abundant resources to support the growth and development, but it would not be successful if there are no Civil Service Officers to monitor and check on their execution and implementation. It is therefore clear that an efficient civil service personnel can cause the optimization in utilizing all the available resources while implementing laws and schemes for the general public.

**3. Participation in policy formulation:**

In today's world and current scenario, civil service officers are the chief policy makers in the government. It is a source of facts, knowledge, philosophies and solution. The Public administrators actively involves in the formulation of policy by way of admonishing the ministers, furnishing them with relevant and useful information on the context. The administrative duties and responsibility of public bureaucracy are creation of schemes and plans, executing and checking of the programmes, framing of laws, rules and regulations which also affect behaviors and actions of people who belonged to varied background and walks of life.

**4. Acts as stabilizing force:**

Civil services are important stabilizing force in the society by acts. They resolve and normalize tensions in the society, conflicts and disputes are settled resulting in an amicable environment enhancing attainment of unity and harmony in the social environment.

**5. Causes continuity:**

Civil service officers bridges the gap in governance that occurs due to changes in the governments caused by elections and other reasons etc. it have been experienced many a times that governments come and go, ministers may rise and fall. However, the administrative activity within the country goes on and on perpetually as it is ought to be. Many citizens might never realize the role and responsibility of the civil service officers, but it's a matter of fact



that they form the backbone of administration and see that the governance is executed normally.

**6. Mechanism for social change and economic development:**

The developing countries are mostly characterized by traditional and poor agricultural farmers lacking adequate basic facilities of good and proper life. These kinds of countries are untiringly striving to accomplish modernized society and economically improve their stands while realizing their own welfare goals. The state is expected to act upon in such circumstances to achieve these goals. Such kind of objectives poses challenging tasks for the public administrators in formulating economic plans for their successful enactment resulting to their economic growth and for social change. For the achievement of these goals, it demands for integrity and competency from the concerned civil servants wherever they are called for.

**7. Renders various services for the public interest:**

Public administration operated with civil servants renders different services to the people which are:

• **Protecting Tasks:**

- ✓ Protection of individual's life and properties in the society are attained through maintenance and enforcement of law and order by the civil service officers. The existence and growth of human beings rested on the appropriate enforcement and execution of laws against offenders.
- ✓ Recently, protection and upkeep of the environment is also included to the protective functions of the government. Due to rapid growth and development in the industrialization which is also due to the growth and development, there is a grave concern for the environment as protection and sustenance is necessary. The problem of environmental pollution threatens not only our lives, but also the mass diversity of the environment. Off lately, almost all the governments are

putting forth their efforts for the enhancement of environmental quality.

- **Facilitation of services:** The facilitation of various essential services such as transportation, communications, and supply of power etc., are being planned and facilitated by the civil services.
- **Public enterprise management:** It's the Civil servants who are obliged in managing public enterprises and public utilities in the interest of socio-economic justice. Public utilities in the country are either publicly owned or strictly controlled in many countries around the world. Each Government imposes regulation over private economic and business activities while upholding the welfare of their citizens as their interest.
- **Facilitation of Welfare Services:** Social security, old age pensions, welfare of the weaker sections, poverty alleviation etc. are some of the most important welfare services that are provided by the government.
- **Progressive tasks:** Promotion of agriculture, industry, internal and international trade, banking, insurance etc. are very important function which is vital for the economic and social growth and development in the country.

8. Other than the functions mentioned above, there are some addition functions that are performed by civil service which are as enumerated below:

- Supporting ministers in fulfilling their responsibilities towards the parliament and its committees
- Financial management of the state
- Restructuring and enhancing administration through proper system and organization methods.
- Administrative adjudication: this is a quasi-judicial function being executed through the civil service officers. The civil servants resolve disputes between the citizens and the state. For this reason, the administrative Tribunals, with civil servants as judges are being

formed. For example: National Green Tribunal (NGT) and Excise and Service Tax Appellate Tribunal (CESTAT)

### **1.5.6 Role of Civil Services in Developing Society**

According to Peggy Gabo a Developing Society are Societies that are characterized by relatively low level of economic and technological development.

Civil services in a developing society like India play a very important role. It performs the following functions:

#### **1. Role in socio-economic development**

In developing countries, the government has got a herculean task and responsibilities of ensuring all-round development activities for their societies. There are several policies and schemes being launched to this date by the respective governments. Major functions of the civil services are:

- Development of agricultural sectors, the civil servants have to appropriately manage and optimize utilization of community resources such as land, water resources, forests, wetlands and wasteland development.
- Facilitation of industrial development, certain infrastructural facilities such as roads, electricity, communications, market centers etc. have to be provided which is an important backbone for industrial growth and development. In these countries, all the public sector enterprises, government owned industrial enterprises and public sector undertaking are being run and managed by the civil service officers all over the country.

Other than the ones mentioned above, civil services do perform the additional functions concerning to developmental activities:

- Setting right developmental goals and priorities for agriculture, industry, education, health, communications etc.
- Formulation and implementation of strategies and programmes for the development and modernization of the nation.

- Mobilization of natural, human and financial resources and their proper utilization for accomplishing developmental objectives.
- Development of human resources to secure the necessary managerial skills and technical competence to carry out the developmental tasks.
- Creation of new administrative organizations and improving the capacity of the existing ones for the developmental purposes.
- Securing the support of the people for developmental activities by involving them in the process of development by creating appropriate attitude towards the socio-economic changes that are taking place in society.
- Promotion of clean and green environment and protection of human rights.

## **2. Developing a sense of nationhood:**

A few disruptive powers, for example, collective and ethnic clashes, station quarrels and local contentions regularly compromise the national solidarity. So as to build up a feeling of nationhood among the individuals of these nations, the government workers need to determine the sub national and sub social contrasts among the individuals all around the nation.

## **3. Democracy facilitation**

The civil service officers keep up with an indispensable job in keeping up democratic ideals and by helping their political heads (Ministers) in arrangement making capacity and in executing the strategies made. Since creating nations are new to the vote based organizations, it is just the steady and productive common help that can reinforce the vote based system.

## **1.6 SIGNIFICANCE AND SCOPE OF THE STUDY**

The dilemma is that the extent to which personality can predict behaviour and overall job performance is not an easy question to answer, as not only are the constructs that we are dealing with complex, but also the very nature of the relationship between predictor and criterion measures are complex. (Burch and Anderson, 2008)

Like any other north eastern states Mizoram was a part of Assam till 1972 when it became a Union Territory on the 21 February and a State hood was granted on the 20th February 1986 to be the 23rd State of the Republic of India. Ever since it became a state, it has to function on its own and look after its citizen interest in every aspect.

For the interest of the state a public service commission and various other departments were set up gradually and now with more than 50 different departments to cater to its citizens the efficiency and wellbeing of each department is more or less necessitated by the duties and function it have to perform, which is further rested on the administrators in each departments. All of the departments are within the supervision and administration of Civil Service Officer and Commissions of the Union and State of India. These officers are the one who formulate policies and execute them for economic and social welfare of every kin.

There is a possibility of policies and projects (Schemes) being ruined at the economic and social expense of the society, caused by a slight and minute conflicting thoughts, ideas and misunderstanding between the civil service officers and their sub ordinates. While a proper and effective coordination could well enhanced their success!

The study of personality traits and job performance of government (civil service) officers in the civil secretariat is very important, since understanding the personality traits and the relation with their job and their job performances could further enhance in the predictability of their behaviour/attitude towards their job. Which could results to a more efficient and effective performance of their (civil service officers) job if the level of their job performance could be optimized.

The aforementioned study of personality and job performance has not been studied so far in the state of Mizoram. Therefore, this study could have a remarkable insight in learning and understanding the personality and job performance of the civil service officers whose decision are crucial as they have a perpetual effect socially and economically on the state.

## **1.7 RESEARCH DESIGN**

### **1.7.1 Statement of the Problem**

The Government employees have more or less effect on the state economically and socially, especially the officers on whom many important task and responsibilities are entrusted while the decision that they make are certainly matters concerning towards the fraternity of the state. The decisions taken shall certainly be influenced by their personality and are reflected in their job performance, in which their personality could be the major factor that influenced their decision making. The decisions taken could be decisive and can turn out to be the facilitator for the development or could even cause adversity if decisions are irrationally taken, which depends on the personality of individuals. The decisions that they take could also have influence on their staff and affect them, and also the organizational environment where the job performances are largely affected. Therefore, a research or a study of the personality and job performance of the government employees is needed to be fully comprehend, for a better tomorrow of the State.

### **1.7.2 Objective of the Study**

1. To study the demographic profile and personality traits of Civil Service Officers at Civil Secretariat Aizawl Mizoram.
2. To identify the influencing factors on the job performance of the Civil Service Officers at Civil Secretariat Aizawl Mizoram.
3. To analyze the impact of personality's on job performance of Civil Service Officers at Civil Secretariat.
4. Offering suggestions based on the findings of the study.

### **1.7.3 Hypotheses**

- H<sub>01</sub>. Personality of the Civil Service Officers does not have significant relationship with the job performance factors.
- H<sub>02</sub> Agreeableness has no significant influence on job performance of the officers.
- H<sub>03</sub>. Conscientiousness has no significant influence on job performance of the officers.
- H<sub>04</sub>. Extraversion has no significant influence on job performance of the officers.
- H<sub>05</sub>. Neuroticism has no significant influence on job performance.
- H<sub>06</sub>. Openness to experience has no significant influence on job performance.

### **1.7.4 Research Methodology**

Exploratory research was applied for this study, as there were no previous studies conducted in the state of Mizoram on Personality and Job Performance in any of the sectors and within its spheres.

The study primarily focused on the Officers in the New Secretariat Complex, Aizawl Mizoram. Wherein the target officers were the Chief Secretary, Additional Secretary, Joint Secretary, Deputy Secretary and Under Secretary to the Government of Mizoram the total of which sums up to 154 officers. Every possible effort has been exerted to include and obtain data from all the officers for the study. However, only 132 questionnaires (responses) were received, while 22 questionnaires could not be collected due to time constraints and the busy schedule (training, meeting, official tour, public interview etc.) of the officer, the collected sample represents 85.71 per cent of the total population of the target population.

The purpose for the selection of Officers within the range of Under Secretary-Chief Secretary of Mizoram was that, they (Civil Service Officers) are the governing officers of the Government of Mizoram Employee whose personality and job performance can have effect to all the employees and the state of Mizoram and its economy as well.

### **Census survey**

Census survey which is also known as complete enumeration survey method was applied for the purpose of collecting data for the study. In this method each and every individual from the population (Civil Service Officers in the Civil Secretariat) were chosen for the collection of data.

For this study (i.e. personality and job performance of Government Officer: A study of civil secretariat), the civil service officers were selected.

### ***Data Collection***

In the present research, primary data was collected through structured questionnaire, for quantitative and qualitative inputs of the study. Psychometric tool were being used, as individual tests are among the best single predictors of job performance and are even more powerful when combined with other tests. It also provides an objective and fair method of selecting and developing staff and help to remove bias and discrimination, of the different types of personality tests, self-report inventory also commonly referred to as objective personality tests will be used for the study.

### **Data Analysis**

Only completed filled-up questionnaire were considered for data analysis. SPSS data analysis software was used.

However for the test of personality International Personality Item Pool was used for the study to identify the type of personality traits of each and every respondent. The scale for the test was applied to identify their personality, as was based on the five factor model.

For the analysis of the questionnaire descriptive statistical tools were being used. For further detailed analysis Chi-Square, Pearson's correlation and regression analysis are being used for the study and are briefly enumerated:



- **Chi-Square:**

Chi-square test is a statistical measure used in the context of sampling analysis for comparing a variance to a theoretical variance. It's a non-parametric test, it can be used to determine if categorical data shows dependency or the two classifications are independent. It also used to make comparisons between theoretical populations and actual data when categories are used. Therefore, the chi-square test is relevant for various problems. Perhaps, it is a technique through which we test the goodness of fit; test the statistical significance of relation between two attributes; and test of homogeneity/the significance of population variance.

Chi-Square test of significance is given by

$$\chi^2 = \sum \frac{(o-e)^2}{e}$$

Where,  $o$  = observed

$e$  = expected

- **Pearson's Correlation:**

Pearson relationship coefficient was used for the analysis to test the level of associations between any two variables. The association of the two variables are connoted by  $r$  whose characteristics should range within - 1 and +1. When the  $r$  value falls in a +1 area in the scale, it is a perfect positive correlation while - 1 shows a perfect negative correlation and 0 exhibits no association. In a perfectly positive association, the development in one variable causes relating augmentation in the other variable while perfectly negative relationship shows the diminishing in one variable causes the looking at decrease in the other variable. Karl Pearson's association coefficient in any case called direct association is one the most notable procedure for choosing the level of association between two variables.

Karl Pearson's Correlation coefficient is given by

$$r = \frac{\sum(x_i - \bar{x})(y_i - \bar{y})}{n \cdot \sigma_x \sigma_y}$$

Where,

$x_i$  = ith value of x variable

$\bar{x}$  = mean of x

$y_i$  = ith value of y

$\bar{y}$  = mean of Y

$n$  = Number of pairs of observations of x and y

$\sigma_x$  = standard deviation of x

$\sigma_y$  = standard deviation of y

- **Regression analysis:** Regression analysis was used in the study to analyze the causal and effect relation between two factors which exhibits that the variation in the estimation of an independent variable likewise causes variation in the estimation of the dependent variable. It signifies as a logarithmic equation whereby the value of one variable (dependent variable) is expected or assessed based on the estimation of the other variable (independent variable).

Simple regression is presented by  $Y = a + bX$ .

While multiple regressions is represented by the equation,  $Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n$

Where,

Y = dependent variable

X = independent variable

$X_1$  to  $X_n$  = independent variables

a = constant

$b_1$  to  $b_n$  = regression coefficients of  $X_1$  to  $X_n$ .

## **1.8 CHAPTERIZATION**

Chapter I Introduction

Chapter II Review of literature

Chapter III Personality Traits of the Civil Service Officers

Chapter IV Data analysis and interpretation

Chapter V Suggestions and Conclusion

Bibliography

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## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2. Review of Literature**

##### **2.1 Personality**

##### **2.2 Five dimensions of the Five-Factor Model of Personality**

##### **2.3 16 Personality Factors of Myers & Briggs**

##### **2.4 Job Performance**

###### **2.4.1 Determinants of Job Performance**

###### **2.4.2 Job Performance (ACHIEVE Model)**

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

##### **2.6 Research Gap**

## **2. REVIEW OF LITERATURE**

While making preliminary survey and library work on Personality and job performance of Personality and Job Performance of Civil Service Officer's, Government of Mizoram, Aizawl. It has been learned through several sources with the likes of books and articles from the concerned subject and related topics. Some of the selected important works were thoroughly reviewed. The study of personality and Job performance has gained an eminent importance in this era. This chapter detailed out several literature studies regarding personality and job performance which was done by various researchers in this area. It highlights the concept of personality, personality traits, sixteen personality factors of Myers Brigs Type Indicator, and job performance based on ACHIEVE models.

### **2.1 Definitions of personality by different experts:**

“Personality is the supreme realization of the innate idiosyncrasy of a living being. It is an act of high courage flung in the face of life, the absolute affirmation of all that constitutes the individual the most successful adaptation to the universal condition of existence coupled with the greatest possible freedom for self-determination.”

Carl Gustav Jung, 1934

“Personality is the entire mental organization of a human being at any stage of his development. It embraces every phase of human character: intellect, temperament, skill, morality and every attitude that has been built up in the course of one's life.”

Warren and Carmichael, 1930

“Personality is the essence of a human being”

Hall and Lindzey, 1957

“An individual's pattern of psychological processes arising from motives, feelings, thoughts, and other major areas of psychological function. Personality is expressed



through its influences on the body, in conscious mental life, and through the individual's social behavior.”

Mayer, 2005

“Personality is a stable set of characteristics and tendencies that determine those commonalities and differences in the psychological behavior (thoughts, feeling, and actions) of people that have continuity in time and that may not be easily understood as the sole result of the social and biological pressures of the moment.”

Salvatore Maddi

“Personality is the quality of the individual's total behavior”

Woodworth

“An individual personality is the ‘total picture of one's organization behaviours’ especially as can be characterized by hi fellow men it in a consistent way”

Dashiell

“Personality is the most characteristic integration of an individual's structures, modes of behavior, interests, attitudes, capacities, abilities and aptitudes”

Munn

Schmitt, Gooding, Noe, and Kirsch (1984) in their quantitative meta-analysis of various personnel selection techniques, concluded that personality tests did not demonstrate adequate predictive validity to qualify their use in personnel selection and measurement of job performance.

Guion and Gottier (1965) concluded that personality traits would require validation, with adequate regard of the specific task framework. Unlike aptitude tests of general cognitive ability that have been proven as important performance predictors across employment settings, personality traits do not offer the same level of inter-correlation (Tett, et al. 1991). Job analysis directed at specific personality requirements is an area of research supported as valid by Tett et al. (1991)

Cattell (1965) stated that Personality refers to cognitive and behavior patterns that show stability over time and across situations. Therefore, it is reasonable to expect that personality traits influence personal values and attitudes, as most recent empirical research has demonstrated (Olver and Mooradian, 2003).

Ghiselli (1975) said that investigations using tests as a prediction of job performance can be traced back to Munsterberg, who conducted a research in 1910 on the selection of motormen. This work coincided with the advancement of what is now commonly referred to as scientific management, the work of efficiency expert Frederick Taylor. Continuing through the 1920's, the validity of personnel selection based upon aptitude, intellectual ability, spatial ability, perceptual accuracy, motor abilities and personality traits was tested (Ghiselli, 1975). These tests, including personality traits, began to yield encouraging information relative to the usefulness of this data as a predictive tool in the effective assignment of persons to jobs.

Day & David Silverman (1989) stated that, personality variables have been shown to be “significant predictors of job performance when carefully matched with appropriate occupation and organization”. The variable of personality in an individual is an effective predictor, supporting cognitive ability, in assessing which prospect is apt to work well within a firm. Wherever a job's function requires the employee to work within a team setting, there is not only a cognitive element to the work, but an interpersonal aspect. The task requirement is recognized as an important factor in performance; however, particularly in a setting with a need for active team performance, this task completion is strongly linked to a people requirement. This people factor effectiveness has been shown to be a predictable function when considering occupation, organization and personality traits.

McHenry, Hough, Toquam, Haansom, and Asworth (1990), found that personality account for unique variance in performance, after partialling out the effects of cognitive ability. Found that the competencies of personal discipline and physical fitness were better predicted by personality and temperament than by ability.

Derven & Lawrie (1990) said that, job performance concerns the knowledge, skills and attitudes that are required to enable an individual to perform the activities listed

in the job description as per the competency profile that a human resource or similar professional may have developed through job analysis. Performance appraisal is used in organizations worldwide as a means to ensure the (at least) adequate performance of employees. It is linked to the entire human resource cycle in that it informs the training and development agenda, it is a factor in the remuneration calculation and is inextricably coupled with and derived from job analysis, which itself feeds into the recruitment and selection process. Ultimately, assuming both reliability and validity of performance appraisal systems (some have postulated that appraisal is inherently flawed: Derven, 1990 others have described it as a crucial aspect of organizational life: Lawrie, 1990), organizations require solid evidence that candidates for job vacancies will score highly on appraisal dimensions once incumbent in the job. That is, the incumbent will consistently demonstrate competent and high levels of performance as defined by the organization within the appraisal system.

Hogan, Hogan, and Roberts (1996) concluded that well-constructed measures of normal personality are valid predictors of a wide range of occupational performance, they generally do not result in adverse impact for minority groups, and they can be linked to performance defined in terms of productivity. With the “whether personality predicts performance” question largely resolved, it is time to begin asking the “why and in what ways” question.

Barrick, Mount & Judge (2001) stated ‘these findings make intuitive sense, as it would be expected that individuals who are not temperamental, not stress-prone, not anxious and not worrisome (emotional stability), and those who are hard-working, persistent, organized, efficient and achievement-oriented (conscientious), are most likely to perform well.’

Hough and Ones (2003) Asserted, personality variables are now recognized as important in predicting and understanding individual, team, and organizational performance and effectiveness.

Bowling (2007) finds that a cause and effect relationship does not exist between job satisfaction and performance. Instead the two are related because both satisfaction and performance are the result of employee personality characteristics, such as self-

esteem, emotional stability, extraversion and conscientiousness. These personality factors- Self-esteem, stability, introversion/extraversion and conscientiousness- directly influence a person's satisfaction and performance on the job.

On the basis of a review of articles appearing in the Journal of Applied Psychology and in Personnel Psychology between 1952 and 1963, Guion and Gottier (1965) concluded that personality test were not useful in the prediction of job performance and that they should not be used in selection decisions unless their validity has been specifically and competently determined for the specific situation.

The roles of personality dimensions in job performance which most researchers agreed are that most of personality measures could be classified in accordance with the five-factor model of personality (Goldberg, 1990; Hogan et al., 1996). The dimensions of these five personalities are likely to be applicable to various cultures (McCrae & Costa, 1997) and have been recovered consistently in factor analyses of peer- and self-ratings of trait descriptors involving diverse conditions, samples, and factor extraction and rotation methods (Costa & McCrae, 1988). Previous researchers and studies have evidently showed that the five personality factors do possess a genetic basis (Digman, 1989) and that are probably hereditary (Jang, Livesley & Vernon, 1996).

Anderson & Ciinningham-Snell 2000; Hermelin & Robertson, 2001; Robertson, 1994; Salgado, Ones, & Viswesvaran, 2001, Personality measures are currently considered a relevant procedure for personnel selection, In part, this is due to the fact that several meta-analyses of personality measures carded out over the decade have confirmed that they are valid predictors of job performance for various occupational groups.

## **2.2 Five dimensions of the Five-Factor Model of Personality are Agreeableness, Conscientiousness, Extraversion, Neuroticism and Openness to Experience.**

### **Agreeableness:**

An agreeable person is fundamentally altruistic, sympathetic to others and eager to help them, and in return believes that others will be equally helpful. The

disagreeable/antagonistic person is egocentric, skeptical of others' intentions, and competitive rather than co-operative.

A person with a high level of agreeableness in a personality test is usually warm, friendly, and tactful. They generally have an optimistic view of human nature and get along well with others. A person who scores low on agreeableness may put their own interests above those of others. They tend to be distant, unfriendly, and uncooperative.

Person high in agreeableness is friendly and helpful. Social harmony is an important goal for individuals that score high on agreeableness in a career test. Agreeable individuals find it important to get along with others. They are willing to put aside their interests for other people. These individuals are helpful, friendly, considerate, and generous. Their basic belief is that people are usually decent, honest, and trustworthy.

### **Sub traits of agreeableness**

Each of the Big Five personality traits are composed of six aspects or sub traits. To test personality, which can be measured individually in their respective trait where they belong. The sub traits of the agreeableness domain are:

- Trust
- Morality
- Altruism
- Cooperation
- Modesty
- Sympathy

**Careers and agreeableness trait:** Agreeableness is an obvious advantage for building teams and maintaining harmony on the work floor. It's a fact that agreeable people are more likeable than disagreeable people. On the other hand, agreeableness may not be useful in some occupational situations that require difficult or objective decisions. People who score low on agreeableness in a personality test often make excellent scientists, critics, or soldiers.

**Conscientiousness:**

Conscientiousness refers to self-control and the active process of planning, organising and carrying out tasks (Barrick & Mount, 1993). The conscientious person is purposeful, strong-willed and determined. Conscientiousness is manifested in achievement orientation (hardworking and persistent), dependability (responsible and careful) and orderliness (planful and organized). However, the possibility of adverse effect with person high Conscientiousness could be short tempered assiduousness, neurotic neatness or overachiever behavior. On the other hand, person scoring low does not necessarily mean they have low moral principles, perhaps not very particular practicing and enforcing them.

A person scoring high in conscientiousness usually has a high level of self-discipline. These individuals prefer to follow a plan, rather than act spontaneously. Their methodic planning and perseverance usually makes them highly successful in their chosen occupation.

High conscientiousness means a person is responsible and reliable. Conscientiousness is about how a person controls, regulates, and directs their impulses. Individuals with a high level of conscientiousness on a career test are good at formulating long-range goals, organizing and planning routes to these goals, and working consistently to achieve them. Despite short-term obstacles they may encounter. Other people usually perceive a conscientious personality type as a responsible and reliable person.

However, individuals who score high in conscientiousness on a personality test can be compulsive perfectionists and workaholics. They might also be seen as being boring or inflexible.

**Sub traits of the conscientiousness domain.**

Every particular trait of the Big Five personality traits are composed of six facets or sub traits. To test personality, these traits are possible to be examined individually of the trait that they spring up from. The attributes of conscientiousness are:

- Self-efficacy
- Orderliness
- Dutifulness
- Achievement-striving
- Self-discipline
- Cautiousness

**Careers and conscientiousness trait:** A high score of conscientiousness in a career test is an important indicator of success. One reason is that this domain includes the trait known as need for achievement. These individuals are dependable, organized, and persevere, which means they will accomplish their professional goals. Research shows that the conscientiousness personality trait relates to job performance across different types of occupations. That means that a person who scores high in conscientiousness on a personality test will be better suited to perform a job.

It is a self-evident fact that personality factors play an important part in job performance. Yet the psychological literature in this regard is equivocal. Schmitt, Gooding, Noe and Kirsch (1984) found in a meta-analysis of validation studies of personality measures an average validity coefficient of  $r = 0.21$ . However, Barrick and Mount (1991) concluded that there are grounds for optimism concerning the use of standard personality tests to predict performance of employees.

Hayes et al. (1994) found that supervisor ratings of specific performance criteria and overall job effectiveness were related positively to conscientiousness and inversely to Openness and Extraversion in a sample of automobile machine operators. In a sample of sewing machine operators, Krilowicz and Lowerey (1996) found significant positive relations between operator productivity and traits corresponding closely with Conscientiousness and Extraversion. Hormann and Maschke (1996) found that personality variables, especially those reflecting Neuroticism, predicted variance in pilot performance beyond that explained by flying experience, age and grade in a simulator check flight. Substandard pilots were more neurotic than successful pilots. In a sample of nursing service employees, Day and Bedeian (1995)

found that the more similar in Agreeableness employees were to their co-workers, the more positive supervisors' ratings of performance were.

**Extraversion:**

Extraversion includes traits such as sociability, assertiveness, activity and talkativeness. Extraverts are energetic and optimistic. Introverts are reserved rather than unfriendly, independent rather than followers, even-paced rather than sluggish. Extraversion is categorized by optimistic approaches and experiences and is often regarded as a positive affect (Clark & Watson, 1991). Job performance that requires social interaction in particular to sales and personnel management, extraversion have been found to be a valid predictor of job performance. (Barrick & Mount, 1991; Bing & Lansbury, 2000; Lowery & Krilowicz, 1994; Vinchur et al., 1998). Johnson (1997) in his study have found a positive relation of Extraversion and job performance among the police personnel, and further narrated that this relationship is in regards of the high level of inter-personal interaction among the police service.

It indicates how outgoing and social a person is. A person who scores high in extraversion on a personality test is the life of the party. They enjoy being with people, participating in social gatherings, and are full of energy. A person low in extraversion is less outgoing and is more comfortable working his/her way.

Person high in extraversion is outgoing and enthusiastic. Individuals high in extraversion on a career test have a tendency to seek out the company and stimulation of other people. They enjoy engaging with the external world. These individuals thrive on excitement, and are enthusiastic, action-oriented people. They like to be the center of attention in groups. On the other side of the coin are introverts. These people have less exuberance and energy than extraverts. They are less involved in social activities, and tend to be quiet and keep to themselves. An introvert does not require the external stimulation that extraverts do.



### **Sub traits of the extraversion trait**

Every particular trait of the Big Five personality traits are composed of six facets or sub traits. To test personality, these traits are possible to be examined individually of the trait that they spring up from. The attributes of extraversion personality traits are:

- Friendliness
- Gregariousness
- Assertiveness
- Activity level
- Excitement-seeking
- Cheerfulness

**Careers and extraversion trait:** Different jobs require different levels of extraversion. A high level of extraversion may be useful for jobs that require a great deal of interaction with other people, like public relations, teaching, and sales. Positions that are more focused on working independently and alone may be more suited to individuals with a lower level of extraversion.

### **Neuroticism:**

Neuroticism personality traits is that aspect of common personality signifying the general inclination of people experiencing negative effects factor which could be fear, melancholy, humiliation, annoyance, guilt and repulsion. There is a possibility of psychiatric disorder for people who are strongly inclined to this personality traits of neuroticism. A high inclination to Neuroticism also indicates how prone a person could be in possessing irrational ideas, difficulty in suppressing impulse actions, and handling improperly with tension. However a low inclination towards Neuroticism is a sign of firmness in beliefs and emotional stability. Such kinds of person are usually calm, even-tempered, serene, unruffled and capable to face nerve-wracking circumstances without being upset (Hough et al., 1990). Hormann and Maschke (1996) found that Neuroticism is a forecaster of job performance across several jobs. Dunn, Mount, Barrick and Ones (1995) have proved that emotional stability (the opposite of Neuroticism) is the second most significant traits that influence the

employability of several candidates. Lately, a recent study of Judge, Higgins, Thoresen and Barrick (1999) proved on Neuroticism reverse relation with job performance. Even so, in accord to the finding of Salgado (1997), Neuroticism do envisages job performance across various situations.

Emotional stability refers to a person's ability to remain stable and balanced. At the other end of the scale, a person who is high in neuroticism has a tendency to easily experience negative emotions. Neuroticism is similar but not identical to being neurotic in the Freudian sense. Some psychologists prefer to call neuroticism by the term emotional stability to differentiate it from the term neurotic in a career test.

Individual high in emotional stability is stable and calm. People who score high in emotional stability (low in neuroticism) on a career test react less emotionally and are less easily upset. They tend to be emotionally stable, calm, and do not constantly experience negative feelings. The fact that these individuals are unbound to experiencing undesirable thoughts, does not necessarily mean that they experience only positive feelings within them. The latter is a trait of the extraversion trait.

People who score high in neuroticism are very emotionally reactive. They will have an emotional response to events that would not affect most people. A high scorer in neuroticism on a personality test has a greater chance of feeling threatened or being in a bad mood in a normal situation. They may find it difficult to think clearly and cope with stress.

### **Sub traits of the emotional stability trait**

Every particular trait of the Big Five personality traits are composed of six facets or sub traits. To test personality, these traits are possible to be examined individually of the trait that they spring up from. The attributes of emotional stability are:

- Anxiety
- Anger
- Depression
- Self-consciousness
- Immoderation

- Vulnerability

### **Careers and emotional stability trait**

A person who has a high level of emotional stability is preferred in most professions because they have more control over their emotions at work. Employees with low emotional stability may be more easily distracted from their work, by deadlines, personal situations, and pressure.

### **Openness to Experience:**

Openness to Experience includes active imagination, aesthetic sensitivity, and attentiveness to inner feelings, a preference for variety, intellectual curiosity and independence of judgment. People scoring low on Openness tend to be conventional in behavior and conservative in outlook. They prefer the familiar to the novel, and their emotional responses are somewhat muted. People scoring high on Openness tend to be unconventional, willing to question authority and prepared to entertain new ethical, social and political ideas. Open individuals are curious about both inner and outer worlds, and their lives are experientially richer. They are willing to entertain novel ideas and unconventional values, and they experience both positive and negative emotions more keenly than do closed individuals.

A person with a high level of openness to experience in a personality test enjoys trying new things. They are imaginative, curious, and open-minded. Individuals who are low in openness to experience would rather not try new things. They are close-minded, literal and enjoy having a routine.

High openness means being creative and open to new ideas. Individuals with a high level of openness have a general appreciation for unusual ideas and art. They are usually imaginative, rather than practical. Being creative, open to new and different ideas, and in touch with their feelings are all characteristics of these people. Individuals who score lower in openness on a career test are generally more closed-off, resistant to change, and analytical.

### **Sub traits of the openness domain**

Every particular trait of the Big Five personality traits are composed of six facets or sub traits. To test personality, these traits are possible to be examined individually of the trait that they spring up from. The attributes of openness are:

- Thoughtfulness
- Creativity
- Emotionality
- Daring
- Intellect
- Open-mindedness

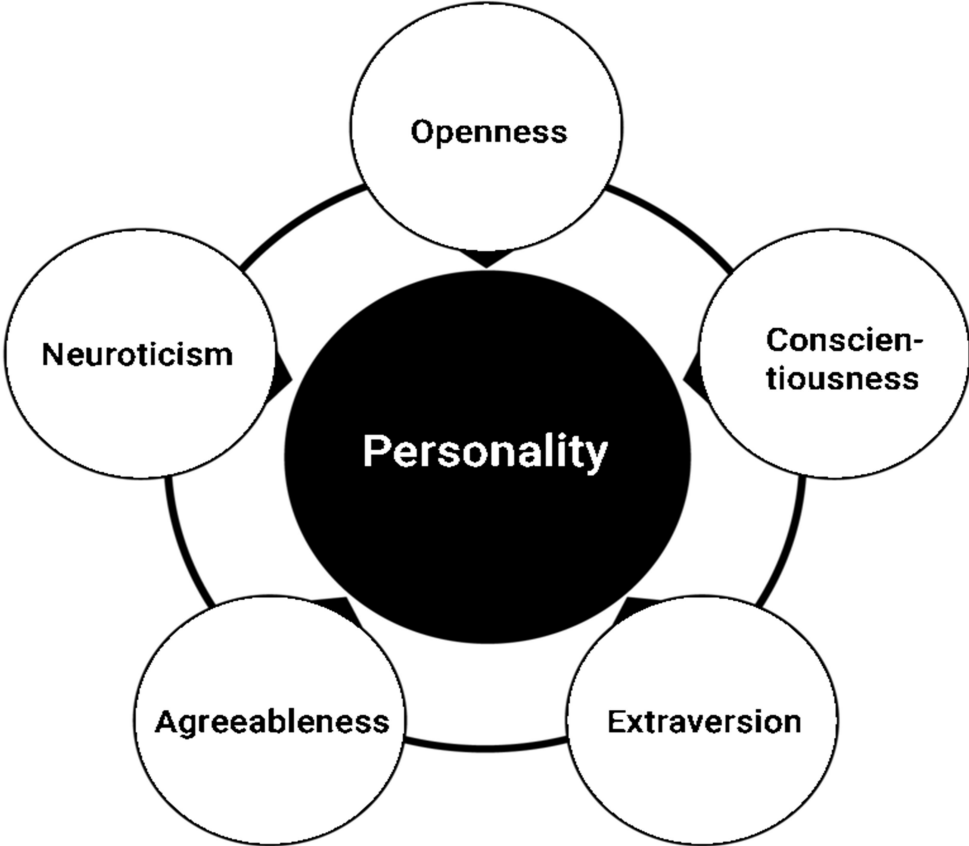
### **Careers and openness trait**

Possession or owning a high level of openness is crucial for job that calls for creativity and a flexible attitude. Such jobs could be an advertising, research and other artistic profession that could all have remarkable benefit through high openness. However, person who has low score of openness on career examination could probably excel well in their jobs that involve monotonous work and without the involvement of high creativity.

Research has shown that Openness to Experience is related to success in consulting (Hamilton, 1988), training (Barrick & Mount, 1991; Vinchur et al., 1998) and adapting to change (Horton, 1992; Raudsepp, 1990). In contrast, Johnson (1997) and Hayes, Roehm and Castellano (1994) found that successful employees (compared with unsuccessful employees) obtained significantly lower scores on Openness.

Tett et al. (1991) from their study found out that Openness to Experience does not evidently and efficiently predict job performance. A possible explanation for the contradictory results regarding the relationship between Openness to Experience and job performance is that different jobs have different requirements.

**Figure 2.1 the Five Factor Model of Personality**



*Source: Warren T. Norman, 1963*

## **2.3 Sixteen Personality Factors of Myers & Briggs**

### **1. Architect**

#### **INTJ (Introversion Intuition Thinking Judging)**

##### ***Imaginative and strategic thinkers, with a plan for everything***

Architects know this very well, that they are the rarest and most deliberately proficient character types. Planners structure only two percent of the populace, and ladies of this character type are particularly uncommon, shaping only 0.8% of the populace – it is frequently a test for them to discover similarly invested people who can stay aware of their persevering intellectualism and chess-like moving. Individuals with the Architect character type are inventive yet unequivocal, aggressive yet private, incredibly inquisitive, yet they don't waste their vitality.

### **2. Logician**

#### **INTP (Introversion Intuition Thinking Perceiving)**

##### ***Innovative investors with an unquenchable thirst for knowledge***

The Logician character type is genuinely uncommon, making up just three percent of the populace, which is certainly something beneficial for them, as there's nothing they'd be more miserable about than being "normal". Philosophers value their imaginativeness and inventiveness, their one of a kind viewpoint and overwhelming mind. Typically known as the thinker, the designer, or the marvelous teacher, Logicians have been liable for some logical disclosures since the beginning.

They love examples, and spotting errors between articulations could nearly be portrayed as a leisure activity, making it a poorly conceived notion to mislead a Logician. This makes it unexpected that Logicians' statement ought to consistently be considered while taking other factors into consideration – it isn't so much that they are untrustworthy, yet individuals with the Logician character type will in general offer musings that are not completely evolved, utilizing others as a sounding board for thoughts and hypotheses in a discussion against themselves instead of as genuine discussion accomplices.

### **3. Commander**

#### **ENTJ (Extraverted Intuition Thinking Judging)**

##### ***Commanders are natural-born leaders***

Individuals with this character type exemplify the endowments of allure and certainty, and task expert such that draws bunches together behind a shared objective. Be that as it may, Commanders are likewise described by a frequently savage degree of reasonability, utilizing their drive, assurance and sharp personalities to accomplish whatever end they've set for themselves. Maybe it is best that they make up just three percent of the populace, in case they overpower the more hesitant and delicate character types that make up a significant part of the remainder of the world – however we have Commanders to thank for a significant number of the organizations and foundations we underestimate each day.

On the off chance that there's anything Commanders love, it's a decent test, large or little, and they solidly accept that given sufficient opportunity and assets, they can accomplish any objective. This quality makes individuals with the Commander character type splendid business visionaries, and their capacity to think deliberately and hold a long haul center while executing each progression of their arrangements earnestly and exactness makes them incredible business pioneers. This assurance is regularly an inevitable outcome, as Commanders push their objectives through with sheer determination where others may surrender and proceed onward, and their Extraverted (E) nature implies they are probably going to push every other person directly alongside them; accomplishing dynamite brings about the procedure.

### **4. Debater**

#### **ENTP (Extraverted Intuition Thinking Perceiving)**

##### ***They are smart and curious thinkers who accept and stands up to an intellectual challenge***

The Debater character type is a definitive belligerent third party, blossoming with the way toward destroying contentions and convictions and letting the strips float in the breeze for all to see. Debaters don't do this since they are attempting to accomplish some more profound reason or vital objective, yet for the straightforward explanation that it's good times. Nobody adores the procedure of mental fighting more than

Debaters, as it allows them to practice their easily fast mind, wide aggregated information base, and limit with respect to associating divergent plans to demonstrate their focuses.

Arguing just for the sake of it enables individuals with the Debater character to type to not just build up a superior feeling of others' thinking, yet a superior comprehension of contradicting thoughts since Debaters are the ones contending them.

## **5. Advocate**

### **INFJ (Introversion Intuition Feeling Judging)**

*Quiet and mystical, yet very inspiring and tireless idealists*

The Advocate character type is uncommon, making up short of what one percent of the populace, yet they regardless leave their blemish on the world. Supporters have an inalienable feeling of vision and ethical quality, yet what separates them is that they are not inert visionaries, however individuals fit for finding a way to understand their objectives and have an enduring beneficial outcome. They will in general consider assisting with being as their motivation throughout everyday life, except while individuals with this character type can be discovered drawing in salvage endeavors and accomplishing noble cause work, their genuine enthusiasm is to get to the core of the issue so individuals need not be saved by any stretch of the imagination.

To Advocates, the world is a spot loaded with disparity – however it doesn't need to be. No other character type is more qualified to make a development to right a wrong, regardless of how huge or little. Backers simply need to recall that while they're caught up with dealing with the world, they have to deal with themselves, as well.

## **6. Mediator**

### **INFP (Introversion Intuition Feeling Perceiving)**

*Poetic, kind and altruistic people, always eager to help a good cause*

Person with characters of mediator are genuine dreamers, continually searching for the trace of good in even the most exceedingly awful of individuals and occasions,



looking for approaches to improve things. While they might be seen as quiet, saved, or even bashful, Mediators have an internal fire and energy that can genuinely sparkle. Involving only 4% of the populace, the danger of feeling misconstrued is lamentably high for the Mediator character type – yet when they discover similarly invested individuals to invest their energy with, the amicability they feel will be a wellspring of bliss and motivation.

Being a piece of the Diplomat Role gathering, Mediators are guided by their standards, as opposed to by rationale (Analysts), energy (Explorers), or common sense (Sentinels). When concluding how to push ahead, they will hope to respect, excellence, ethical quality and ideals – Mediators are driven by the virtue of their goal, not prizes and disciplines. Individuals who share the Mediator character type are glad for this quality, and which is all well and good, yet not every person comprehends the drive behind these emotions, and it can prompt seclusion.

The ability of mediator with language doesn't stop with their local dialect, either – similarly as with a great many people who share the Diplomat character types, they are viewed as skilled with regards to learning a second (or third!) language. Their present for correspondence additionally loans itself well to Mediators' longing for congruity, a common subject with Diplomats, and encourages them to push ahead as they discover their calling.

## **7. Protagonist**

### **ENFJ (Extraversion Intuition Feeling Judging)**

*Charismatic and inspiring leaders, able to mesmerize their listeners*

Heroes are characteristic conceived pioneers, brimming with enthusiasm and magnetism. Conforming to two percent of the populace, they are in many cases our legislators, our mentors and our educators, connecting and motivating others to accomplish and to do great on the planet. With a characteristic certainty that generates impact, Protagonists take a lot of unparalleled delight in controlling others to cooperate to develop themselves and their locale.

### **Firm Believers in the People**

Individuals are attracted to solid characters, and Protagonists transmit legitimacy, concern and unselfishness, unafraid to stand up and talk when they feel something should be said. They think that it's normal and simple to speak with others, particularly face to face, and their Intuitive (N) attribute enables individuals with the Protagonist character type to arrive at each thought, be it through realities and rationale or crude feeling. Heroes effectively observe individuals' inspirations and apparently disengaged occasions, and can unite these thoughts and impart them as a shared objective with an expert articulation that is absolutely hypnotizing.

### **8. Campaigner**

#### **ENPF (Extraversion Intuition Perceiving Feeling)**

*Enthusiastic, creative and sociable free spirits, who can always find a reason to smile*

The Campaigner character is a genuine free soul. They are regularly the life of the gathering, however not at all like kinds in the Explorer Role gathering, Campaigners are less intrigued by the sheer fervor and joy existing apart from everything else than they are in getting a charge out of the social and passionate associations they make with others. Enchanting, free, vivacious and humane, the 7% of the populace that they include can absolutely be felt in any group.

Numerous different sorts are probably going to discover these characteristics overpowering, and in the event that they've discovered a reason that starts their creative mind, Campaigners will bring a vitality that in many cases pushes them into the spotlight, held up by their friends as a pioneer and a master – yet this isn't generally where freedom adoring Campaigners need to be. More regrettable still in the event that they end up assailed by the regulatory undertakings and routine upkeep that can go with an administration position. Campaigners' confidence is reliant on their capacity to think of unique arrangements, and they have to realize that they have the opportunity to be inventive – they can rapidly become irritated or get down and out in the event that they get caught in an exhausting job.

## **9. Logistician**

### **ISTJ (Introversion Sensing Thinking Judging)**

The Logistician character type is believed to be the most inexhaustible, making up around 13% of the populace. Their characterizing attributes of uprightness, handy rationale and eager devotion to obligation make Logisticians a crucial center to numerous families, just as associations that maintain customs, rules and benchmarks, for example, law workplaces, administrative bodies and military. Individuals with the Logistician character type appreciate assuming liability for their moves, and invest wholeheartedly in the work they do – when progressing in the direction of an objective, Logisticians keep down none of their time and vitality finishing each pertinent assignment with precision and persistence.

Logisticians don't make numerous presumptions, favoring rather to examine their environment, check their realities and show up at reasonable blueprints. Logistician characters are simple, and when they've settled on a choice, they will hand-off the realities important to accomplish their objective, anticipating that others should get a handle on the circumstance promptly and make a move. Logisticians have little resistance for hesitation, however become irritated considerably more rapidly if their picked course is tested with unreasonable hypotheses, particularly in the event that they disregard key subtleties – if challenges becomes tedious discussions, Logisticians can turn out to be perceptibly irate as cutoff times tick closer.

Logisticians have sharp, actuality based personalities, and favor self-governance and independence to dependence on a person or thing. Reliance on others is frequently observed by Logisticians as a shortcoming, and their energy for obligation, constancy and perfect individual respectability preclude falling into such a snare.

## **10. Defender**

### **ISFJ (Introversion Sensing Feeling Judging)**

*Very dedicated and warm protectors, always ready to defend their loved ones*

The Defender character type is very typical one of a kind, the same number of their characteristics oppose the meaning of their individual qualities. In spite of the fact that touchy, Defenders have brilliant systematic capacities; however saved, they have

very much evolved relationship building abilities and vigorous social connections; and however they are commonly a preservationist type, Defenders are regularly open to change and new thoughts. As with such a significant number of things, individuals with the Defender character type are more than the entirety of their parts, and it is the manner in which they utilize these qualities that characterizes what their identity is.

Safeguard characters (particularly Turbulent ones) are regularly fastidious to the point of hairsplitting, and however they stall, they can generally be depended on to take care of business on schedule. Safeguards think about their duties literally, reliably going well beyond, doing all that they can to surpass desires and pleasure others, busy working and at home.

## **11. Executive**

### **ESTJ (Extraversion Sensing Thinking Judging)**

#### ***Excellent administrators, unsurpassed at managing things-or people***

Administrators are delegates of convention and request, using their comprehension of what is correct, wrong and socially satisfactory to unite families and networks. Grasping the estimations of trustworthiness, devotion and nobility, individuals with the Executive character type are esteemed for their unmistakable counsel and direction, and they joyfully lead the route on troublesome ways. Investing wholeheartedly in uniting individuals, Executives regularly take on jobs as network coordinators, striving to unite everybody in festivity of treasured nearby occasions, or with regards to the customary qualities that hold families and networks together.

Interest for such administration is high in law based social orders, and shaping no under 11% of the populace, it's no big surprise that a large number of America's leaders have been Executives. Solid adherents to the standard of law and authority that must be earned, Executive characters show others how its done, exhibiting devotion and intentional genuineness, and an express dismissal of sluggishness and cheating, particularly in work. On the off chance that anybody proclaims hard, manual work to be an astounding method to assemble character, it is Executives.

Administrators know about their environment and live in a universe of clear, obvious realities – the surety of their insight implies that even against substantial obstruction,

they adhere to their standards and push an unclouded vision of what is and can't. Their sentiments aren't simply unfilled talk either, as Executives are more than ready to jump into the most testing ventures, improving activity plans and arranging subtleties en route, making even the most confounded assignments appear to be simple and congenial.

## **12. Consul**

### **ESFJ (Extraversion Sensing Feeling Judging)**

*Extraordinarily caring, social and popular people, always eager to help*

Individuals who share the Consul Character type are, for absence of a superior word, well known – which bodes well, given that it is likewise a typical character type, making up twelve percent of the populace. In secondary school, Consuls are the team promoters and the quarterbacks, establishing the pace, taking the spotlight and driving their groups forward to triumph and popularity. Further down the road, Consuls keep on getting a charge out of supporting their companions and friends and family, arranging get-togethers and putting forth a valiant effort to ensure everybody is upbeat.

Talking about logical speculations or discussing European governmental issues isn't probably going to catch Consuls' enthusiasm for a really long time. Emissaries are increasingly worried about style and their appearance, their economic wellbeing and the standings of others. Commonsense issues and tattle are their meat and potatoes, yet Consuls give a valiant effort to utilize their forces for good.

## **13. Virtuoso**

### **ISTP (Introversion Sensing Thinking Perceiving)**

*Bold and practical experimenters, masters of all kinds of tools*

Virtuosos love to investigate with their hands and their eyes, contacting and inspecting their general surroundings with cool logic and energetic interest. Individuals with this character type are normal Makers, moving from task to extend, building the helpful and the unnecessary for entertainment purposes, and gaining from their condition as they go. Regularly mechanics and architects, Virtuosos locate

no more prominent delight than in getting their hands filthy pulling things separated and assembling them back, only somewhat better than they were previously.

Virtuosos investigate thoughts through making, investigating, experimentation and direct understanding. They appreciate having others look into their activities and once in a while don't worry about them getting into their space. Obviously, that is relying on the prerequisite that those individuals don't meddle with Virtuosos' standards and opportunity, and they'll be available to Virtuosos restoring the enthusiasm for such kind.

Virtuosos appreciate helping and sharing their experience, particularly with the individuals they care about, and it's a disgrace they're so unprecedented, making up just around five percent of the populace. Virtuoso ladies are particularly uncommon, and the ordinary sexual orientation jobs that society will in general expect can be a poor fit – they'll regularly be viewed as boyish girls since early on.

#### **14. Adventurer**

##### **ISFP (Introversion Sensing Feeling Perceiving)**

*Flexible and charming artists, always ready to explore and experience something new*

Explorer characters are genuine craftsmen, yet not really in the run of the mill sense where they're out painting glad little trees. Frequently enough however, they are consummately equipped for this. Or maybe, it's that they use feel, plan and even their decisions and activities to push the constraints of social show. Travelers appreciate upsetting conventional desires with tests in excellence and conduct – odds are, they've communicated more than once the expression "Don't enclose me!"

Regardless of this, Adventurers are certainly Introverts, astonishing their companions further when they step out of the spotlight to be without anyone else to energize. Because they are distant from everyone else however, doesn't mean individuals with the Adventurer character type sit inactive – they set aside this effort for contemplation, evaluating their standards. Instead of choosing not to move on or the future, Adventurers consider what their identity is. They come back from their order, changed.

## 15. Entrepreneur

### ESTP (Extraversion Sensing Thinking Perceiving)

*Smart, energetic and very perceptive people, who truly enjoy living on the edge*

Business visionaries consistently affect their prompt environment – the most ideal approach to spot them at a gathering is to search for the spinning vortex of individuals fluttering about them as they move from gathering to gathering. Chuckling and engaging with an unpolished and gritty amusingness, Entrepreneur characters love to be the focal point of consideration. In the event that a crowd of people part is approached to come in front of an audience, Entrepreneurs volunteer – or volunteer a bashful companion.

Hypothesis, dynamic ideas and trudging conversations about worldwide issues and their suggestions don't keep Entrepreneurs intrigued for long. Business visionaries keep their discussion lively, with a decent portion of insight, yet they like to discuss what is – or even better, to simply go out and do it. Business visionaries jump before they look, fixing their missteps as they go, instead of sitting inert, getting ready possibilities and break provisos.

Likewise testing is that to Entrepreneurs, it bodes well to utilize their own ethical compass than somebody else's. Rules were made to be broken. This is an estimation barely any secondary school educators or corporate directors are probably going to share, and can procure Entrepreneur characters a specific notoriety. In any case, on the off chance that they limit the difficulty making, tackle their vitality, and center through the exhausting stuff, Entrepreneurs are a power to be dealt with.

On the off chance that Entrepreneurs aren't cautious however, they may get too trapped at the time, take things excessively far, and run roughshod over increasingly delicate individuals, or neglect to deal with their own wellbeing and security. Making up just four percent of the populace, there are simply enough Entrepreneurs out there to keep things hot and serious, and not all that numerous as to cause a foundational chance.

Business people are brimming with enthusiasm and vitality, supplemented by an objective, if once in a while diverting their mind. Rousing, persuading and beautiful,

they are characteristic gathering pioneers, pulling everybody along the way less voyaged, bringing life and energy wherever they go. Putting these characteristics to a valuable and remunerating end is Entrepreneurs' actual test.

## **16. Entertainer**

### **ESFP (Extraversion Sensing Feeling Perceiving)**

*Spontaneous, energetic and enthusiastic people – life is never boring around them*

In the event that anybody is to be discovered immediately breaking into routine, it is the Entertainer character type. Performers become involved with the fervor existing apart from everything else, and like every other person to feel as such, as well. No other character type is as liberal with their time and vitality as Entertainers with regards to empowering others, and no other character type does it with such powerful style.



**Figure 2.2 16 Myers Briggs Personality type**

<b>ISTJ</b>	<b>ISFJ</b>	<b>INFJ</b>	<b>INTJ</b>
Factual Practical Organized Steadfast	Detailed Traditional Service-minded Devoted	Committed Creative Determined Idealistic	Independent Visionary Original Global
<b>ISTP</b>	<b>ISFP</b>	<b>INFP</b>	<b>INTP</b>
Logical Realistic Adventurous Self-determined	Caring Adaptable Gentle Harmonious	Compassionate Original Creative Empathetic	Independent Theoretical Analytical Reserved
<b>ESTP</b>	<b>ESFP</b>	<b>ENFP</b>	<b>ENTP</b>
Activity-oriented Versatile Pragmatic Outgoing	Enthusiastic Friendly Cooperative Tolerant	Creative Versatile Perceptive Imaginative	Enterprising Outspoken Challenging Resourceful
<b>ESTJ</b>	<b>ESFJ</b>	<b>ENFJ</b>	<b>ENTJ</b>
Logical Systematic Organized Conscientious	Thorough Responsible Detailed Traditional	Loyal Verbal Energetic Congenial	Logical Strategic Fair Straightforward

Source: Myers Briggs

## 2.4 Job performance

Relevancy towards goal is a key characteristic of job performance. Performance must be focused along with all the organizational goals that are evident to the job or part thereof. Thus, performance evidently cast away with activities where exertion is exhausted to accomplishing marginal goals. As an example, the strength exerted toward the goal completing the work with minimal effort and time period may not exactly be a performance (with the exception of being late where time constrain is an important factor).

Job performance is commonly used, yet poorly defined concept in industrial and organizational psychology, the branch of psychology that deals with the workplace. It's also part of Human Resources Management. It mostly refers to whether a person performs their job well or not. Despite the confusion over how it should be exactly defined, performance is an extremely important criterion that relates to organizational outcomes and success. Among the most commonly accepted theories of job performance comes from the work of John P. Campbell and colleagues. Campbell, J.P (1990) Campbell, J.P. McCloy (1993) Coming from a psychological perspective, Campbell describes job performance as an individual level variable. That is, performance is exertion of efforts by an individual for achieving certain goals. It also distinguishes from more encircling paradigms such as organizational performance or national performance and more advanced variables.

**Job performance** assesses whether a person performs a job well. Job performance, studied academically as part of industrial and organizational psychology, also forms a part of human resources management. Performance is an important criterion for organizational outcomes and success. John P. Campbell describes job performance as an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables.

There are a few key highlights to Campbell's conceptualization of employment execution which help explain what work execution means, and they are described as follows.

### **Outcomes**

At the outset, Campbell characterizes execution as conduct—something done by a representative. This idea separates execution from results. Results result halfway from a person's exhibition, yet they are likewise the after effect of different impacts. As it were, there are a larger number of components decide results than only a worker's practices and activities.

Campbell takes into consideration exemptions when characterizing execution as conduct. For example, he explains that exhibition doesn't need to be legitimately perceptible activities of a person. It can comprise of mental creations, for example, answers or choices. Nonetheless, execution should be under the person's control, whether or not the presentation of intrigue is mental or conduct.

The contrast between individual controlled activity and results is best passed on through a model. In a business work, a good result is a sure degree of income produced through the offer of something (product, or some assistance, for example, protection). Income can be created or not, contingent upon the conduct of representatives. At the point when the worker plays out this business work well, he can move more products. In any case, certain elements other than representatives' conduct impact income created. For instance, deals may droop because of monetary conditions, changes in client inclinations, creating bottlenecks, and so forth. In these conditions, representative execution can be satisfactory, yet deals can stay low. The first is execution and the second is the adequacy of that presentation. One can decouple these two since execution isn't equivalent to viability.

Another firmly related build is profitability. One can consider efficiency an examination of the measure of adequacy that outcomes from a specific degree of cost

related with that viability. As such, adequacy is the proportion of yields to inputs those sources of info being exertion, fiscal costs, assets, and so forth.

Utility, another related build, is characterized as the estimation of a specific degree of execution, viability, or efficiency. Utilities of execution, viability, and efficiency are esteem decisions.

### **Organizational goal relevance**

Another key component of occupation execution is that it must be objective important. Execution must be coordinated toward hierarchical objectives that are pertinent to the activity or job. Consequently, execution does exclude exercises where exertion is used toward accomplishing fringe objectives. For instance, the exertion put toward the objective of getting the chance to work in the most limited measure of time isn't execution (aside from where it is worried about keeping away from delay).

### **Multidimensionality**

Notwithstanding the accentuation on characterizing and anticipating work execution, it's anything but a solitary bound together build. There are immensely numerous employments each with various execution principles. Consequently, work execution is conceptualized as a multidimensional build comprising of more than one sort of conduct. Campbell (1990) proposed an eight factor model of performance based on factor analytic research that attempts to capture dimensions of job performance existent (to a greater or lesser extent) across all jobs.

The principal factor is task explicit practices which incorporate those practices that an individual attempts as a major aspect of an occupation. They are the center considerable errands that portray one employment from another.

Then again, non-task explicit practices, the subsequent factor, are those practices which an individual is required to embrace which don't relate just to a specific activity. Coming back to the sales rep, a case of an undertaking explicit conduct

would demonstrate an item to a potential client. A non-task explicit conduct of a sales rep may be preparing new staff individuals.

Composed and oral correspondence errands allude to exercises where the officeholder is assessed, not on the substance of a message essentially, however on the proficiency with which they convey the correspondence. Representatives need to make formal and casual oral and composed introductions to different crowds in a wide range of employments in the work power.

A person's exhibition can likewise be surveyed as far as exertion, either every day, or when there are exceptional conditions. This factor mirrors how much individuals concede to work undertakings.

The presentation area may likewise incorporate a part of individual control. People would be relied upon to be on favorable terms with the law, not misuse liquor, and so forth.

Employments where individuals work intently or are profoundly related, execution may incorporate how much an individual assists the gatherings and their partners. This may incorporate going about as a decent good example, instructing, offering guidance or keeping up bunch objectives.

Numerous employments likewise have an administrative or initiative segment. The individual will be depended upon to attempt a large number of the things depicted under the past factor and what's more will be liable for dispensing prizes and disciplines. These parts of execution occur in an up close and personal way.

Administrative and authoritative execution involves those parts of a vocation which serve the gathering or association however doesn't include direct management. An administrative assignment would set a hierarchical objective or reacting to outer improvements to help a gathering in accomplishing its objectives. Likewise an administrator may be liable for checking gathering and individual advancement towards objectives and observing authoritative assets.

Taxonomy of job performance was proposed and developed for the US Navy by Murphy (1994). This model is significantly broader and breaks performance into only four dimensions.

1. Task-oriented behaviors are similar to task-specific behaviors in Campbell's model. This dimension includes any major tasks relevant to someone's job.
2. Interpersonally oriented behaviors are represented by any interaction the focal employee has with other employees. These can be task related or non-task related. This dimension diverges from Campbell's taxonomy because it included behaviors (small talk, socializing, etc.) that are not targeting an organization's goal.
3. Down-time behaviors are behaviors that employees engage in during their free time either at work or off-site. Down-time behaviors that occur off-site are only considered job performance when they subsequently affect job performance (for example, outside behaviors that cause absenteeism).
4. Destructive/hazardous behaviors.

Notwithstanding these models separating execution into measurements, others have recognized various kinds of practices making up execution.

Another approach to split execution is as far as undertaking and logical (citizenship and counterproductive) practices. While task execution portrays compulsory practices, logical practices are practices that don't satisfy explicit parts of the activity's necessary job. Citizenship practices are characterized as practices which add to the objectives of the association through their impact on the social and mental conditions. Counterproductive practices, then again, are deliberate activities by workers which go around the points of the association.

### **2.3.1 Determinants of Job Performance**

Campbell (1990) also suggested determinants of performance components. Individual differences on performance are a function of three main determinants: declarative knowledge, procedural knowledge and skill, and motivation.

The affirmation of understanding portrays the possession of knowledge for any particular given tasks and ability it calls for to do so. For example, declarative knowledge would contain information about the set of ideologies, evidences, thoughts, etc.

In the event that decisive information recognizes what to do, procedural information and expertise realizes how to do it. For instance, procedural information and expertise incorporates intellectual ability, perceptual aptitude, relational ability, and so forth.

The third predictor of performance is motivation, which refers to "a combined effect from three choice behaviors—choice to expend effort, choice of level of effort to expend, and choice to persist in the expenditure of that level of effort" (Campbell, 1990). It reflects the direction, intensity, and persistence of volitional behaviors. Campbell (1990) emphasized that the only way to discuss motivation as a direct determinant of behavior is as one or more of these choices.

Campbell (1990) also mentioned several performance parameters that may have important implications for the job performance setting and should be investigated by industrial and organizational psychologists.

The first is the difference within their speed and precision. This differentiation is like the one among amount and quality. Significant inquiries that ought to be considered include: which is generally esteemed by the association, amplified speed, boosted exactness, or some harmony between the two? What sort of exchange offs should a representative makes? The last inquiry is significant in light of the fact that speed and exactness for a similar errand might be autonomous of each other.

The subsequent differentiation is among regular and most extreme execution. Sackett, Zedeck, and Fogli did an investigation on market clerks and found that there was a significant distinction between scores mirroring their run of the mill execution and scores mirroring their greatest exhibition. This examination recommended the differentiation among run of the mill and greatest execution. Standard work circumstances reflect shifting degrees of inspiration which bring about average

execution. Unique conditions create greatest representative inspiration which brings about most extreme execution.

Additionally, the impact of organizational justice perceptions on performance is believed to stem from Equity Theory. This would suggest that when people perceive injustice they seek to restore justice. One way that employees restore justice is by altering their level of performance. Procedural justice affects performance as a result of its impact on employee attitudes. Distributive justice affects performance when efficiency and productivity are involved. Improving justice perceptions improves productivity and performance.

### **Results of Personnel psychology**

A meta-examination of determination techniques in staff brain research found that general mental capacity was the best by and large indicator of occupation execution and preparing execution. While knowledge (general mental capacity) is the most grounded known indicator of employment execution, which is less valid for fields that are data rich and require a lot of instructional learning. Reliability is another acceptable indicator, however relates with knowledge and is once in a while prohibited from meta-examinations.

The American Psychological Association's Research in real life article on staff choice describes proof demonstrating that general subjective capacity and good faith represent 20-30% of the change in work execution, with increasingly complex occupations falling into the upper segment of that run. In any case, an American Psychological Association article expresses that good faith really hinders achievement in inventive, creative or unconstrained employments, for example, masterful, social and insightful occupations. That article expresses that other mental variables are additionally identified with work execution, to be specific: imagination, initiative, respectability, participation and collaboration.

There are contrasts in the degree to which work execution is anticipated by insight relying upon the occupation. A 1998 meta-investigation of the indicators of employment execution for sales rep found that extraversion and honesty anticipated



the two evaluations and deals, yet broad subjective capacity and age connected with appraisals however not deals. Social aptitudes, a great tutor and relational excellences anticipate vocation achievement, an idea identified with work execution, and satisfaction, superior to high training, IQ or cerebral ethics, aside from specific occupations like hypothetical material science.

### **Impact of work experience**

The essentialness of work understanding as an indicator of employment execution is easy to refute as experience relates with execution for individuals with 0-3 years' understanding, yet the relationship is constricting to only 0.15 at 12+ long stretches of understanding. This proposes experience doesn't build execution after anything else than a couple of years' understanding.

### **Detrimental impact of bullying**

Pestering brings about lost in efficiency. In one investigation a moderate negative relationship was found between self-appraised execution and harassing, with the "at present tormented" on normal announcing an abatement of efficiency of around 7% contrasted and the individuals who were neither harassed nor had seen harassing occurring.

### **Core self-evaluations**

Job performance is a consistent and important outcome of core self-evaluations (CSE). The concept of core self-evaluations were first examined by Judge, Locke, and Durham (1997) as a dispositional predictor of job satisfaction, and involve four personality dimensions; locus of control, neuroticism, self-efficacy, and self-esteem. The manner by which individuals assess themselves utilizing center self-assessments can anticipate positive work results, explicitly, work fulfillment and employment execution. The most famous hypothesis relating the CSE characteristic to work execution contends that individuals with high CSE will be increasingly inspired to perform well since they are sure they can do as such. Inspiration is commonly the most acknowledged middle person of the center self-assessments and employment execution relationship. These connections have propelled expanding measures of

research on center self-assessments and propose significant ramifications about the significance this attribute may have for associations.

### **Role conflict**

Job struggle can have a wide range of impacts on the work-life of a person just as their family-life. In an investigation in Taiwan, it was discovered that those experiencing job strife additionally endured incredibly in their work execution, predominantly as absence of inspiration. Those with job strife didn't accomplish more than the absolute minimum prerequisites at work. There was likewise a decrease in the capacity to dole out errands. Having various jobs will frequently prompt employment disappointment.

Encountering job struggle inside the work spot may likewise prompt working environment harassing. At the point when organizations experience hierarchical change laborers frequently experience either a misfortune or an addition in zones of a specialists work, therefore changing the desires for the specialist. Change is frequently upsetting for laborers. Laborers who may have lost a level of intensity may feel like they lost their position and start to lash out at different representatives by being obnoxiously oppressive, deliberately retaining business related things, or here and there even truly to retain their status.

While there are numerous de-persuasive impacts of job strife on work, there is likewise a positive. Those experiencing job clashes frequently had an expansion in work inventiveness. Because of numerous jobs, there is an expansion in adaptability, various wellsprings of data, and these individuals have a wide range of points of view to bring to the table.

### **2.3.2 Job Performance Dimensions (Based on Achieve Model)**

*Hersey and Blanchard recognized seven dimensions of job performance are: Ability, clarity, help, incentive, evaluation, validity, and environment.*

- a. **Ability:** In this model, ability refers to the job-related knowledge and skills that person apply to do their functions successfully. One should

remember that individual's competency is not public concept. Key components of abilities include job-related knowledge (formal and informal apprenticeship that facilitates doing jobs), job-related experiences, and job-related capabilities (potential ability or special characteristics that support doing functions successfully).

- b. **Clarity (job recognition):** This means perceiving and accepting the methods of performing the job. When individuals know how to do their jobs and functions, they can recognize their job's goals and objectives, and how to achieve these goals and objectives (what goals and objectives and when should be achieved). To have an achievement of performing the job, person should have clear perception of their jobs (job recognition).
- c. **Helping (organizational support):** This concept refers to organizational supportiveness and help that is needed to perform jobs effectively. Some of the components of this factor include budgets, instruments, other department's supportiveness, supply availability and it's qualities, humans, and facilitators that needed to completing functions.
- d. **Incentive (tendency):** This dimension refers to the personal's motivation and intention to perform their jobs and functions successfully. It should be remembered that, usually all person does not have the same motivation to all jobs and functions, they rather have motivation to perform jobs and functions that they know and are sure can perform successfully.
- e. **Evaluation (job feedback):** This concept refers to receiving job feedback by person periodically or daily. Good feedback process is a sign of individual's awareness of good methods in doing their jobs. If they aren't aware of the methods and manners of their job, they can't improve their job performance and progress in their career. Before they are evaluated by periodical evaluation schemes, they should be aware of their strengths and weakness in their job. It should be remembered that the reason of many problems and weaknesses at performing jobs and functions are low education and feedback.
- f. **Validity:** In this model validity dimension refers to validity and reliability of personal-related managerial decisions that are deduced by managers. In other words, managers should secure that their decisions are legally acceptable and is

based on organizations' policies. Perhaps, adopted decisions should be documented.

- g. **Environment:** This concept refers to the external factors that influence job performance irrespective of their ability, clarity, helping, and motivation that is necessary to doing functions. Key components of the environmental factors are competitiveness, market characteristics, urban regulations and related factors.

**Figure 2.3 ACHIEVE Model of Job Performance**



*Source: Hersey and Blanchard, 1993*

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

Three surveys of basis legitimacy of different character instruments indicated that character has all the earmarks of being an indicator with an invalid or little legitimacy for anticipating work execution (Ghiselli, 1973; Guion and Gottier, 1965; Schmitt, Gooding, Noe, and Kirsch, 1984). A result of this finding was the conviction that character is a helpless indicator of occupation execution, despite the fact that reviews directed in Europe and the United States (e.g., Levy Leboyer, 1994; Ryan and Sackett, 1987) have demonstrated that proportions of character are utilized much of the time in staff appraisal and determination. Be that as it may, the current solidification of the Five Factor Model (FFM) of character (Digman, 1990) is changing the view on character at work.

### **Conscientiousness and Job Performance**

Reliability has a broad history, from its start as 1 of 17,953 word descriptors of character (Allport, G.W, and Odbert, H.S. 1936). Exploration has demonstrated good faith to be decidedly identified with work execution with all activity execution measures for every single word related gathering (Barrick and Mount, 1991). Norman (1963) was a pioneer in proposing principles as one of the significant variables fundamental character. Behling (1998) has said that good faith is one of the most substantial indicators of execution for most employments, second just to general knowledge. Directors see knowledge and uprightness as the most significant perspectives identified with a candidate's recruit capacity (Dunn, Mount, and Barrick, and Ones, 1995).

Robertson and Kinder (1993) have shown that character and capacity join together to deliver a one of a kind fluctuation comparable to work skills, work accomplishment for some word related territories. Barrick and Mount (1991) achieved a legitimacy coefficient of 0.13 for chiefs which were all around reliable across other word related gatherings (Police, experts, deals work force, talented or semi-gifted). Tett et al. (1991) found a legitimacy score of 0.12 for good faith.

### **Extraversion and Job Performance**

Barrick and Mount, and Judge (2001) in their meta-systematic investigation have exhibited that the normal legitimacy of extraversion concerning work execution was 0.13 which has been seen to be to some degree low. The legitimacy of the attribute has been seen as circumstances or occupation explicit. For instance, extraversion has been seen as a legitimate indicator of deals execution.

### **Emotional Stability and Job Performance**

As indicated by Ashforth and Humphrey (1995) feelings are an essential and indistinguishable piece of authoritative life and more consideration ought to be given to the representative's understanding. Feelings serve significant capacities in human conduct like supporting insight and execution. Mayer, et al. (2000) suggested that feelings are pointers of ordinary, recognizable implications about connections. From a sociological viewpoint, analysts feel that it very well may be named as a social expertise. Goleman (1995) focused on the significance of enthusiastic insight in work settings and in day today life exercises aswell. Feelings can drive thought processes and direct activity.

### **Openness to Experience and Job Performance**

McCrae and Costa (1986) characterized receptiveness to encounter as an expansive element of character showed in a rich dream life, stylish affectability, attention to internal sentiments, requirement for assortment in activities, scholarly interest, liberal worth framework. As indicated by McCrae and Costa (1997) receptiveness to encounter factor incorporates segments, for example, intellectance, assimilation, passionate affectability, tasteful interests, autonomous decisions, uncommon points of view, profundity and power of consideration and extent of mindfulness. Digman (1990) is of the view that receptiveness to encounter is the most dubious and easily proven wrong among the five elements of character. In any case, it is being considered as a significant develop in spite of its heterogeneity in imparting discoveries viably. Dollinger, Leoung, and Ulicni (1996) have discovered that the individuals high on the attribute of the receptiveness to encounter reliably hold the

benefits of being tolerant and innovative and give significance for a universe of excellence.

Receptiveness to encounter is relied upon to be a substantial indicator of one of the presentation models specifically preparing capability (Barrick and Mount, 1991). Since, receptiveness to encounter includes individual qualities like being interested, tolerant and smart it has its own positive effect on one's disposition towards learning. People with such a taking in direction will in general profit by going into preparing programs.

Tett et al. (1991) meta-investigation proposed that transparency may not be a substantial indicator of occupation execution and saw it to get directed by hierarchical variables. An investigation by Hayes, Roehm, and Castellano (1994) has noticed that fruitful representatives had essentially lower levels of transparency than ineffective workers. This can be credited to the reality where receptiveness to experience may be of shifting significance to various associations and settings. Receptiveness to experience may fill in as a significant characteristic in unique associations where in being available to learning new things and adjusting gets obligatory for fruitful employment execution. Receptiveness to experience may likewise be a circumstance explicit beneficial attribute in hierarchical settings which can assist the associations with sustaining or improve its gainfulness by the help of new thoughts and advancements.

### **Agreeableness and Job Performance**

Appropriateness (Digman, 1990) alludes to attributes, for example, co-operativeness, benevolence, resilience, liberality, support, compassion, adaptability and kindness. A few analysts have proposed that appropriateness is the essential factor to be considered in the appraisal of individual contrasts.

basically catches a person's relational methodologies and inspiration. Graziano and Eisenberg (1997) referenced that people vary on how much they are spurred to work and creating and keeping up star social associations with others.

Witt et al. (2002) referenced that a representative's beneficial outcome of uprightness on work execution relies upon, or is adapted by a worker's degree of appropriateness.

Scruples synergized with suitability can bring about better execution on account of the relationally delicate feature of appropriateness. Offensive individuals might be seen as small scale overseeing, absurdly requesting, resolute, abrupt, and for the most part hard to manage.

## **2.6 RESEARCH GAP**

The following gap was identified in this research:

- From the literature reviews, it has been noticed that most of the studies on Personality was done for personnel selection technique. Personality has not been a reliable as general aptitude cognitive ability as job performance predictor.
- Moreover, most of the studies conducted in the past are mostly in the European and Western country whereby the relevance of findings in the Indian context may not be significant.
- The relation between Personality Traits and job performance sporadically drawn conclusions, which connotes heterogeneity all over the horizon.
- Almost all of the studies in the past are conducted on private organizations, and few of the studies conducted in the Public Sector which are done in the mid and lower level staff in the organization.

All aforesaid studies were conducted in different context and mostly in the private corporate sector; no studies have been carried out on the Public Sector higher (top) level officers in the past. In this research people from diverse background and service cadre who are highly and well educated are being studied. The target populations deals and handle all the department of the State Government of Mizoram, whose personality traits and job performance has never been studied before.



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## **CHAPTER 3**

### **PERSONALITY OF CIVIL SERVICE OFFICERS**

#### **3.1 Personality Traits of the Civil Service Officers**

##### **3.1.1 Agreeableness**

##### **3.1.2 Conscientiousness**

##### **3.1.3 Extraversion**

##### **3.1.4 Neuroticism**

##### **3.1.5 Openness to Experience**

#### **3.2 The Big Five Personality test**

### 3.1 PERSONALITY TRAITS OF THE CIVIL SERVICE OFFICERS

In this chapter, the personality traits of the officers are being identified. For the identification of the personality trait the tools applied was scales from the *International Personality Item Pool*. This personality test helps in better understanding and identifying the personality traits of the Civil Service Offices, and in a way predict their attitude and behavior. Understanding the cause why a person acts in a particular way and how individual personality is being structured.

The general consensus in academic psychology is that there are five fundamental personality traits. This model is assumed in most personality research, and is the basis of many and certainly well regarded tests employed by psychologists who maintain close connections with academia. The "big five" tend to not be popular in consumer focused personality assessment or self-help because to many people the feedback of the model seems relatively basic.

According to the researchers at the Personality Project, personality is “the coherent pattern of affect, cognition, and desires (goals) as they lead to behavior” (Revelle, 2013).

American Psychological Association (APA) 2017 defines personality as “individual differences in characteristic patterns of thinking, feeling, and behaving”.

However a personality is being defined, it’s an important part of who you are. In fact, personality shows a positive correlation with life satisfaction (Boyce, Wood, & Powdthavee, 2013). With personality having such a large impact on our lives, it’s important to have a reliable way to conceptualize and measure it.

### 3.2 The Big Five Personality test

There are 50 statements adopted from personality-testing.info which has been used as the base for identification of personality traits of an individual, for each statement i.e., from statement 1-50 likert scale of 1-5 have been given to rank the statements. Where 1=Disagree, 2=Slightly Disagree, 3=Neutral, 4=Slightly Agree and 5=Agree in the place allotted for the scale at Annexed II.

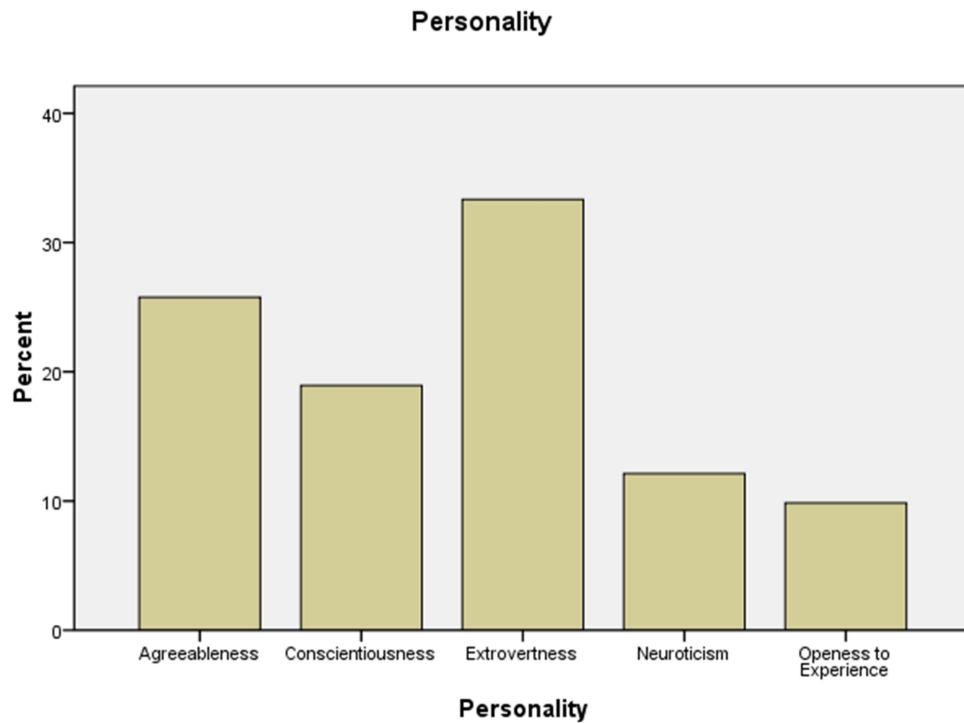
**Table 3.1 Personality Distribution**

	Frequency	Percent
Valid Agreeableness	34	25.75%
Conscientiousness	25	18.93%
Extraversion	44	33.33%
Neuroticism	16	12.12%
Openness to Experience	13	9.84%
Total	132	

*Source: Primary Data*

As seen in table 3.1 we can see the main Five Factor of Personality traits viz. Agreeableness, conscientiousness, extraversion, neuroticism and openness to experience along with their frequency and percent it contributes to the population of the study. There are 34 Civil Service Officers with a personality type of agreeableness which accounts for 25.75 percent, 25 with Conscientiousness which accounts for 18.93 percent, 44 with Extraversion which accounts for 33.3 percent, 16 with Neuroticism which accounts for 12.12 percent, and 13 with Openness to Experience which accounts for 9.84 percent. The graphical representation for which is also shown in figure 3.1 below.

**Figure 3.1 Personality Distributions of Civil Service Officers**



*Source: Primary Data*

The elucidated five factors are as under.

### **1. Openness to Experience**

Openness to experience has been described as the depth and complexity of an individual's mental life and experiences (John & Srivastava, 1999). It is also sometimes called intellect or imagination. Openness to experience concerns people's willingness to try to new things, their ability to be vulnerable, and their capability to think outside the box.

Common traits related to openness to experience include:

1. Imagination;
2. Insightfulness;
3. Varied interests;



4. Originality;
5. Daringness;
6. Preference for variety;
7. Cleverness;
8. Creativity;
9. Curiosity;
10. Perceptiveness;
11. Intellect;
12. Complexity/depth.

An individual who is high in openness to experience is likely someone who has a love of learning, enjoys the arts, engages in a creative career or hobby, and likes meeting new people (Lebowitz, 2016a).

An individual who is low in openness to experience probably prefers routine over variety, sticks to what he or she knows, and prefers less abstract arts and entertainment.

## **2. Conscientiousness**

Conscientiousness is a trait that can be described as the tendency to control impulses and act in socially acceptable ways, behaviors that facilitate goal-directed behavior (John & Srivastava, 1999). Conscientious people excel in their ability to delay gratification, work within the rules, and plan and organize effectively.

Traits within the conscientiousness factor include:

1. Persistence;
2. Ambition;
3. Thoroughness;
4. Self-discipline;
5. Consistency;
6. Predictability;
7. Control;
8. Reliability;

9. Resourcefulness;
10. Hard work;
11. Energy;
12. Perseverance;
13. Planning.

People high in conscientiousness are likely to be successful in school and in their careers, to excel in leadership positions, and to doggedly pursue their goals with determination and forethought (Lebowitz, 2016a).

People low in conscientiousness is much more likely to procrastinate and to be flighty, impetuous, and impulsive.

### **3. Extraversion**

This factor has two familiar ends of its spectrum: extraversion and introversion. It concerns where an individual draws their energy from and how they interact with others. In general, extraverts draw energy from or recharge by interacting with others, while introverts get tired from interacting with others and replenish their energy with solitude.

The traits associated with extraversion are:

1. Assertiveness;
2. Merriness;
3. Outgoing nature;
4. Energy;
5. Talkativeness;
6. Ability to be articulate;
7. Fun-loving nature;
8. Tendency for affection;
9. Friendliness;
10. Social confidence.

People high in extraversion tend to seek out opportunities for social interaction, where they are often the “life of the party.” They are comfortable with others, are gregarious, and are prone to action rather than contemplation (Lebowitz, 2016<sup>a</sup>).

People low in extraversion is more likely to be people “of few words who are quiet, introspective, reserved, and thoughtful.

#### **4. Agreeableness**

This factor concerns how well people get along with others. While extraversion concerns sources of energy and the pursuit of interactions with others, agreeableness concerns one’s orientation to others. It is a construct that rests on how an individual generally interacts with others.

The following traits fall under the umbrella of agreeableness:

1. Altruism;
2. Trust;
3. Modesty;
4. Humbleness;
5. Patience;
6. Moderation;
7. Tact;
8. Politeness;
9. Kindness;
10. Loyalty;
11. Unselfishness;
12. Helpfulness;
13. Sensitivity;
14. Amiability;
15. Cheerfulness;
16. Consideration.

People high in agreeableness tend to be well-liked, respected, and sensitive to the needs of others. They are likely have few enemies and are affectionate to their

friends and loved ones, as well as sympathetic to the plights of strangers (Lebowitz, 2016<sup>a</sup>).

People on the low end of the agreeableness spectrum are less likely to be trusted and liked by others. They tend to be callous, blunt, rude, ill-tempered, antagonistic, and sarcastic. Although not all people who are low in agreeableness are cruel or abrasive, they are not likely to leave others with a warm fuzzy feeling.

## **5. Neuroticism**

Neuroticism is not a factor of meanness or incompetence, but one of confidence and being comfortable in one's own skin. It encompasses one's emotional stability and general temper.

These traits are commonly associated with neuroticism:

1. Awkwardness;
2. Pessimism;
3. Moodiness;
4. Jealousy;
5. Testiness;
6. Fear;
7. Nervousness;
8. Anxiety;
9. Timidity;
10. Wariness;
11. Self-criticism;
12. Lack of confidence;
13. Insecurity;
14. Instability;
15. Oversensitivity.

Those high in neuroticism are generally prone to anxiety, sadness, worry, and low self-esteem. They may be temperamental or easily angered, and they tend to be self-conscious and unsure of themselves (Lebowitz, 2016).

Individuals who score on the low end of neuroticism are more likely to feel confident, sure of themselves, and adventurous. They may also be brave and unencumbered by worry or self-doubt.

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## **CHAPTER 4**

### **DATA ANALYSIS AND INTERPRETATION**

#### **4.1 Introduction**

#### **4.2 Profile of the respondents**

#### **4.3 Data analysis**

#### **4.4 Hypothesis testing**



## **DATA ANALYSIS AND INTERPRETATION**

### **4.1 INTRODUCTION**

This chapter presents analysis and the discussion of the data collected from the field survey. The objective of the study is to determine the personality traits and its impact on the job performance of Government officers in Mizoram: A Study of Civil Secretariat as the case study. This chapter thus depicts the findings which seek to answer the research questions against the background of the objectives of the study. The following outlines 132 responses sourced from the 154 questionnaires administered.

The first step in conducting a research is the articulation of a testable hypothesis and then draw a conclusion. Formulating a testable hypothesis is important because it denotes possibility of test or experimenting and can be performed from the beginning till the research ends.

The next step is conducting proper research is to design the variables to be used in the experiment.

Variables can be of two main types:

- a) Independent Variables
- b) Dependent Variables

#### **Independent Variable**

Independent Variables are defined as a characteristic that we (ones who are conducting the experiment) manipulate to identify a particular factor. Independent variables are also known as factor or prediction variable. The fact about the independent variable is that the participants of the experiment do not change it. Only the researchers who are conducting the experiment are allowed to control and change it. Multiple levels can arise in an experiment due to independent variables. Having at least two levels in an experiment is necessary. In any experiment, there must be at least one independent variable. It is advisable to have at least two independent variables in an experiment. This is because independent variables can start

interacting with each other, giving rise to complex behavior. For example, if we have two independent variables, the two variables will interact with each other and produce different results than expected. Hence, if the number of independent variables is large, it gets difficult to reach the conclusion. Independent variables can be better understood by some examples: In this study dependent variable is Personality trait, that does not change, but the job performance varies from personality of an individual.

### **Dependent Variable**

Dependent Variables are the second type of variables that are measured using independent variables. Dependent variables answer the question: ‘What is it that we are testing?’ and ‘What is the measured response to various levels of the independent variable?’ Dependent variables are the result of the participants’ actions and can be altered as the outcome of the participants’ actions. The number of dependent variables in an experiment should be more to get stronger and concrete results. In an experiment, the number of dependent variables should be more than one. Dependent variables can be explained with the help of examples. Independent variable in this study is job performance that varies according to the Personality trait of the individual, which change/vary from person to person.

## **4.2 Profile of the respondents**

The first part of the questionnaire was structured to find the information regarding the demographic variable of the respondents like their age, gender, designation/post held and service. The information that has been acquired through the questionnaires is enumerated below as follows:

### **4.2.1 Demographic profile of Respondents**

The demographical information of the respondents was analysed according to age, gender, designation and service.

**Table 4.1 Age of the respondents**

Sl.No.	Age Group	Frequency	Percentage
1	21-30	-	-
2	31-40	5	03.78%
3	41-50	28	21.21%
4	51-60	99	75.00%
	Total	132	

*Source: Primary Data*

The age group and its distribution of the respondents as presented in Table 4.1 as stratified in four group that are 21-30; 31-40; 41-50 & 51-60 years of age. It may be further stated that the age group starts from 21 years of age since the minimum age of appearing in the civil service exams in India is 21 years. As we can see in the table there are no respondents between the age group of 21-30; and there are 5 respondents for the age group of 31-40 which accounts for 3.8 per cent of the total respondent. And for the age group of 41-50, there are 28 respondents which accounts for 21.20% of the total respondents. And for the last age group of 51-60 have 99 numbers of respondents which accounts for 75.00% of the total respondents and accounts the largest.

**Table 4.2 Gender of the respondents**

Sl. No.	Gender	Frequency	Percentage
1	Male	92	69.69%
2	Female	40	30.31%
	Total	132	

*Source: Primary Data*

Table 4.2 is a table depicting the gender of the respondents. The table shows us that there are 92 male respondents which accounts for 69.69 per cent of the total respondents of 132, and is more than half of the respondents while the female

respondents are only 40 respondents and account for 30.31 per cent of the total respondents.

**Table 4.3 Designation of the Respondents**

SL. No.	Designation	Male	Female	Total	Percentage
1	Chief Secretary		1	1	0.75%
2	Officer on Special Duty	2		2	1.5%
3	Commissioner	5	3	8	6.1%
4	Principal Secretary	1		1	0.75%
5	Secretary	16	2	18	13.6%
6	Additional Secretary	8	2	10	7.6%
7	Joint Secretary	16	6	22	16.7%
8	Deputy Secretary	19	11	30	22.7%
9	Under Secretary	25	15	40	30.3%
Total		92	40	132	

*Source: Primary Data*

Table 4.3 presents the different positions and designation held by the civil service officers in the civil secretariat of Aizawl, Mizoram. The Chief Secretary, a lady accounted for 0.75% of the total respondents, Officer on Special Duty with two male respondents which accounts for 1.5 per cent, Commissioner 5 males and 3 female, accounting for 6.1 per cent, Principal Secretary with 1 female respondent which accounts for 0.75% per cent, there are 16 male and 2 female respondent from the Secretary and accounts for 13.6 per cent, Additional secretary have 8 male and 2 female respondent which accounts 7.6 per cent, Joint Secretary have 16 male and 6 female respondents which accounts for 16.7 per cent, Deputy Secretary have 19 male and 11 female respondents which accounts for 22.7 per cent and the Under Secretary have 25 male and 15 female respondents which accounts for 30.30 per cent of the total respondents respectively.

**Table 4.4 Service cadre of the respondents**

Service	Total	Percentage
Indian Administrative Service (IAS)	14	10.60%
Indian Revenue Service (IRS)	1	0.76%
Indian Forest Service (IFS)	1	0.76%
Indian Railway Accounts Service (IRAS)	1	0.76%
Indian Audit and Accounts Service (IA&AS)	1	0.76%
Indian Economic Service (IES)	1	0.76%
Mizoram Finance and Accounts Service (MF & AS)	7	5.30%
Mizoram Civil Service (MCS)	94	71.21%
Mizoram Police Service (MPS)	4	3.03%
Mizoram Judicial Service (MJS)	4	3.03%
Mizoram Engineering Service (MES)	4	3.03%
Total	132	

*Source: Primary Data*

Table 4.4 presents the service cadre of the civil service office, out of the total respondents of n-132, there are 14 Indian Administrative Service (IAS) Officer that accounts for 10.60%, 1 Indian Revenue Service (IRS) that accounts for 0.76 per cent, 1 Indian Forest Service (IFS) that accounts for 0.76 per cent, 1 Indian Railway Accounts Service (IRAS) that accounts for 0.76 per cent, 1 Indian Audit and Accounts Service (IA & AS) that accounts for 0.76 per cent, 1 Indian Economic Service (IES) that accounts for 0.76 per cent, 7 Mizoram Finance and Accounts Service (MF & AS) that accounts for 5.30 per cent, 94 Mizoram Civil Service (MCS) that accounts for 71.21 per cent, 4 Mizoram Police Service (MPS) that accounts for 03.03 per cent, 4 Mizoram Judicial Service (MJS) that accounts for 03.03 per cent and Mizoram Engineering Service (MES) that accounts for 03.03 per cent. With the Mizoram Civil Service Officers accounting for the highest number of officers in the civil secretariat.

For conformance and reliability on the collected questionnaire, statistics of reliability was conducted as presented in table 4.6. According to Devellis (1991), the level of acceptance of reliability for psychometric test begins from .65, in this research; the reliability value obtained is above .65.

Cronbach’s alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. A “high” value for alpha does not imply that the measure is unidimensional. Moreover, Cronbach’s alpha is not a statistical test – it is a coefficient of reliability (or consistency).

**Table 4.5 Case Processing Summary**

Cases	Number (N)	Percentage
Valid	132	100%
Excluded	0	0
Total	132	

*Source: Primary Data*

Table 4.5 presents the total number of cases/respondents in the study which is 132 from the total of 154 being circulated for the study, and further signifies completion of respondents with no cases missing from the study.

### **4.3 DATA ANALYSIS**

#### **4.3.1 RELIABILITY ANALYSIS**

**Table 4.6 Cronbach’s Alpha**

Cronbach’s Alpha	Cronbach’s Alpha based on Standardized item	No. of items
0.708	.713	45

*Source: Primary Data*

Table 4.6 depicts the value of Cronbach's alpha which is  $\alpha=0.708$  which is within the acceptable range of the reliability scale and not far from the optimum value of alpha 1.000. Alpha coefficients above 0.70 are considered acceptable (George & Mallery, 2003). This indicates that, the reliability of the scale or items and if all the scales measure the same construct. As seen in the table where the value of  $\alpha=0.708$  and signifies that 70.8% of the variability in a composite score is true and consistent and shows the reliability by combining all the 45 items in the scale.

From this table it is also clear that Cronbach's alpha based on standardized items which is .713 and the difference between the two value is that  $\alpha=0.713$  is calculated based on the pre tense or pre assumption, that all the scales have the same variance which in the practical reality is not possible and not true as there will always be some variance in the scale or items so the first  $\alpha$  value is taken in most cases.

#### **4.3.2 INTER CORRELATION BETWEEN JOB PERFORMANCE FACTORS**

Table 4.7 represents the findings of Pearson correlation coefficient  $r$  which was used to examine the inter correlation Ability, clarity, help (organization help), incentive, evaluation and environment which are the job performance variable. Pearson correlation coefficient presents the significant negative correlation between ability and incentive at  $p=0.026$ , and a significant positive correlation between ability and environment at  $p=0.004$  which are significant at  $p<0.05$  and  $p<0.01$  respectively. There is also a significant positive correlation between clarity and help at  $p=0.000$ , and also between clarity and valuation at  $p=0.000$  where both the  $p<0.01$  significance level. There is a significant positive relationship between help and validity at  $p=0.000$  and is significant at  $p<0.01$ , moreover there is also a significant positive correlation between incentive and evaluation at  $p=0.000$  which is significant at  $p<0.01$  significance level as shown in the table.

**Table 4.7 Inter-correlation between Job performance factors**

	Ability	Clarity	Help	Incentive	Evaluation	Validity	Environment	
Ability	Pearson Correlation	1	-.123	.005	-.194*	-.094	.001	.248**
	Sig. (2-tailed)		.160	.952	.026	.285	.986	.004
	N	132	132	132	132	132	132	132
Clarity	Pearson Correlation	-.123	1	.348**	.044	.022	.375**	-.094
	Sig. (2-tailed)	.160		.000	.614	.800	.000	.284
	N	132	132	132	132	132	132	132
Help	Pearson Correlation	.005	.348**	1	-.077	-.059	.789**	.017
	Sig. (2-tailed)	.952	.000		.379	.499	.000	.846
	N	132	132	132	132	132	132	132
Incentive	Pearson Correlation	-.194*	.044	-.077	1	.779**	-.093	-.081
	Sig. (2-tailed)	.026	.614	.379		.000	.289	.354
	N	132	132	132	132	132	132	132
Evaluation	Pearson Correlation	-.094	.022	-.059	.779**	1	-.085	-.103
	Sig. (2-tailed)	.285	.800	.499	.000		.331	.240
	N	132	132	132	132	132	132	132
Validity	Pearson Correlation	.001	.375**	.789**	-.093	-.085	1	.013
	Sig. (2-tailed)	.986	.000	.000	.289	.331		.886
	N	132	132	132	132	132	132	132
Environment	Pearson Correlation	.248**	-.094	.017	-.081	-.103	.013	1
	Sig. (2-tailed)	.004	.284	.846	.354	.240	.886	
	N	132	132	132	132	132	132	132

\*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: Primary Data



### 4.3.3 NORMALITY

Post checking and verification of the data's reliability, the checking of the data's normalcy and regularity in distribution follows as shown below in table 4.8. Observing whether the respondents in respect to both independent and dependent variables i.e., Personality and Job Performance of the Civil Service Office are following normal distribution, P-P Plots were prepared. The p-p plots for each variable within the scope of the study are discussed.

**Table 4.8 Tests of Normality**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Ability	.272	132	.200*	.736	132	.000
Clarity	.300	132	.200*	.760	132	.000
Help	.188	132	.200*	.895	132	.000
Incentive	.225	132	.200*	.879	132	.000
Evaluation	.325	132	.200*	.774	132	.000
Validity	.193	132	.200*	.908	132	.000
Environment	.238	132	.200*	.876	132	.000

a. Lilliefors Significance Correction

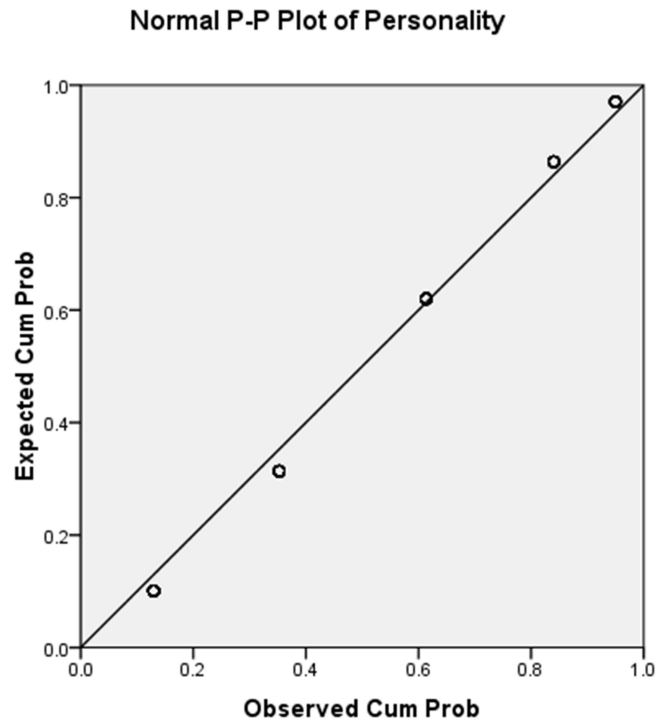
b. \*. This is a lower bound of the true significance

*Source: Primary Data*

#### 4.3.4.1 Personality

Personality traits being major variable of the study, Normal P-P plot has been plotted for the same which hereby affirm that Personality is normally distributed, even though there are certain deviations from the central normal line. The degrees of deviation are within a considerable range and as has been shown in the Figure 4.1

**Figure 4.1 Normal P-Plot of Personality**

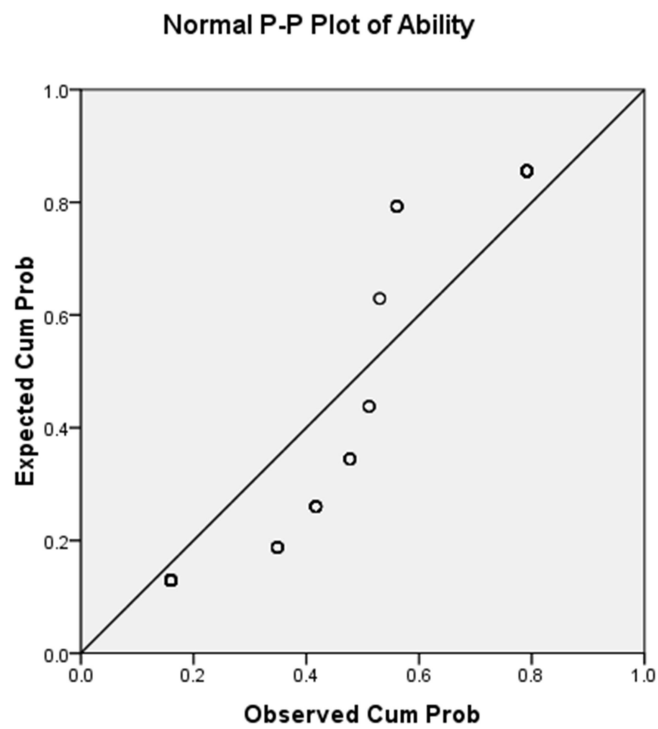


*Source: Primary Data*

#### 4.3.4.2 Ability

Ability is one of the job performance factors and being an independent variable of the study, Normal P-P plot has been plotted for the same which hereby affirm that *ability* is normally distributed and the same has been shown in the Figure 4.2

**Figure 4.2 Normal P-Plot of Ability**

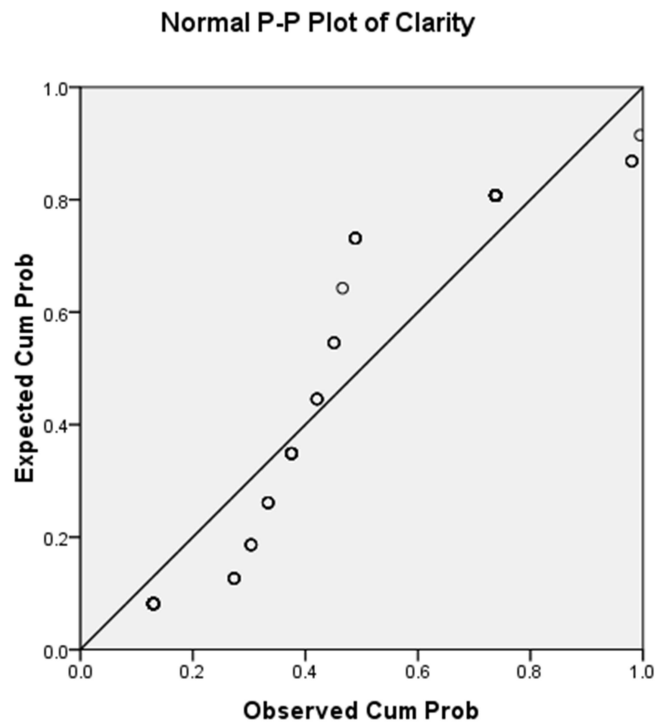


*Source: Primary Data*

#### 4.3.4.3 Clarity

Clarity is also one of the job performance factors and being an independent variable of the study, Normal P-P plot has been plotted for the same which hereby affirm that *clarity* is normally distributed. Even though there are certain deviations from the central normal line. The degrees of deviation are within a considerable range and the same has been clearly depicted below in Figure 4.3

**Figure 4.3 Normal P-Plot of Clarity**

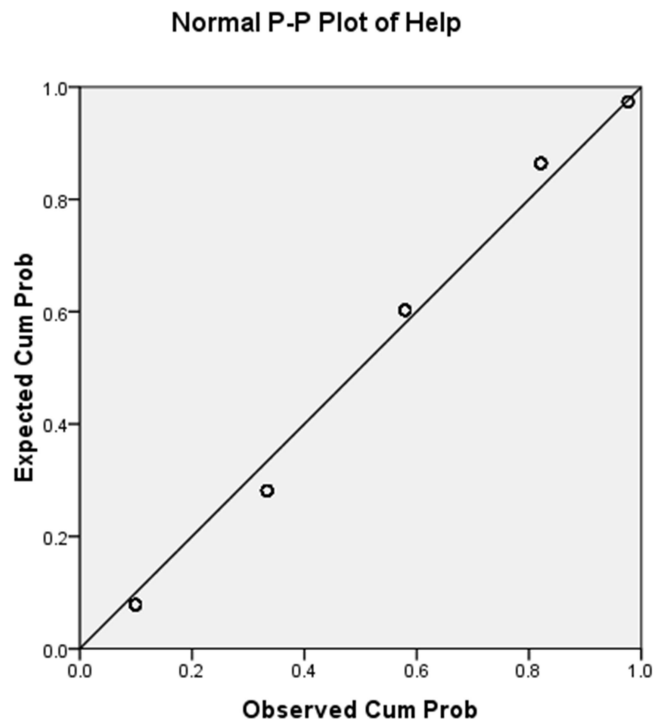


*Source: Primary Data*

#### 4.3.4.4 Help

Help is also one of the job performance factors and being an independent variable of the study, Normal P-P plot has been plotted for the same which hereby affirm that *help* is normally distributed. Even though there are certain deviations from the central normal line. The degrees of deviation are within a considerable range and the same is visible as depicted below in the Figure 4.4

**Figure 4.4 Normal P-Plot of Help**

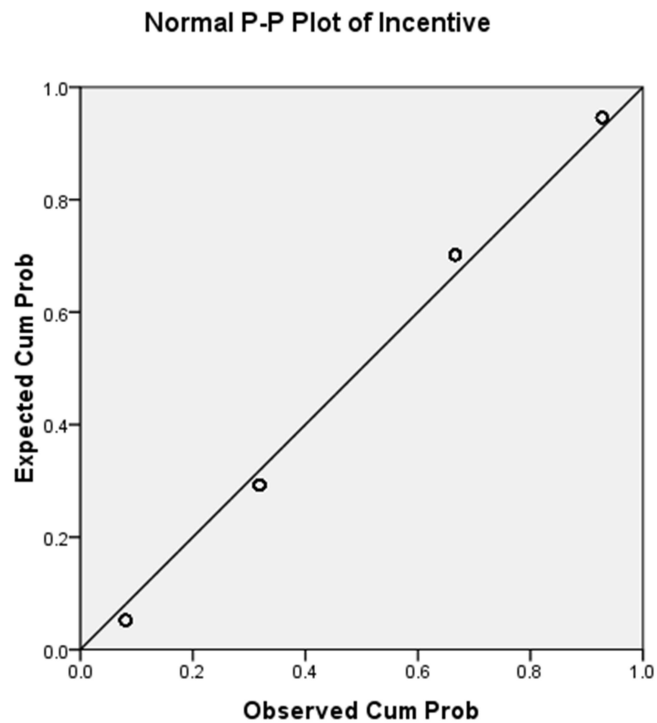


*Source: Primary Data*

#### 4.3.4.5 Incentive

Incentive is also one of the job performance factors and being an independent variable of the study, Normal P-P plot has been plotted for the same and hereby affirm that *incentive* is normally distributed even though there are certain deviations from the central normal line. The degrees of deviation are within a considerable range as been shown in the Figure 4.5

**Figure 4.5 Normal P-Plot of Incentive**

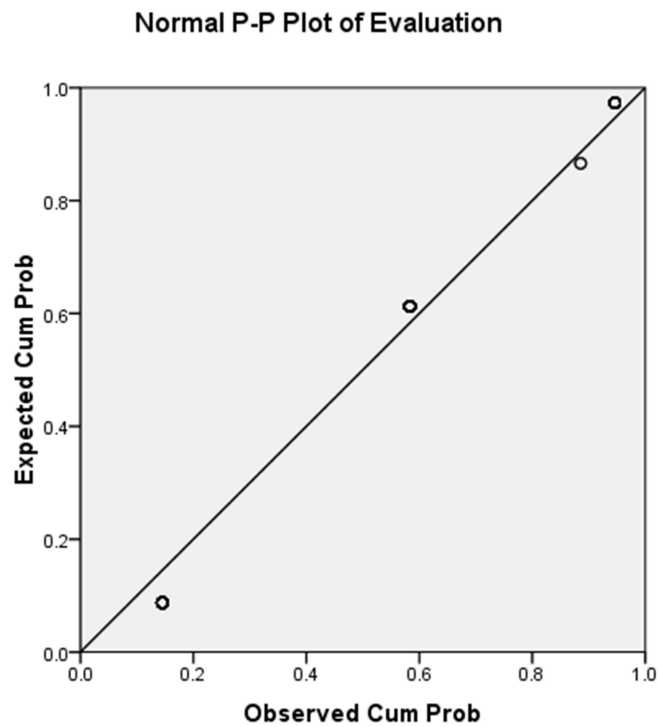


*Source: Primary Data*

#### 4.3.4.6 Evaluation

Evaluation is also one of the job performance factors and being an independent variable of the study, Normal P-P plot has been plotted for the same which is hereby affirmed that, *evaluation* is normally distributed. Even though there are certain deviations from the central normal line. The degrees of deviation are within a considerable range and the same has been clearly shown below in Figure 4.6

**Figure 4.6 Normal P-Plot of Evaluation**

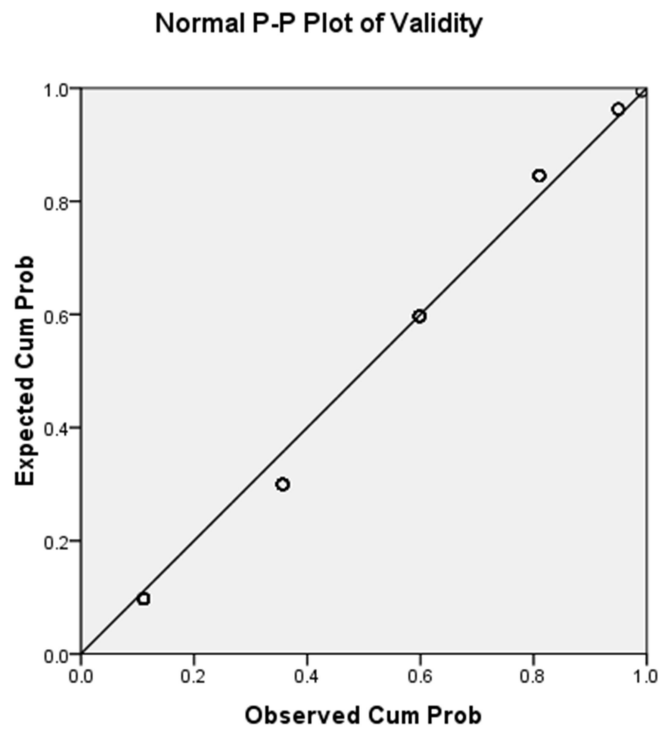


*Source: Primary Data*

#### 4.3.4.7 Validity

Validity is also one of the job performance factors and being an independent variable of the study, Normal P-P plot has been plotted for the same which is hereby affirmed that, *validity* is normally distributed. Even though there are certain deviations from the central normal line. The degrees of deviation are within a considerable range and the same has been shown in Figure 4.7

**Figure 4.7 Normal P-Plot of Validity**



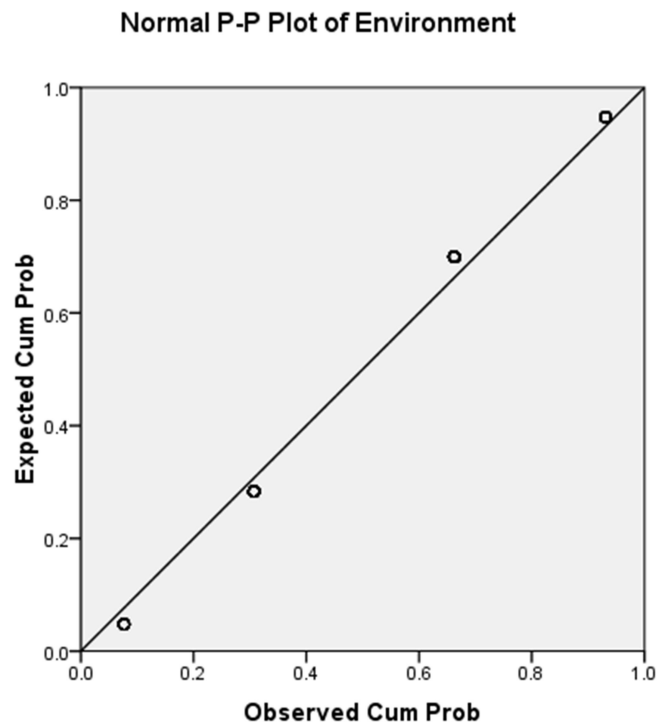
*Source: Primary Data*



#### 4.3.4.8 Environment

Environment is also one of the job performance factors and being an independent variable of the study, Normal P-P plot has been plotted for the same and hereby affirmed that, *environment* is normally distributed. Even though there are certain deviations from the central normal line. The degrees of deviation are within a considerable range and the same is clearly understandable as shown in Figure 4.8

**Figure 4.8 Normal P-Plot of Environment**



*Source: Primary Data*

#### 4.4 Hypothesis testing

##### 4.4.1 Chi-square test for testing Hypothesis

The analysis in this study is detailed through explaining the entire hypothesis that has been framed and tested with Chi-Square Test and Multinomial Logistic Regression is also being used at the later part of the test of hypothesis:

##### *Hypothesis 1:*

*H<sub>0</sub>: Personality of the Civil Service Officers does not have significant relationship with the job performance factors.*

**Table 4.9 Chi-Square Test of Personality and Ability**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31.630 <sup>a</sup>	28	0.290
Likelihood Ratio	37.429	28	0.110
Linear-by-Linear Association	0.111	1	0.739
N of Valid Cases	132		

a. 31 cells (77.5%) have expected count less than 5. The minimum expected count is .20.

*Source: Primary Data*

As shown in the table 4.9, Pearson Chi-Square's significance i.e.  $p=0.290$  whose significance is above the level of significance at  $p>0.05$ . Therefore, the null hypothesis is rejected and it may be inferred that there is a significant relationship between Personality and ability (a variable of job performance) of the officers in the civil secretariat.

**Table 4.10 Chi-Square Tests of Personality and Clarity**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	70.408 <sup>a</sup>	44	0.007
Likelihood Ratio	64.355	44	0.024
Linear-by-Linear Association	0.177	1	0.674
N of Valid Cases	132		

a. 52 cells (86.7%) have expected count less than 5. The minimum expected count is .10.

Source: Primary Data

As shown in the table 4.10, Pearson Chi-Square's significance i.e.  $p=0.007$  whose significance is within the level of significance between  $p>0.05 - \leq 0.05$ . Therefore, the null hypothesis is accepted and may be inferred that there is no significant relationship between Personality and clarity (a variable of job performance) of the officers in the civil secretariat.

**Table 4.11 Chi-Square Tests of Personality and Help**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.922 <sup>a</sup>	16	0.391
Likelihood Ratio	17.924	16	0.328
Linear-by-Linear Association	2.795	1	0.095
N of Valid Cases	132		

a. 14 cells (56.0%) have expected count less than 5. The minimum expected count is .59.

Source: Primary Data

As shown in the table 4.11, Pearson Chi-Square's significance i.e.  $p=0.391$  whose significance is above the level of significance at  $p>0.05$ . Therefore, the null hypothesis is rejected and it may be inferred that there is a significant relationship between Personality and help (a variable of job performance) of the officers in the civil secretariat.

**Table 4.12 Chi-Square Tests of Personality and Incentive**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.028 <sup>a</sup>	12	0.299
Likelihood Ratio	17.155	12	0.144
Linear-by-Linear Association	0.025	1	0.875
N of Valid Cases	132		

a. 9 cells (45.0%) have expected count less than 5. The minimum expected count is 1.87.

*Source: Primary Data*

As shown in the table 4.12, Pearson Chi-Square's significance i.e.  $p=0.299$  whose significance is above the level of significance at  $p>0.05$ . Therefore, the null hypothesis is rejected and it may be inferred that there is a significant relationship between Personality and incentive (a variable of job performance) of the officers in the civil secretariat.

**Table 4.13 Chi-Square Tests of Personality and Evaluation**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.451 <sup>a</sup>	12	0.749
Likelihood Ratio	7.892	12	0.794
Linear-by-Linear Association	0.005	1	0.944
N of Valid Cases	132		

*a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .20. Source: Primary Data*

As shown in the table 4.13, Pearson Chi-Square's significance i.e.  $p=0.749$  whose significance is above the level of significance at  $p>0.05$ . Therefore, the null hypothesis is rejected and it may be inferred that there is a significant relationship between Personality and evaluation (a variable of job performance) of the officers in the civil secretariat.

**Table 4.14 Chi-Square Tests of Personality and Validity**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.174 <sup>a</sup>	20	0.706
Likelihood Ratio	17.556	20	0.617
Linear-by-Linear Association	0.942	1	0.332
N of Valid Cases	132		

*a. 18 cells (60.0%) have expected count less than 5. The minimum expected count is .20.*

*Source: Primary Data*

As shown in the table 4.14, Pearson Chi-Square's significance i.e.  $p=0.706$  whose significance is above the level of significance at  $p>0.05$ . Therefore, the null hypothesis is rejected and it may be inferred that there is a significant relationship between Personality and validity (a variable of job performance) of the officers in the civil secretariat.

**Table 4.15 Chi-Square Tests of Personality and Environment**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.653 <sup>a</sup>	12	0.208
Likelihood Ratio	17.284	12	0.139
Linear-by-Linear Association	0.431	1	0.512
N of Valid Cases	132		

*a. 9 cells (45.0%) have expected count less than 5. The minimum expected count is 1.77. Source: Primary Data*

As shown in the table 4.15, Pearson Chi-Square's significance i.e.  $p=0.208$  whose significance is above the level of significance at  $p>0.05$ . Therefore, the null hypothesis is rejected and it may be inferred that there is a significant relationship between Personality and environment (a variable of job performance) of the officers in the civil secretariat.

Therefore, with the test of the factor that has been extracted with Principal Component Analysis viz. Ability, Clarity, Help, Incentive, Evaluation, Validity and Environment the null hypothesis of personality and job performance factors are rejected except for the clarity factor.

**Table 4.16 Correlation of Personality and Clarity**

		Personality	Clarity
Personality	Pearson Correlation	1	-0.037
	Sig. (2-tailed)		0.676
	N	132	132
Clarity	Pearson Correlation	-0.037	1
	Sig. (2-tailed)	0.676	
	N	132	132

*Source: Primary Data*

A test is further executed to check the relation between Personality and clarity with Pearson's correlation as shown in Table 4.16 where there is a low level of negative significance between the two i.e. Personality and Clarity and the value of  $r=-0.037$ , at a significant level of  $p=0.676$ . It maybe hereby be summed that there is a significant relationship between personality and clarity (a variable of job performance).

#### **4.4.2 Multiple Regression analysis for the testing of Hypothesis**

This statistical technique is being applied to test if there are any significant relationship between the different personality traits and the job performance of the Civil Service Officers.

In the multiple regression models, the coefficient of determination,  $R^2$ , summarizes the proportion of variance in the dependent variable associated with the predictor (independent) variables, with larger  $R^2$  values indicating that more of the variation is explained by the model, to a maximum of 1. For regression models with a categorical dependent variable, it is not possible to compute a single  $R^2$  statistic that has all of the characteristics of  $R^2$  in the linear regression model, so these approximations are computed instead. The following methods are used to estimate the coefficient of determination.

- Cox and Snell's  $R^2$  is based on the log likelihood for the model compared to the log likelihood for a baseline model. However, with categorical outcomes, it has a theoretical maximum value of less than 1, even for a "perfect" model.
- Nagelkerke's  $R^2$  is an adjusted version of the Cox & Snell  $R$ -square that adjusts the scale of the statistic to cover the full range from 0 to 1.
- McFadden's  $R^2$  is another version, based on the log-likelihood kernels for the intercept-only model and the full estimated model.

As shown in the table 4.17. What constitutes a “good”  $R^2$  value varies between different areas of application. While these statistics can be suggestive on their own, they are most useful when comparing competing models for the same data. The model with the largest  $R^2$  statistic is “best” according to this measure.

**Table 4.17 Pseudo R-Square**

Cox and Snell	0.802
Nagelkerke	0.843
McFadden	0.535

*Source: Primary Data*

Table 4.18 is a model fitting information table. Whereby, it reflects the feasibility (applicability/suitability) of the statistical technique for the analysis of the population. The final model is compared with the  $h_0$  (null hypothesis)  $\alpha$  (alpha value) of 0.05, whereas the calculated value of the final model is 0.001 which signifies the fitness of the model for further analysis to be carried out.

**Table 4.18 Model Fitting Information**

Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	392.161			
Final	178.064	214.096	152	0.001

*Source: Primary Data*

**Variable Selection** When constructing a model, it's generally desirable to only include predictors that contribute significantly to the model. The likelihood ratio statistics table tests each variable's contribution to the model. Additionally, the Multinomial Logistic Regression procedure offers several methods for stepwise selection of the "best" predictors to include in the model as reflected in the Table 4.19 Likelihood Ratio Test.

If the significance of the test is small (less than 0.05) then the effect contributes to the model.

**Table 4.19 Likelihood Ratio Tests**

	Model Fitting Criteria	Likelihood Ratio Tests		
Effect	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	1.781	0	0	.
Ability	2.325	54.437	28	0.002
Validity	2.057	27.603	20	0.009
Incentive	1.949	16.803	12	0.007
Clarity	253.878	75.814	44	0.042
Help	1.875	9.43	16	0.048
Evaluation	1.981	20.052	12	0.046
Environment	2.124	34.331	12	0.001

*\*The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.*

*a. This reduced model is equivalent to the final model because omitting the effect does not increase the degrees of freedom.*

*b. Unexpected singularities in the Hessian matrix are encountered. This indicates that either some predictor variables should be excluded or some categories should be merged.*

*Source: Primary Data*



This is a likelihood ratio test of your model (Final) against one in which all the parameter coefficients are 0 (Null).

- The chi-square statistic is the difference between the -2 log-likelihoods of the Null and Final models.
- Since the significance level of the test is less than 0.05, you can conclude the Final model is outperforming the Null.

**Hypothesis 2:**

***H<sub>0</sub>: Agreeableness has no significant influence on job performance of the officers.***

**Table 4.20 Multiple Regression-Enter Method- Agreeableness and Job Performance**

Independent Variable	Dependent Variable	R	R <sup>2</sup>	F value	p-value
Agreeableness	Job Performance	0.147	0.22	6.963	0.01

*Source: Primary Data*

As shown in Table 4.20 there is a significant relationship between agreeableness (a variable of personality traits) and job performance of the officers. Where the coefficient correlation  $R=0.147$  and  $R^2=0.22$  which explain 22.2 per cent of the variance or influence of agreeableness (a variable of personality traits) on the job performance and is significant at  $p=0.01$  ( $p<0.05$ ). It may therefore concluded by rejection  $H_{02}$  and infer that “Agreeableness (a variable of personality traits) has a significant influence on job performance of the officers.”

An agreeable person is fundamentally altruistic, sympathetic to others and eager to help them, and in return believes that others will be equally helpful. The disagreeable/antagonistic person is egocentric, skeptical of others’ intentions, and competitive rather than co-operative.

**Hypothesis 3:**

***H<sub>0</sub>: Conscientiousness has no significant influence on job performance of the officers.***

**Table 4.21 Multiple Regression-Enter Method- Conscientiousness and Job Performance**

Independent Variable	Dependent Variable	R	R <sup>2</sup>	F value	Significance
Conscientiousness	Job Performance	0.262	0.069	23.202	0.01

*Source: Primary Data*

Table 4.21 is a reflection of a relationship between conscientiousness (a variable of personality traits) and job performance, wherein there is a significant relationship between conscientiousness (personality) and job performance of the officers being reflected. The coefficient correlation  $R=0.262$  and  $R^2=0.069$  which explain 6.9 per cent of the variance or influence of agreeableness (a variable of personality traits) on the job performance and is significant at  $p=0.01$  ( $p<0.05$ ). Therefore,  $H_{03}$  may be rejected in accordance with the test and infer that “conscientiousness (a variable of personality traits personality) has a significant influence on job performance of the officers.”

The conscientious person is purposeful, strong-willed and determined. Conscientiousness is manifested in achievement orientation (hardworking and persistent), dependability (responsible and careful) and orderliness (planned and organized). On the other hand, person scoring low does not necessarily mean they have low moral principles, perhaps not very particular practicing and enforcing them.

**Hypothesis 4:**

***H<sub>0</sub>: Extraversion has no significant influence on job performance of the officers.***

**Table 4.22 Multiple Regression-Enter Method- Extraversion and Job Performance**

Independent Variable	Dependent Variable	R	R <sup>2</sup>	F value	Significance
Extraversion	Job Performance	0.285	0.081	13.83	0.01

*Source: Primary Data*

Table 4.22 reflects the impact of extraversion (a variable of personality traits) on job performance, wherein there is a significant relationship between extraversion and job performance of the officers being reflected. The coefficient correlation  $R=0.285$  and  $R^2=0.081$  which explain 8.1 per cent of the variance or influence of extraversions on the job performance and is significant at  $p=0.01$  ( $p<0.05$ ). Therefore,  $H_04$  may hereby be rejected and infer that “Extraversion (a variable of personality traits) has a significant influence on job performance of the officers.”

**Hypothesis 5:**

***H<sub>0</sub>: Neuroticism has no significant influence on job performance.***

**Table 4.23 Multiple Regression-Enter Method- Neuroticism and Job Performance**

Independent Variable	Dependent Variable	R	R <sup>2</sup>	F value	Significance
Neuroticism	Job Performance	0.308	0.095	10.913	0.01

*Source: Primary Data*

In table 4.23 we identify the reflection of the impact of neuroticism (a variable of personality traits) on job performance, wherein there is a significant relationship between neuroticism and job performance of the officers being reflected. The coefficient correlation  $R=0.308$  and  $R^2=0.095$  which explain 9.5 per cent of the

variance or influence of neuroticism (personality) on the job performance and is significant at  $p=0.01$  ( $p<0.05$ ). Therefore, rejection of the  $H_{05}$  and infer that. “Neuroticism (a variable of personality traits) has a significant influence on job performance of the officers.”

**Hypothesis 6:**

**$H_0$ : Openness to experience has no significant influence on job performance.**

**Table 4.24 Multiple Regression-Enter Method- Openness to Experience and Job Performance**

Independent Variable	Dependent Variable	R	R <sup>2</sup>	F value	Significance
Openness to Experience	Job Performance	0.315	0.099	6.85	0.04

*Source: Primary Data*

Table 4.24 is a reflection showing association between openness to experience (a variable of personality traits) and job performance, as there is statistically significant relationship between openness to experience and job performance of the officers being reflected. The coefficient correlation  $R=0.315$  and  $R^2=0.099$  which explain 9.9 per cent of the variance or influence of openness to experience on the job performance and is significant at  $p=0.04$  ( $p<0.05$ ). Therefore,  $H_{06}$  be rejected and conclude that “openness to experience has a significant influence on job performance of the officers.”

Openness to Experience (a variable of personality traits includes active imagination, aesthetic sensitivity, and attentiveness to inner feelings, a preference for variety, intellectual curiosity and independence of judgment.

## References:

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## **CHAPTER 5**

### **CONCLUSIONS AND SUGGESTIONS**

- 1.1 Introduction**
- 1.2 Summary**
- 1.3 Major Findings**
- 1.4 Conclusion**
- 1.5 Suggestion**

## 5.1 INTRODUCTION

The studies of Personality in various horizons have been quite an old study with its history being rooted long back in the past for most of the developed countries. There have been numerous studies of various organization to learn and understand their employees' personality with the vision of optimizing their job performance, by rightly aligning their employees with the feasible type of work and enhancing environment so as their job performance is be optimized. With this all of the resources available within the vicinity and exposure of each and every organization are being fully utilized with utmost economic feasibility.

However, such study i.e., Personality and Job Performance even though not being so new to this great nation, the level that has been attained and sustained in the field is no very satisfactory as compared to the developed countries. It is lately gaining prominence in the Industrial psychology in particular to India, whereas the other Asian countries are remarkably ahead.

In particular to Mizoram, there never has been a vigorous study of Personality and Job performance of any sector in recent past. While learning and understanding the personality traits of individuals is very critical, due to the very fact that there is a possibility/probability of predicting their behavior and job performance which in turn might enhance in high level of commitment and dedication to the organization and their job.

Nevertheless, in spite of this research being the study of Civil Service Officers of the Civil Secretariat, Government of Mizoram the importance can never be underestimated. Even though it's a non-profit making organization or department, their (Civil Service Officers) could never be undermined just as businessmen mind and care for the employees. Since there is a high degree of responsibility and duties that are entrusted on these Civil Service Officers for the fraternity of social and economic welfare, understanding and knowing their personality is highly desirable.

Therefore, this study have been undertaken with immense sense of care with responsibility to study the personality traits based on the big five personality factors



(Agreeableness, conscientiousness, extraversion, neuroticism and openness to experience) of the Civil Service Officers and the relation that exemplifies their job performance based on various job performance factor (Ability, clarity, help, incentive, evaluation and environment).

This study have revealed several interesting facets of personality types of the Civil Service Officers, and other possible dimensions for further study of personality and job performance related factors for other sectors where understanding the personality factors and predicting job performance on various situational factors could be economically fruitful for the organization.

## **5.2 SUMMARY OF STATISTICAL ANALYSIS**

This is a section wherein there is a summarization of the entire descriptive and inferential statistical analyses are discussed which were mentioned in Chapter 4. The crux of all the statistical analysis is precisely presented with the gist of it suitably portrayed.

### **5.2.1 DESCRIPTIVE ANALYSIS**

#### **5.2.2. Respondents demographic profile**

From the total of 154 Civil Service Officers in the Civil Secretariat, Government of Mizoram there were 132 respondents of various service cadres 70.5 per cent of them were male while 29.50 per cent were females. The distribution based on their service were such as Indian Administrative Service (IAS) Officer that accounts for 10.60 per cent, Indian Revenue Service (IRS) that accounts for 0.76 per cent, Indian Forest Service (IFS) that accounts for 0.76 per cent, Indian Railway Accounts Service (IRAS) that accounts for 0.76 per cent , Indian Audit and Accounts Service (IA & AS) that accounts for 0.76 per cent, Indian Economic Service (IES) that accounts for 0.76 per cent, Mizoram Finance and Accounts Service (MF & AS) that accounts for 5.30 per cent, Mizoram Civil Service (MCS) that accounts for 71.21 per cent, Mizoram Police Service (MPS) that accounts for 03.03 per cent, Mizoram Judicial Service (MJS) that accounts for 03.03 per cent and Mizoram Engineering Service

(MES) that accounts for 03.03 per cent. With Mizoram Civil Service Officer's with the highest strength of in the civil secretariat.

The age group distribution of the respondents are 31 to 40 years (3 percent), 41 to 50 (20.5 percent) and 51 to 60 (76.5 percent) accounting for of the respondents. The mean of age is 54 years. This shows that the total civil service officers serving in the civil secretariat are towards the later stage of their service.

Post and designation of the civil service officer's in the civil secretariat of Aizawl, Mizoram. The Chief Secretary 0.8% of the total respondents, Officer on Special Duty accounts for 1.5 per cent, Commissioner accounting for 6.1 per cent, Principal Secretary accounts for 00.8% per cent, the Secretary accounts for 13.6 per cent, Additional secretary accounted for 7.6 per cent, Joint Secretary accounts for 16.7 per cent, Deputy Secretary accounts for 22.7 per cent and the Under Secretary accounts for 30.30 per cent of the total respondents respectively.

The different types of personality distribution are openness to experience 9.80 per cent, conscientiousness 18.9 per cent, extraversion 33.30 per cent, agreeableness 25.80 percent and neuroticism 12.10 percent.

### **5.2.2 Scale measurement**

The reliability test and Cronbach's alpha were applied to check the reliability of all the items that were used for the measure of internal consistencies of the constructs in the questionnaires. In this study the reliability value of the whole data scales is above .65 which  $\alpha = .708$ , JPF  $\alpha = .754$  and personality shows  $\alpha = .737$ . According to Sekaran [266], all the constructs employed are found to have the internal consistency reliability if the result passed the minimum accepted level of 0.65.

Furthermore, model fitting, goodness of fit, pseudo R-squares and likelihood test were also used to check the data's feasibility for the use of multiple and multinomial logistic regression for analyzing the data. The model fit p value is  $p=0.001$  which proves that the model is fit, goodness of fit pearson's and deviance p value are  $p=0.009$  and  $p=1.000$  respectively. The pseudo R-square were Cox and Snell at 0.791, Nagelkerke at .831 and McFadden at 0.516 which also reflect that the model explains all the variability and well

too. The likelihood ratio tests are all significant for ability, help, incentive, evaluation and environment where their p values are less than 0.05 which means the effect contributes to the model, except for clarity of the job performance factors p value is  $p=0.72$  which is insignificant.

## **5.2.4 INFERENCE ANALYSIS**

### **5.2.4.1 Pearson's correlation analysis**

From Pearson's correlation coefficient  $r$  analysis which was used to check the inter correlation Ability, clarity, help (organization help), incentive, evaluation and environment which are the job performance variable.

It has been noted that Pearson correlation coefficient presents the significant negative correlation between ability and incentive at  $p=0.026$ , and a significant positive correlation between ability and environment at  $p=0.004$  which are significant at  $p=0.05$  and  $p=0.01$  respectively. There is also a significant positive correlation between clarity and help at  $p=0.000$ , and also between clarity and valuation at  $p=0.000$  where both the  $p<0.01$  significance level. There is a significant positive relationship between help and validity at  $p=0.000$  and is significant at  $p<0.01$ , moreover there is also a significant positive correlation between incentive and evaluation at  $p=0.000$  which is significant at  $p<0.01$  significance level as shown in the table.

### 5.2.4.2 Chi-square test

**Table 5.1 Summary of findings: Personality and Job performance factor**

H <sub>0</sub> (Null Hypothesis)	Statistical technique	Remarks
Personality of the Civil Service Officers does not have significant relationship with Ability (job performance factors)	Chi-square	Rejected
Personality of the Civil Service Officers does not have significant relationship with Clarity (job performance factors)	Chi-square	Accepted
Personality of the Civil Service Officers does not have significant relationship with Help (job performance factors)	Chi-square	Rejected
Personality of the Civil Service Officers does not have significant relationship with Incentive (job performance factors)	Chi-square	Rejected
Personality of the Civil Service Officers does not have significant relationship with Evaluation (job performance factors)	Chi-square	Rejected
Personality of the Civil Service Officers does not have significant relationship with Validity (job performance factors)	Chi-square	Rejected
Personality of the Civil Service Officers does not have significant relationship with Environment (job performance factors)	Chi-square	Rejected
Personality of the Civil Service Officers does not have significant relationship with Clarity (job performance factors)	Pearson's correlation	Accepted

*Source: Primary Data*

Chi-square test was applied to check the H<sub>0</sub> (null hypothesis) and find out if there are any significant relationship between personality traits and job performance factors (ability, clarity, help, incentive, evaluation, validity and environment) of the Civil Service Officers, Civil Secretariat Government of Mizoram as shown in table no.5.1.

### 5.2.4.3 Multiple regression analysis

Multiple regressions are being used to examine the kind of relationship between the independent variables and the dependent variable (i.e. personality and job performance), the strength of relationships, and the significance of the relationships of the independent variables with the dependent variable.

Enter method multiple regressions was applied in this study, where variables will be evaluated by what they add to the prediction of the dependent variable which is

different from the predictability afforded by the other predictors in the model. The *F*-test will be used to assess whether the set of independent variables collectively predicts the dependent variable. *R*-squared—the multiple correlation coefficient of determination—will be reported and used to determine how much variance in the dependent variable can be accounted for by the set of independent variables. The result then gives a model which produces the maximum variance on the dependent variable.

**Table 5.2 Summary of findings: Personality and Job performance**

H <sub>0</sub> (Null Hypothesis)	Remarks
Agreeableness has no significant influence on job performance of the officers.	Rejected
Conscientiousness has no significant influence on job performance of the officers.	Rejected
Extraversion has no significant influence on job performance of the officers.	Rejected
Neuroticism of the Civil Service Officers does not have significant influence with Incentive (job performance factors)	Rejected
Openness to Experience has no significant influence on job performance of the officers.	Rejected

*Source: Primary Data*

### 5.3 Major Findings

The sole purpose of this research is determination of the relationship personality and Job Performance of Government Officers in Mizoram: A Study of Civil Secretariat.

#### 5.3.1 The relationship between personality and job performance factors

***Hypothesis:***

*H<sub>01</sub>: Personality of the Civil Service Officers does not have significant relationship with the job performance factors.*

In accordance with the computation of relationship between personality and ability (job performance) factors of officers, Pearson Chi-Square's significance i.e.  $p=0.290$  whose significance is above the level of significance at  $p>0.05$ . Therefore, the null hypothesis is rejected and it may be inferred that there is a significant relationship between Personality and ability (job performance) of the officers in the civil secretariat.

In accordance with the computation of relationship between personality and clarity (job performance) factors of officers, Pearson Chi-Square's significance i.e.  $p=0.007$  whose significance is within the level of significance between  $p>0.05 - \leq 0.05$ . Therefore, the null hypothesis is accepted and may be inferred that there is no significant relationship between Personality and clarity (job performance) of the officers in the civil secretariat.

#### Help

In accordance with the computation of relationship between personality and help (job performance) factors of officers, Pearson Chi-Square's significance i.e.  $p=0.391$  whose significance is above the level of significance at  $p>0.05$ . Therefore, the null hypothesis is rejected and it may be inferred that there is a significant relationship between Personality and help (job performance) of the officers in the civil secretariat.

The computation of relationship between personality and incentive (job performance) factors of officers, Pearson Chi-Square's significance i.e.  $p=0.299$  whose significance is above the level of significance at  $p>0.05$ . Therefore, the null hypothesis is rejected and it may be inferred that there is a significant relationship between Personality and incentive (job performance) of the officers in the civil secretariat.

In accordance with the computation of relationship between personality and evaluation (job performance) factors of officers, Pearson Chi-Square's significance i.e.  $p=0.749$  whose significance is above the level of significance at  $p>0.05$ . Therefore, the null hypothesis is rejected and it may be inferred that there is a

significant relationship between Personality and evaluation (job performance) of the officers in the civil secretariat.

The workout on relationship between personality and validity (job performance) factors of officers, Pearson Chi-Square's significance i.e.  $p=0.706$  whose significance is above the level of significance at  $p>0.05$ . Hence, the null hypothesis is rejected and it may be inferred that there is a significant relationship between Personality and validity (job performance) of the officers in the civil secretariat.

In accord with the computation of relationship between personality and environment (job performance) factors of officers, Pearson Chi-Square's significance i.e.  $p=0.208$  whose significance is above the level of significance at  $p>0.05$ . Accordingly, the null hypothesis is rejected and it may be inferred that there is a significant relationship between Personality and environment (job performance) of the officers in the civil secretariat.

Therefore, with the test of the job performance factors (ACHIEVE Model) viz. Ability, Clarity, Help, Incentive, Evaluation, Validity and Environment the null hypothesis of personality and job performance factors are rejected except for the clarity factor.

A correlation test was further executed to check statistical significance relation between Personality and clarity with Pearson's correlation where there a low level of negative significance between the two i.e. Personality and Clarity and the value of  $r=-0.037$ , at a significant level of  $p=0.676$  was reflected, which reflect a negative statistical significance. Therefore, it maybe hereby be summed that there is a significant relationship between personality and clarity (job performance factor).

Atkinson and Reitman (1956) confirmed that performance is influenced by incentive and ability. In simple terms, employees should have the desire and skills to complete the task. This idea was developed by adding the notion of knowledge or understanding jobs. However, even if the employee has a full desire or skills to do the job, that desire and skills will be useful only when they have a clear understanding of what they do and how they do it (Lawrence & Loesch 1967). In

fact, ability or willingness to work encompasses the knowledge and skills relevant to work (Hersey, Blancher, & Johnson, 1996). The basic components of ability include working knowledge of the job (formal and informal apprenticeship facilitates the successful completion of the project) and the capability to do the job. Clarity of the role (understanding the role) involves understanding and acceptance of work procedures; i.e., where and how it is done. The employees are required to have complete understanding of the organization's problems, main goals, and objectives. Besides, they should know how to achieve these goals and objectives and the organization's priorities must be quite explicit for employees (Rezaeeian, 1993).

*Hypothesis:*

*H<sub>02</sub>. Agreeableness has no significant influence on job performance of the officers.*

In accordance with the computation of relationship between agreeableness (personality) and job performance of the officers there is a significant relationship between agreeableness (personality) and job performance of the officers. Where the coefficient correlation  $R=0.0147$  and  $R^2=0.22$  which explain 22.2 per cent of the variance or influence of agreeableness (personality) on the job performance and is significant at  $p=0.01$  ( $p<0.05$ ). It may therefore be concluded by rejection  $H_{02}$  and affirm that, "Agreeableness (personality) has a significant influence on job performance of the officers."

An agreeable person is fundamentally altruistic, sympathetic to others and eager to help them, and in return believes that others will be equally helpful. The disagreeable/antagonistic person is egocentric, skeptical of others' intentions, and competitive rather than co-operative. According to Tett et al. (1991), Agreeableness is a significant predictor of job performance. Salgado (1997) found that Agreeableness is related to training success. The co-operative nature of agreeable individuals may lead to success in occupations where teamwork and customer service are relevant (Judge et al., 1999).



*Hypothesis:*

*H<sub>03</sub>: Conscientiousness has no significant influence on job performance of the officers.*

In accordance with the computation of relationship between conscientiousness (personality) and job performance of the officer, there is a significant relationship between conscientiousness (personality) and job performance of the officers being reflected. The coefficient correlation  $R=0.0262$  and  $R^2=0.069$  which explain 6.9 per cent of the variance or influence of agreeableness (personality) on the job performance and is significant at  $p=0.01$  ( $p<0.05$ ). Therefore,  $H_{03}$  may be rejected in accordance with the test and infer that “conscientiousness (personality) has a significant influence on job performance of the officers.”

The conscientious person is purposeful, strong-willed and determined. Conscientiousness is manifested in achievement orientation (hardworking and persistent), dependability (responsible and careful) and orderliness (planful and organized). Conscientiousness refers to self-control and the active process of planning, organising and carrying out tasks (Barrick & Mount, 1993). Borman, White, Pulakos and Oppler (1991) and Hough et al. (1990) found a correlation of 0.80 between reliability (an aspect of Conscientiousness) and job performance. Various researchers (Barrick & Mount, 1991; Barrick, Mount & Strauss, 1993; Frink & Ferris, 1999; Ones & Viswesvaran, 1997; Sackett & Wannek, 1996) reported significant correlations between Conscientiousness and job performance. According to Sackett and Wannek (1996), the relationship between Conscientiousness and job performance could be attributed to the conceptual relationship between Conscientiousness and integrity.

*Hypothesis:*

*H<sub>04</sub>: Extraversion has no significant influence on job performance of the officers.*

In accordance with the computation of relationship between Extraversion (personality) and job performance of the officers, there is a significant relationship

between extraversion (personality) and job performance of the officers being reflected. The coefficient correlation  $R=.0285$  and  $R^2=0.081$  which explain 8.1 per cent of the variance or influence of extraversions (personality) on the job performance and is significant at  $p=0.01$  ( $p<0.05$ ). Therefore,  $H_04$  may hereby be rejected and conclude that, “Extraversion (personality) has a significant influence on job performance of the officers.”

It was found that Extraversion is a valid predictor of performance in jobs characterized by social interaction, such as sales personnel and managers (Barrick & Mount, 1991; Bing & Lounsbury, 2000; Lowery & Krilowicz, 1994; Vinchur et al., 1998). Johnson (1997) found a positive relationship between Extraversion and job performance of police personnel, and explained this relationship in terms of the high level of interaction in the police service.

*Hypothesis:*

*H<sub>05</sub>: Neuroticism has no significant influence on job performance.*

In accordance with the computation of relationship neuroticism (personality) on job performance of the officers, there is a significant relationship between neuroticism (personality) and job performance wherein the coefficient correlation  $R=.308$  and  $R^2=0.095$  which explain 9.5 per cent of the variance or influence of neuroticism (personality) on the job performance and is significant at  $p=0.01$  ( $p<0.05$ ). Therefore, rejection of the  $H_05$  and acceptance of the  $H_A5$  is appropriate as per the test. i.e., “Neuroticism (personality) has a significant influence on job performance of the officers.”

Neuroticism is a dimension of normal personality indicating the general tendency to experience negative effects such as fear, sadness, embarrassment, anger, guilt and disgust. High scorers may be at risk of some kinds of psychiatric problems. A high Neuroticism score indicates that a person is prone to having irrational ideas, being less able to control impulses, and coping poorly with stress. Hormann and Maschke (1996) found that Neuroticism is a predictor of performance in various occupations. Dunn, Mount, Barrick and Ones (1995) showed that emotional stability (the opposite

of Neuroticism) is the second most important characteristic that affects the employability of candidates. In a recent study Judge, Higgins, Thoresen and Barrick (1999) found that Neuroticism is inversely related to job performance. However, according to Salgado (1997), Neuroticism predicts job performance in certain circumstances.

*Hypothesis:*

*H<sub>06</sub>: Openness to experience has no significant influence on job performance.*

In accordance with the computation of relationship between openness to experience (personality) and job performance of the officers, there is a significant relationship between openness to experience (personality) and job performance of the officers being reflected. With the coefficient correlation  $R=0.315$  and  $R^2=0.099$  which explain 9.9 per cent of the variance or influence of agreeableness (personality) on the job performance and is significant at  $p=0.04$  ( $p<0.05$ ). Therefore, we may reject the  $H_06$  and conclude that, “openness to experience (personality) has a significant influence on job performance of the officers.”

Openness to Experience includes active imagination, aesthetic sensitivity, and attentiveness to inner feelings, a preference for variety, intellectual curiosity and independence of judgment. Research has shown that Openness to Experience is related to success in consulting (Hamilton, 1988), training (Barrick & Mount, 1991; Vinchur et al., 1998) and adapting to change (Horton, 1992; Raudsepp, 1990). In contrast, Johnson (1997) and Hayes, Roehm and Castellano (1994) found that successful employees (compared with unsuccessful employees) obtained significantly lower scores on Openness. Tett et al. (1991) found out from their study that Openness to Experience evidently does not predict of job performance. A possible explanation for the contradictory results regarding the relationship between Openness to Experience and job performance is that different jobs have different requirements.

## 5.4 Suggestions

The points enumerated below may be advisable for improvement of job performance of the civil service officers in the civil secretariat.

1. Induction of routine training and updating of the officers on current trends towards their respective job duties and responsibilities is commendable for optimization of their job performance in every aspect. The possibilities of being obsolete do prevail even among the most efficient and befitting Civil Service Officers.

Increasing the level of job performance ability is the first and foremost duty and responsibility of every officers, this includes the knowledge about how the job is to be done, being clear about what is to be done and when to be done.

2. Appropriate follow-up and evaluation system of the work may be introduced for the follow up and evaluation of the project/schemes/policy. The follow-up and evaluation system are not immediate, huge time lapses from the planning, execution and implementation to evaluation increase the probability of unreal reflection of the practical reality, due to which there can be an ineffective response action and in turn would cause hurdles for further improvement and perfection in the work of the officers.
3. There should be a proper system of evaluation of performance of the Civil Service Officers of the Civil Secretariat. Presently, the main system of evaluation system and introspection that is being practice is still the one that has been used since long back i.e., Annual Confidential Report (ACR) by their superior.

Introduction of Performance Appraisal System (PAS) in the government set up is highly advisable. Since, each and every individual officer will be appraised and fed with the report unlike the Annual Confidential Report system. This shall certainly help the officer to understand their performance level and will strive for further enhancements within themselves.

4. The officers should be given obligatory liberty to enhance their rational decision making in every sphere and horizon of their work. Too much interference and encroachment in their work from all angles may be discouraged, as over ruling their rational decisions can result in failure and under success of the work. It can further adversely affect the economic welfare of the citizens as their works are mostly inclined for the people of the state.
5. Proper and optimum utilization of time through well advanced and proper system of planning and execution of work is highly advised for all the people who are concerned and connected with the work. Overcoming of last hour rush and pressures should be highly craved. The last hour rush and pressure always effect the quality of the work and the level of performance expected are often missed out which could be overcome.  

Apart from the job performance of the officers as a whole, the work done or the outcome may be deviating beyond the acceptable range. Whereby, there is a chance of all the resources (time & effort) that have been put forth might not be rewarding as they are capable off and thereby causing unfavorable situation that could have been evaded.
6. An ideal work environment in the department or work place should always be prioritized. An ideal work environment is always necessary for optimum utilization of all the resources in the organization, so will it be in the governmental organization and department. Enhancing the work environment will be socially and economically rewarding for both the citizens and the government.
7. A well-organized and planned help and support from the Government (legislatures, colleagues, work-group, infrastructure, and morale support) is highly expected for the officers. They cannot do the work solely, every possible aid must be welcomed as long as they can enhance the performance of the officers whose success or failure is felt by the masses.
8. A good team spirit/team work is to be craved; a group of people working with the officers at any level and degree of responsibility should be able to enhance a team spirit with the team they work with. Despite the skills and

technical know-how or efficiency in the team, the team might never perform well and as expected if there is no favorable condition prevailing in the team environment.

9. Transfer and posting along with the job rotation of the officers should be regulated except for the purpose of monitoring and checking on the work to avoid any possibilities of discrepancies. Frequent job rotation and transfers of the officers can have unwanted/undesirable effect on the ongoing works with negative impact on the performance of the officers.

#### **5.4 SUMMARY**

At the outset a brief summary of this study shall precisely enlighten about the means, methodology and ends of the study. This study is divided into five chapters encompassing introduction to the study of personality and job performance, civil services in India, civil secretariat: Government of Mizoram, personality, job performance, review of the historical and present studies with all the concepts intertwined and discussions for the general supplementary of the research, of the personality traits and job performance of the Civil Service Officers, Civil Secretariat, Government of Mizoram.

The first chapter of this study is about the general introduction to the core subject matter of the research i.e., personality and job performance. In this chapter there are thoughts provoking information on the past studies of personality, and the implications it contains with several job performance factors to different person. There is also a brief description about the historical background of the state and the Government of Mizoram, with all system and the departments. The State's Public Service Commission, the Union Public Service Commission, the duties, roles and responsibilities of the civil service officers and various acts and articles that the constitution of Union have entrusted and delegated upon the two commissions.

In the second chapter the historical prospect with theoretical study are being put forth. There are various types of personality traits and job performance's model being defined and explained for better understanding of the concept and framework

of the study. The relationship between personality traits (agreeableness, conscientiousness, extraversion, neuroticism and openness to experience) with job performance factor (ability, clarity, help, incentive, evaluation, validity and environment) of the past are being explained which can be used as a factor for prediction of the attitude of people towards their job.

The third chapter is about the study of the Civil Service Officers, Civil Secretariat, Government of Mizoram personality types or traits with the use of International Personality Item Pool whereby each and every officer's personality traits are being identified. Furthermore, the sixteen personality facets of 16 Personality Factors of Myers & Briggs was applied (MBTI) to have a better understanding of the personality type and nature of the officers. The genealogy historical aspects on the study of personality traits of individual are also being covered in this, highlighting all the improvements that have occurred in this particular field of study over the years.

In the fourth chapter there are elaborations on the summary of the statistical analyses of the descriptive and inferential analysis that were presented in chapter 4. Empirical evidence and reasons are discussed in order to support the hypothesis. Prior to the analysis of data with the test of hypothesis, reliability test was conducted with Cronbach's alpha, normality test with Kolmogorov-Smirnov & Shapiro-Wilk, and pearsons' correlation was executed to check the inter-correlation between personality and job performance factors. Chi-square test and multiple regression analysis was further use for the test of hypotheses to find the relation between the different types of personality traits and job performance factors of the Civil Service Officers, Civil Secretariat Government of Mizoram. After which the effects and limitations of the research study and recommendations for future and further research are being discussed precisely. The last section contain the overall assumption of the entire study with supposition and conclusion of the matters be made with certain discussions deliberately.

## **5.5 Conclusion**

The study emphasizes on personality traits and Job Performance of the Civil Service Officers, Civil Secretariat, Government of Mizoram, encompassing as many Civil Service Officers possible in the area of the study. Where their personalities are diligently being examined to find out what type of personality traits do they possess, based on International Personality Item Pool and 16 Personality Factors of Myers Briggs to understand the attitude and personality of each officers. Then, the relationship between personality of the Civil Service Officers and their job performance were further being studied.

Through the study it may be concluded that there is a significant relationship personality and job performance factors viz. ability, clarity, help, incentive, evaluation, validity and environment. Wherein, it has been found out that there are positive relationship between personality and job performance factors.

Furthermore, the study further examines the relationship between personality traits (agreeableness, conscientiousness, extraversion, neuroticism/emotional stability and openness to experience) and job performance. Whereby, the revelation reflects a remarkable relationship between personality traits and job performance.

Through this study, it may further entail an imperative addition to the previous research, over numerous and several horizon around the world, depicting the important role played by Personality Traits as significant predictors of Job Performance of Government Officers as is in the Civil Service Officers, Civil Secretariat, Government of Mizoram.

## **5.6 Limitation and Further Scope**

Overall, the result from this research work suggests a number of areas for future study. First, a more detailed research study investigating the patterns of personality, or whole-type personality, with performance could be undertaken. The sample size of the present research work (N = 154) lacked sufficient power to reliably perform any analysis splitting the sample into sub-groups. In the investigation of whole-type personality for example, the sample size would need to be substantially increased to



ensure sufficient power to reliably avoid all kinds of irrelevance that can occur. Even so, with the discrepant results of this and other studies on type patterns versus single traits, further study in this area is needed.

Additionally, the personality traits utilized in this study were limited to the Five Factor Model of Personality traits only. While the validity, reliability and widespread use and endorsement of this instrument make it one of the most recognized psychometric tools, further investigation into performance and other measures may be of value. A longitudinal study comparing the results of this research with other popular psychometric tools, such as Sixteen (16) Myers-Briggs Type Indicator, NEO-PI or the Predictive Index, might make widespread interpretation of the findings of this research available to firms already using instruments other than the Big Five Factor Model of Personality.

Since this study focused on the primary job/work performance based on the ACHIEVE model of the Civil Service Officers in a very specific area of the Civil Secretariat, Aizawl, Mizoram a multitude of other service sectors, both within the various Government Departments and private firms/organizations ranks might provide more valuable findings. Likewise, the team personality may provide territory for investigation, both within individual organizations, and between organizations.

As a whole, this research work contributes to the ever-expanding body of knowledge demonstrating that individual personality characteristics influence performance. The period of posting in a department is becoming shorter and shorter day at times; this result in the professional's lacking sense of belongingness, as well as his or her willingness to frequent transfer and postings to various locations and departments. These factors emphasize the increasing importance of capturing a measure of a person's personality preferences through psychometric instruments, as opposed to expert managerial observation over time.

This research supports the possibility of predicting job performance based upon the natural preferences of behavior, driven by individual personality traits. The research suggests a utility for personality measures as a diagnostic tool for individual performance interventions, rather than a tool for team selection or team-building. The

essential need to provide employees with positive work experiences, keeping staff satisfied and improving the overall performance to clients, supports using all available tools and knowledge to achieve this goal. It is to that end that this research contributes to design a firm and better understanding of the natural abilities of staff, where improvements in individual assignments can be enhanced, and overall firm performance optimized.

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## Appendix I

### **Constitutional Provision of Union Public Service Commission and State Public Service Commission**

#### **Article 315: Public Service Commissions for the Union and for the States**

1. Subject to the provisions of this article, there shall be a Public Service Commission for the Union and a Public Service Commission for each State.
2. Two or more States may agree that there shall be one Public Service Commission for that group of States, and if a resolution to that effect is passed by the House or, where there are two Houses, by each House of the Legislature of each of those States, Parliament may by law provide for the appointment of a Joint State Public Service Commission (referred to in this Chapter as Joint Commission to serve the needs of those State.
3. Any such law as aforesaid may contain such incidental and consequential provisions as may be necessary or desirable for giving effect to the purposes of the law.
4. The Public Service Commission for the Union, if requested so to do by the Governor of a State may, with the approval of the President, agree to serve all or any of the needs of the State.
5. References in this Constitution to the Union Public Service Commission or a State Public Service Commission shall, unless the context otherwise requires, be construed as reference to the Commission serving the needs of the Union or, as the case may be, the State as respects the particular matter in question.

#### **Article 316: Appointment and term of office of members**

1. The Chairman and other members of a Public Service Commission shall be appointed, in the case of the Union Commission or a Joint Commission, by the President, and in the case of a State Commission, by the Governor of the State.

Provided that as nearly as may be one-half of the members of every Public Service Commission shall be persons who at the dates of their respective appointments have held office for at least ten years either under the Government of India or under the Government of a State, and in computing the said period of ten years any period before the commencement of this Constitution during which a person has held office under the Crown in India or under the Government of an Indian State shall be included.

2. A member of a Public Service Commission shall hold office for a term of six years from the date on which he enters upon his Office or until he attains, in the case of the Union Commission, the age of sixty-five years, and in the case of a State Commission or a Joint Commission the age of sixty –two years, whichever is earlier: Provided that
  - a) A member of a Public Service Commission may, by writing under his hand addressed, in case of the Union Commission or a Joint Commission, to the President, and in the case of a State Commission, to the Governor of the State, resign his Office;
  - b) A member of Public Service Commission may be removed from his office in the manner provided in clause (1) or clause (3) of article 317.
3. A person who holds office as a member of Public Service Commission shall, on the expiration of his term of office, be ineligible for re-appointment to that office.

**Article 317: Removal and suspension of a member of a Public Service Commission**

1. Subject to the provisions of clause (3), the Chairman or any other member of a Public Service Commission shall only be removed from his office by order of the President on the ground of misbehavior after the Supreme Court, on reference being made to it by the President, has, on inquiry held in accordance with the Procedure prescribed in that behalf under article 145, reported that the Chairman or such other member, as the case may be ought on any such ground to be removed.

2. The President, in the case of the Union Commission or a Joint Commission, and the Governor in the case of a State Commission, may suspend from Office the Chairman or any other member of the Commission in respect of whom a reference has been made to the Supreme Court under clause (1) until the President has passed orders on receipt of the report of the Supreme Court on such reference.
3. Notwithstanding anything in clause(1), the President may by order remove from office the Chairman or any other member of a Public Service Commission if the Chairman or such other member, as the case may be,
  - a) Is adjudged an insolvent; or
  - b) Engages during his term of office in any paid employment outside the duties of his office; or
  - c) Is in the opinion of the President, unfit to continue in office by reason of infirmity of mind or body.
4. If the Chairman or any other member of a Public Service Commission is or becomes in any way concerned or interested in any contract or agreement made by or on behalf of the Government of India or the Government of a State or participates in any way in the profit thereof or in any benefit or emolument arising there from otherwise than as a member and in common with the other members of an incorporated company, he shall, for the purpose of clause (1), be deemed to be guilty of misbehavior.

**Article 318: Power to make regulation as to conditions of service of members and staff of the Commission**

In the case of the Union Commission or a Joint Commission, the President and, in the case of a State Commission, the Governor of the State may regulation –

- a) Determine the number of members of the Commission and their conditions of service; and
- b) Make provision with respect to the number of member of a Public Service Commission and their condition of service;

Provided that the conditions of service of a member of a Public Service Commission shall not be varied to his disadvantage after his appointment.

**Article 319: Prohibition as to the holding of offices by members of Commission on ceasing to be such members**

On ceasing to hold Office –

- a) The Chairman of the Union Public Service Commission shall be ineligible for further employment either under the Government of India or under the Government of a State;
- b) The Chairman of a State Public Service Commission shall be eligible for appointment as the Chairman or any other member of the Union Public Service Commission or as the Chairman of any other Public Service Commission, but not for any other employment either under the Government of India or under the Government of a State.
- c) A member other than the Chairman of the Union Public Service Commission shall be eligible for appointment as the Chairman of the Union Public Service Commission, or as the Chairman of a State Public Service Commission, but not for any other employment either under the Government of India or under the Government of a State.
- d) A member other than the Chairman of a State Public Service Commission shall be eligible for appointment as the Chairman or any other member of the Union Public Service Commission or as the Chairman of that or any other State Public Service Commission, but not for any other employment either under the Government of India or under the Government of a State.

**Article 320: Functions of Public Service Commissions.**

2. It shall be the duty of the Union and the State Public Service Commissions to conduct examinations for appointments to the services of the Union and the services of the State respectively.

3. It shall also be the duty of the Union Public Service Commissions, if requested by any two or more States so to do, to assist those States in framing and operating schemes of Joint recruitment for any services for which candidates possessing special qualifications are required.
4. The Union Public Service Commissions or the State Public Service Commissions, as the case may be, shall be consulted –
  - a) On all matters relating to methods of recruitment to civil services and for civil posts;
  - b) On the principles to be followed in making appointments to civil services and posts and in making promotions and transfers from one service to another and on the suitability of candidates for such appointment, promotions or transfers;
  - c) On all disciplinary matters affecting a person serving under the Government of India or the Government of a State in a civil capacity, including memorials or petitions relating to such matters;
  - d) On any claim by or in respect of a person who is serving or has served under the Government of India or the Government of a State or under the Crown in India or under the Government of an Indian State, in a civil capacity, that any costs incurred by him in defending legal proceedings instituted against him in respect of acts done or purporting to be done in the execution of his duty should be paid out of the Consolidated Fund of India, or, as the case may be, out of the Consolidated Fund of the State;
  - e) On any claim for the award of a pension in respect of injuries sustained by a person while serving under the Government of India or the Government of a State or under the Crown in India or under the Government of an Indian State, in a civil capacity and any question as to the amount of any such award, and it shall be the duty of a Public Service Commission to advise on any matter so referred to them and on the other matter which the President, or as the case may be, the Governor of the State, may refer to them:



Provided that the President as respects the all-India services and also as respects other services and posts in connection with the affairs of the Union, and the Governor, as respects other services and posts in connection with the affairs of a State, may make regulations specifying the matters in which either generally, or in any particular class of case or in any particular circumstances, it shall not be necessary for a Public Service Commission to be consulted.

5. Nothing in clause(3) shall require a Public Service Commissions to be consulted as respects the manner in which any provision referred to in clause (4) of article 16 may be made or as respects the manner in which effect may be given to the provisions of article 335.
6. All regulations made under the proviso to clause(3) by the President or the Governor of a State shall be laid for not less than fourteen days before each House of Parliament or the House or each House of the Legislature of the State, as the case may be, as soon as possible after they are made, and shall be subject to such modifications, whether by way of repeal or amendment, as both Houses of Parliament or the House or both Houses of the Legislature of the State.

**Article 321: Power to extend functions of Public Service Commission.**

An act made by Parliament or, as the case may be, the Legislature of a State may provide for the exercise of additional functions by the Union Public Service Commissions or the State Public Service Commissions as respects the services of the Union or the State and also as respects the services of any local authority or other body corporate constituted by law or of any public institution.

**Article 322: Expenses of the Public Service Commission.**

The expenses of the Union or a State Public Service Commission, including any salaries, allowances and pensions payable to or in respect of the members or staff of the Commission, shall be charged on the Consolidated Fund of India or, as the case may be, the Consolidated Fund of the State.

**Article 323: Reports of Public Service Commission.**

State may make during the session in which they are so laid.

It shall be the duty of a State Commission to present annually to the Governor of the State a report as to the work done by the Commission, and it shall be the duty of a Joint Commission to present annually to the Governor of each of the States the needs of which are served by the Joint Commission a report as to the work done by the Commission in relation to that State, and in either case the Governor, shall, on receipt of such report, cause a copy thereof together with a memorandum explaining, as respects the cases, if any, where the advice of the commission was not accepted, the reasons for such non-acceptance to be laid before the Legislature of the State.

Appendix II

International pool of Personality Questionnaire

PERSONALITY TEST

Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree
1	2	3	4	5

*Please choose the option that appropriately represents your opinion*

1. I have a kind word for everyone. \_\_\_\_\_
2. I am always prepared. \_\_\_\_\_
3. I feel comfortable around people. \_\_\_\_\_
4. I often feel blue. \_\_\_\_\_
5. I believe in the importance of art. \_\_\_\_\_
6. I feel I am better than other people. \_\_\_\_\_
7. I avoid taking on a lot of responsibility. \_\_\_\_\_
8. I make friends easily. \_\_\_\_\_
9. There are many things that I do not like about myself. \_\_\_\_\_
10. I am interested in the meaning of things. \_\_\_\_\_
11. I treat everyone with kindness and sympathy. \_\_\_\_\_
12. I get chores done right away. \_\_\_\_\_
13. I am skilled in handling social situations. \_\_\_\_\_
14. I am often troubled by negative thoughts. \_\_\_\_\_
15. I enjoy going to art museums. \_\_\_\_\_
16. I accept people the way they are. \_\_\_\_\_
17. It's important to me that people are on time. \_\_\_\_\_
18. I am the life of the party. \_\_\_\_\_
19. My moods change easily. \_\_\_\_\_
20. I have a vivid imagination. \_\_\_\_\_
21. I take care of other people before taking care of myself. \_\_\_\_\_
22. I make plans and stick to them. \_\_\_\_\_
23. I don't like to draw attention to myself. \_\_\_\_\_
24. I often feel anxious about what could go wrong. \_\_\_\_\_

- 25. I enjoy hearing new ideas. \_\_\_\_\_
- 26. I start arguments just for the fun of it. \_\_\_\_\_
- 27. I always make good use of my time. \_\_\_\_\_
- 28. I have a lot to say. \_\_\_\_\_
- 29. I often worry that I am not good enough. \_\_\_\_\_
- 30. I am not interested in abstract ideas. \_\_\_\_\_
- 31. I criticize other people. \_\_\_\_\_
- 32. I find it difficult to get to work. \_\_\_\_\_
- 33. I stay in the background. \_\_\_\_\_
- 34. I seldom feel blue. \_\_\_\_\_
- 35. I do not like art. \_\_\_\_\_
- 36. I stop what I am doing to help other people. \_\_\_\_\_
- 37. I change my plans frequently. \_\_\_\_\_
- 38. I don't talk a lot. \_\_\_\_\_
- 39. I feel comfortable with myself. \_\_\_\_\_
- 40. I avoid philosophical discussions. \_\_\_\_\_
- 41. Original \_\_\_\_\_
- 42. Systematic \_\_\_\_\_
- 43. Shy \_\_\_\_\_
- 44. Soft-Hearted \_\_\_\_\_
- 45. Tense \_\_\_\_\_
- 46. Inquisitive \_\_\_\_\_
- 47. Forgetful \_\_\_\_\_
- 48. Reserved \_\_\_\_\_
- 49. Agreeable \_\_\_\_\_
- 50. Nervous \_\_\_\_\_

Appendix III

**QUESTIONNAIRE**

**ON**

**Personality and Job Performance of government officers in Mizoram: A study  
of Civil Secretariat**

Dear Respondents,

I, the undersigned, am a bonafide research scholar in Department of Management, Mizoram University, Aizawl.

I am pursuing a doctoral degree under the topic - “Personality and Job Performance of Government Officers in Mizoram: A Study of Civil Secretariat”

In order to ensure the completion of my Ph.D. work, May I request you to kindly complete the questionnaire. I assure the data so collected will be kept strictly confidential and used for research work only. I also promise that no information about your name or identification will be directly used in the research work. Your cooperation will be appreciated. In case of any further query please contact on the number given below:

Thanking you.

Sincerely,

Samuel Laldinmawia  
Research Scholar  
Department of Management  
Mizoram University  
Phone No: +919862587421

1. Name (Optional): \_\_\_\_\_

2. Gender: Male (\_\_\_) Female ( )

3. Age Group: Below 30 \_\_\_\_\_

31 to 40 \_\_\_\_\_

41 to 50 \_\_\_\_\_

51 to 60 \_\_\_\_\_

4. Department: \_\_\_\_\_

5. Designation: \_\_\_\_\_

6. Service Cadre: IAS \_\_\_\_\_ IPS \_\_\_\_\_

IRS \_\_\_\_\_ MCS \_\_\_\_\_

IPS \_\_\_\_\_ MSS \_\_\_\_\_

MES \_\_\_\_\_ ID &AS \_\_\_\_\_

Others \_\_\_\_\_

Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree
1	2	3	4	5

*Please choose the option that appropriately represents your opinion*

1. I often face a very tight time schedule.

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

2. I am highly abled for my job.

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

3. I prefer to work on my own in preparing policy's (Scheme/project/Proposal).

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

4. I like to work with a team in the formulation of policy (Scheme/project/Proposal).

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

5. I have adequate experiences of policy (Scheme/project/Proposal) preparation before.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

6. I have a clear and good understanding of the necessary knowledge for policy (Scheme/project/Proposal).

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

7. I present the policy (Scheme/project/Proposal) very well to the concerned official and authorities.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

8. There are clear and concrete information for the policy (Scheme/project/Proposal).

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

9. The Objectives and goals of the policy (Scheme/project/Proposal) are clear.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

10. There is a proper path towards the goals and objectives of the policy (Scheme/project/Proposal).

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

11. The processes of the job are well understood.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

12. There is adequate budget from the concerned authority/government for the policy (Scheme/project/Proposal).

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

13. There is adequate tools/equipment necessary to do the job.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

14. There is adequate number of personnel available to do the work.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

15. The infrastructure available is just ideal.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

16. There is adequate supply of technically abled personnel for the execution and implementation of the policy (Scheme/project/Proposal).

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

17. There are good support and backup from colleagues, department and legislators.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

18. I always get my job done well within a stipulated time period.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

19. My pay (salary) and work is justified.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

20. There is a proper way of reward and recognition in the system.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_



21. The policy (Scheme/project/Proposal) is for the welfare of citizen.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

22. There is an immediate need to serve the society.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

23. I have a good command over my team.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

24. There is a good team cohesion and spirit.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

25. The team always perform the job well are always relevant with.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

26. The strength of the team at hand is just ideal (Scheme/project/Proposal).

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

27. There is a good system for training and development.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

28. The policy (Scheme/project/Proposal) is always relevant for the society.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

29. There is proper evaluation system for the job (work done).

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

30. The present practice of Annual Confidential Report (ACR) is good.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

31. I understand my self well (Strength/Weakness) and abide with all the rules

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

32. There is a proper system for career growth and development

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

33. There is a proper system of controlling/monitoring the ongoing job

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

34. There is a proper feedback program in the system

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

35. There pressures from the higher officials at times hurdle the job performance.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

36. There are too many pressure groups.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

37. There is a healthy work environment.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

38. There is transparency in the system.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

39. The information and technology system is good enough to keep up with the change.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

40. There is a good system of governance.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

41. The objectives and goals are properly met all the time.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

42. The purpose for the formulation of policy (Scheme/project/Proposal) is well served.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

43. The policy (Scheme/project/Proposal) is well accepted by the target group.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

44. The necessary task performed is worth doing.

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

45. There is a clean and healthy competitive environment

1\_\_\_\_\_ 2\_\_\_\_\_ 3\_\_\_\_\_ 4\_\_\_\_\_ 5\_\_\_\_\_

Appendix IV

**SCORE CARD FOR PERSONALITY TEST**

**By**

**International Personality Item Pool**

**Total**

$$\mathbf{E}=20+(1)\_\_\_\_\_\_-(6)\_\_\_\_\_\_+(11)\_\_\_\_\_\_-(16)\_\_\_\_\_\_+(21)\_\_\_\_\_\_-(26)\_\_\_\_\_\_+(31)\_\_\_\_\_\_-(36)\_\_\_\_\_\_+(41)\_\_\_\_\_\_-(46)\_\_\_\_\_\_ = \_\_\_\_\_\_$$

$$\mathbf{A}=14-(2)\_\_\_\_\_\_+(7)\_\_\_\_\_\_-(12)\_\_\_\_\_\_+(17)\_\_\_\_\_\_-(22)\_\_\_\_\_\_+(27)\_\_\_\_\_\_-(32)\_\_\_\_\_\_+(37)\_\_\_\_\_\_-(42)\_\_\_\_\_\_+(47)\_\_\_\_\_\_ = \_\_\_\_\_\_$$

$$\mathbf{C}=14+(3)\_\_\_\_\_\_-(8)\_\_\_\_\_\_+(13)\_\_\_\_\_\_-(18)\_\_\_\_\_\_+(23)\_\_\_\_\_\_-(28)\_\_\_\_\_\_+(33)\_\_\_\_\_\_-(38)\_\_\_\_\_\_+(43)\_\_\_\_\_\_-(48)\_\_\_\_\_\_ = \_\_\_\_\_\_$$

$$\mathbf{N}=38-(4)\_\_\_\_\_\_+(9)\_\_\_\_\_\_-(14)\_\_\_\_\_\_+(19)\_\_\_\_\_\_-(24)\_\_\_\_\_\_+(29)\_\_\_\_\_\_-(34)\_\_\_\_\_\_+(39)\_\_\_\_\_\_-(44)\_\_\_\_\_\_+(49)\_\_\_\_\_\_ = \_\_\_\_\_\_$$

$$\mathbf{O}=8+(5)\_\_\_\_\_\_-(10)\_\_\_\_\_\_+(15)\_\_\_\_\_\_-(20)\_\_\_\_\_\_+(25)\_\_\_\_\_\_-(30)\_\_\_\_\_\_+(35)\_\_\_\_\_\_-(40)\_\_\_\_\_\_+(45)\_\_\_\_\_\_-(50)\_\_\_\_\_\_ = \_\_\_\_\_\_$$

## Urkund Analysis Result

Analysed Document: PERSONALITY AND JOB PERFORMANCE MAY 2020.docx  
(D70485342)  
Submitted: 5/8/2020 12:11:00 PM  
Submitted By: f11amitkumars@iima.ac.in  
Significance: 5 %

### Sources included in the report:

<https://vdocuments.mx/the-big-five-personality-dimensions-and-job-performance.html>  
60857b68-de08-4175-8029-a8a6f15e939f  
[https://www.researchgate.net/  
publication/327594765\\_A\\_STUDY\\_OF\\_PERSONALITY\\_TRAITS\\_EXHIBITED\\_BY\\_MANAGEMENT\\_STU  
DENTS\\_OF\\_PREMIER\\_MANAGEMENT\\_INSTITUTES](https://www.researchgate.net/publication/327594765_A_STUDY_OF_PERSONALITY_TRAITS_EXHIBITED_BY_MANAGEMENT_STUDENTS_OF_PREMIER_MANAGEMENT_INSTITUTES)  
<https://core.ac.uk/download/pdf/37320298.pdf>

### Instances where selected sources appear:

14

## PARTICULARS OF THE CANDIDATE

NAME OF THE CANDIDATE : Samuel Laldinmawia

DEGREE : Ph.D.

DEPARTMENT : Management

TITLE OF THESIS : Personality and Job Performance of  
Government Officers in Mizoram: A Study of  
Civil Secretariat

DATE OF ADMISSION : 31.07.2012

APPROVAL OF RESEARCH PROPOSAL

1. BOS : 10.05.2013

2. SCHOOL BOARD : 21.05.2013

MZU REGISTRATION NO. : 272 of 2013

Ph.D. REGISTRATION NO. & DATE: MZU/P.h.D/550 of 21.05.2013

EXTENSION (IF ANY) :No.16-2/Adm-I(Acad)/15/161

Dated 28.12.2017 up to 20.05.2020

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MA (Economics)-2006	(Tilak Maharashtra Vidyapeeth)
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ISC (Commerce)-2001 Delhi	Council of Indian School Certificate, New Delhi
HSLC -1998	Mizoram Board of School Education

### **Chapter contribution in books**

1. "Role of Administration in Social Development" Management & Socio Economic Development, Edited by Professor A. K Agarwal & A.K. Singh ISBN 81-8324478-9
2. "Rural tourist destination in Champhai Cultural & Religious Tourism: With Special reference to Mizoram" Branding North East India for Tourism

Destination, Issues and Challenges Edited by L.S. Sharma ISBN978-81-933068-0-2

### **Paper Publication**

1. Samuel Laldinmawia, Dr. Amit Kumar Singh (2019), Personality and Job Performance of Carpenters in Tlangnuam, Baktawng: A Study on Carpenters in Tlangnuam, Baktawng, Volume VIII, Issue III, MARCH/2019, 804-814. ISSN NO : 2277-2723
2. Samuel Laldinmawia, Dr. Amit Kumar Singh (2019). Personality and Job Performance of Government Officers in Mizoram: A Study of Civil Secretariat. Volume IV, Issue 12, March 2019. 285-289. ISSN : 2454-9150
3. Samuel Laldinmawia, Dr. Amit Kumar Singh (2019). Rural Tourism in North-East India: With a Special Reference to Culture and Religion(s) of Mizoram, Universal Review, Volume VIII, Issue IV, APRIL/2019, 615-624. ISSN NO : 2277-2723

### **Papers Presented**

1. Presented a Paper on “Agriculture Marketing in: Problems and Suggestions” in Capacity Building Programme on Commodity Futures Market for Bank Officers in NABARD on 29<sup>th</sup> November 2012
2. Paper presented on, “A Study on Women Entrepreneurs in Aizawl” National Seminar on Entrepreneurship for Economic Development in India With a Special Reference to its North Eastern Region: Challenges and Opportunities from 26-27th February 2013
3. Paper presented on, “Rural tourist destination in Champhai Cultural & Religious Tourism: With Special reference to Mizoram” National Seminar on Branding North East India for Tourism Destination: Issues and Challenges From 21-22 March 2014



# Personality and Job Performance Of Government Officers in Mizoram: A Study Of Civil Secretariat

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**ABSTRACT** - Emphasis on the study of personality and job performance have always been vital as it has always been in the past. Every organization needs clearly understand their means and their goals with its optimization to meet their ends, whether the organization are large or small. It's imperative that the Government employees are a kind of model to the masses and their attitudes and behaviour could shape the psychology of their colleagues. They inculcate certain traits that would either be positive or negative, which will be recognized through their performance and reflected in the people. Mizoram is a state where Government job is coveted to any other job. The employee of the State's Government more or less plays an important role for the development, and so would the personality and their job performance impact on their colleagues and to the state of Mizoram. Therefore, the study would try to bring out the best of each and every officer's in optimizing their calibre.

**Keywords** —*Personality, personal traits, job, job- performance, government employee, officers, civil secretariat.*

## I. INTRODUCTION

The problem of a finding a perfect personality measures that are effective and reliable analyst of occupational performance or not. In an experimental constraints, probability of doubts arising from certain situation with its absorbing ability of vagueness more than other people usually shows up. The association of personality and job performance has been a regular point of head for researcher in any type of organization and corporate psychology over many decades. Generally, the studies of personality and job performance can be considerably marked with distinctive two periods. 'The first time period that expands to a considerably perpetual time period and covers all the studies through the early 1900s to the mid-1980s.' Studies carried out in this particular era was all through by prime studies in which analyst probed the connection of individual ratings from plethora of personality inventories to that could match each every job performance specifically. The general decision finalized from this gist of in depth analysis was that personality and job performance linkage wasn't really remarkable in any significant manner considering various individual qualities and circumstances. Perhaps, certain experts consider this times period as to where there was no individualities that was accountable.

However, the area was in some kind of transitional period for radical evolution. The later (i.e. second) stage, which was evolving from the mid-1980 to date are mostly categorized using "Five Factor Model" originally put forward by Norman (1963). "Although this model is generally accepted but not always been agreed upon that five major factors explain personality, neither has the definition of each has the definition of each factor received

consensus (Barric et al., 2001)." However and despite all the imperfection, the tool do give a proper and unifying grounds in which theorists and practitioners may further analyse, pass it on, carry forward and optimize personality as a means in difference circumstances and situation that exist in working environment.

## II. REVIEW OF LITERATURE

Day & David Silverman.(1989) "Personality variables have been shown to be significant predictors of job performance when carefully matched with appropriate occupation and organization. The variable of personality in an individual is an effective predictor, supporting cognitive ability, in assessing which prospect is apt to work well within a firm."

McHenry, Hough, Toquam, Hanson, and Asworth. (1990) "Personality has been found to account for unique variance in performance, after pedalling out the effects of cognitive ability. Found that the competencies of personal discipline and physical fitness were better predicted by personality and temperament than by ability." Hogan, Hogan, and Roberts. (1996) "concluded that well-constructed measures of normal personality are valid predictors of a wide range of occupational performance, they generally do not result in adverse impact for minority groups, and they can be linked to performance defined in terms of productivity." "With the 'whether personality predicts performance' question largely resolved, it is time to begin asking the 'why and in what ways' question."

"Personality refers to cognitive and behavioural patterns that show stability over time and across situations (e.g. Cattell, 1965). Therefore, it is reasonable to expect that personality traits influence personal values and attitudes, as

most recent empirical research has demonstrated” (Olver and Mooradian, 2003). “Work involvement reflects attitudes and values towards a particular aspect of life and, hence, it must relate to personality traits, as earlier (Lawler and Hall, 1970) and more contemporary writers (Elloy and Terpening, 1992) have suggested.”

John P. Campbell and colleagues. Campbell, J.P (1990) Campbell, J.P. McCloy (1993) Coming from a psychological perspective, “Campbell describes job performance as an individual level variable. That is, performance is something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance which are higher level variables.”

### Personality & Job Performance

According to Schacter, Gilbert, Wegner, Daniel, Daniel, Daniel (2011), “The person's own motivations for future decisions (building on their personality) would be affected from their history and past experiences in such situations” Another way that personality defined by Schacter, Daniel L (2011) “is as an individual's characteristic style of behaving, thinking and feeling”.

#### Quotes of Personality:

“Personality traits are more likely to influence job performance in situations where the professional has a relatively high degree of freedom”

“The combination of a high score on ‘sense of duty’ and a high score on” “Achievement” “entails risks for the professional,” which “he or she has to be aware of” S.

*Rothmann, E.P Coetzer, 2003*

The practicality and significant toward its goal is one of the most outstanding and remarkable nature of job performance, incompatibility of practical aspect shall certainly nullify it. Every individual(s) performance must be focused toward organizational goals or should be goal oriented in harmony to their duties or responsibility. Thus, performance may exclude activities where effort is exhausted toward achieving every marginal goal. As such, the exertion exerted towards the goal of getting the work done in the most convenient way (irrationally) does not mean performance (other than the ones concerned with avoiding belatedness).

The use of job performance is remarkably frequent lately, however, the defining of the concept in psychology of industry and organization is extremely unsatisfactory, the part of psychology dealing with the work environment. Even though being a part of Human Resources Management. Therefore, it's mostly connoting a degree of the person's job perfection. Even though are still large ambiguity in defining what job performance exactly is, performance is still a criterion with crucial importance which cannot stand any kind and form of negligence

towards an organizational outcomes and achievement of their goals. Some widely consented theories that are put forth with their implementation to a high degree of these theories,

(i.e. personality and job performance) are the works of John P. Campbell and colleagues.

### Public Sector Employment in Mizoram

According to the ‘Census of Government Employees,’ “2009, the numbers of employees working under the state government were 53,653 out of which 42,308 were regular employees and 8013 were Muster Roll and 1601 were work-charged.”

Table I: Government of Mizoram Employees

Sl.no	Group	Male	Female	Total
1	A	2334	839	3173
2	B ‘Gazetted’	406	86	492
3	B ‘Non Gazetted’	5992	2826	8818
4	C	16862	4993	21855
5	D	6762	1208	7970
6	<b>SUB-TOTAL</b>	<b>32356</b>	<b>9952</b>	<b>42308</b>
<b>OTHERS</b>				
7	Contract	843	585	1428
8	Work Charge	1335	266	1601
9	Muster Roll	5641	2372	8013
10	Officiating	18	13	31
11	Co-Terminus	164	108	272
12	<b>SUB-TOTAL</b>	<b>8001</b>	<b>3344</b>	<b>11345</b>
13	<b>Grand Total</b>	<b>40357</b>	<b>13296</b>	<b>53653</b>

*Source: Economic Survey, Mizoram 2012-2013*

As per the last i.e. 5<sup>th</sup> Economic Census held in 2005, “a total of 1,06,706 persons were employed in all the 47,730 enterprises in the state. Out of these 13,481(12.6%) are employed in agricultural enterprise and 93,225(87.4%) are in non-agricultural enterprises.

Of the total Government employees in Mizoram, there are 33,314(31.22%) employees whose engagement are in rural areas and 73,392(68.78%) employees being employed in the cities of the State. Moreover, the total strength of the hired employees stands at 64,276, with their engagement to be agricultural and non agricultural activities. Then the remaining work force majority i.e., 44,801 worked in the cities and the little remaining part of which are engaged outside the urban areas, and stands at 19,475.

The above figures indicate that the Government employee's accounts for 50.28% of the total employed population of the state.

### III. SIGNIFICANCE AND SCOPE OF THE STUDY

The study will mainly focus, confined, and limit to only the Officers in the New Secretariat Complex, Khatla, Aizawl, Mizoram. Wherein the target segment of officers are the Chief Secretary, Additional Secretary, Joint Secretary, Deputy Secretary and Under Secretary to the Government of Mizoram which sums up to the tune of 107 officers.

Every possible effort shall be exerted to include all the officers for the study.

The selection of Officers within the range of Under Secretary-Chief Secretary of Mizoram is that, they are the governing officers of the Government of Mizoram Employee whose personality and job performance have a far reaching effect to all the employees and the state of Mizoram and its economy as well.

#### IV. RESEARCH METHODOLOGY

Exploratory method of research will be applied in this study, with the hope and expectation of a better understanding on the situation prevailing in the Civil Secretariat work environment. In the prospect of a comprehensive understanding between personality and job performance of the officers involved. In the event of an inability to have proper and concrete final conclusion, it is of an expectation that a deep insight of the situation be revealed with the test of certain hypothesis.

The hypothesis was tested using pearson's correlation.

Structured questionnaire and schedule was the means for collection of primary data. There were totally 131 (one hundred thirty one) respondents from the civil secretariat. As stated above, the targeted segment of officers are mostly from the under-secretary to the range of Chief Secretary of Mizoram. It may further be stated that most of the officers are from the State Public Service cadre and a few of them from the Central Service cadre.

However, the results of exploratory research are not usually useful for decision-making by themselves, but they can provide significant insight into a given situation. Although the results of qualitative research can give some indication as to the "why", "how" and "when" something occurs, they cannot reveal "how often" or "how many".

Perhaps, through exploratory research there is a high expectation that there is a probable chance of understanding the personality that would further enhance job performance as well.

#### V. RESULTS AND DISCUSSIONS

At the outset it maybe stated that the employees of each and every state has more or less imperative affect to the people of the state and moreover to the welfare as well. It is therefore a matter of important concern to look into the personality and behavior, job performance of the officers in all the secretariats. The ability to understand and predict their behaviour, could to a certain extent play a lead role for the social and economic development of the society and the state as well, as they are the ones who deals with the legislators and the citizens, intercessing with the interested group. Their personality and the taking up of their task could play a lead role in the possible upbringing of the society let alone the economic welfare.

In the quest for the relation of the officer's personality and job performance questions in hereby poses with the concern of time, objective, teamwork and motivational factor to the officers. With a belief that their (officers) response to time, teamwork, objective and motivational factor of the officers reflect their personality and the way they respond to their job and their performance more or less is a reliable factor that reflects their personality and job performance of the officers. It is hereby through the question poses which is implemented for the analysis of the relation between personality and job performance of the officers in the Civil Secretariat, Government of Mizoram.

#### VI. OBJECTIVES OF THE STUDY

1. To study the relationship between personality and job performance of officers in the Civil secretariat.
2. To study the personality of the Officers in the civil secretariat and their response towards their job.
3. Response to availability of time to take up a particular work/assignment/task/project etc

**Table II: Time availability**

Options	No. of Respondents	Percent
Procrastinate till there is adequate time.	52	60.3
Do the job at my best	79	39.69

The table shows that most of the respondents (i.e. the officers) are likely to postpone their works for a sufficient time that accounts for 60.3 per cent, whereas the officers who like to go and execute the task assigned to them at their best accounts for 39.69 per cent. The variation in the opinion of the officers is due to the fact of differences in the personality of the officers which is more or less likely different in all the officers in the new secretariat complex. Moreover, it reflects the personality (attitude) of the officer in the way they respond and perform their in under various circumstances and environment prevailing in their midst.

1. Vagueness of the objective for a particular work/assignment/task/project etc.

**Table III: Clarity of objective**

Options	No. of Respondents	Percent
Your work is halted, till there are clear and concrete information	82	62.59
Carry on the work with to the best of your caliber	49	37.40

Clarity of objective in every task is very important in each and every job. Therefore the table of clarity of objective infer that most of the respondents (i.e. officers0) are mostly



to carry on their task with the best of their abilities which accounts for 37.40 per cent. Perhaps, the personality and the relation to how the job is taken up is certainly reflect in this particular table. However, most of the officers are more likely to halt the job without concrete and proper information about the job (job Description).

3. Motivating factors of the officer’s

Table IV: Motivational Factors		
Options	No. of Respondents	Percent
Rewards	21	20.58
Need of the hour	18	17.64
Desire to succeed	47	46.06
Service for humanity	12	11.76

The main factor that motivates the officers in their works are their desire to succeed in their work which accounts for 46.06 per cent followed by rewards 20.58, need of the hour 17.64 and service for humanity 11.76 respectively as shown in the table.

4. Team building for the execution of work

Table V: Team building		
Options	No. of Respondents	Percent
Build my own team	71	69.58
Work with whatever team is at your disposal	27	26.46

This question more or less reflects that almost all of the officer’s wants’ to build their own team rather than working with the team someone has built. As the statistics shows where 69.58 per cent of the officer and 26.46 does not care about working with the team that someone build before. This could have tremendous effect on their performance.

**HYPOTHEIS I**

*H<sub>01</sub>: There is a significant relationship between personality of the officers and their job performance*

.Table VI Pearson’s Correlation test of H<sub>01</sub>

SL.No	Particulars	Time availability	Team building
1	Time availability	1	-.229**
		131	0.008
2	Team building	-.229**	1
		0.008	131

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

Through the revelation depicted in Table VI, it can be concluded as inferred that there is a significant relationship between personality and job performance of the officers in the Civil Secretariat; where there is a positive significance level at 0.01. It is therefore likely that the personality and their job performance of the officers have influence in various ways with a relevance to the work environment.

**VII. FINDINGS AND SUGGESTION**

**Findings**

Through an analysis data, there are some points that are needed to be highlighted which are as enumerated:

1. The personality and attitude of the officers are vastly diverse and complete understanding of which is a breathtaking task.
2. The officers likely prefer an adequate time to take up the work, and rushing up lately is what they would want to avoid, which could cause them a poor job done/improper and inferior finished works.
3. They, the officer’s wants liberty to take up the task/job assigned to them. Such that, their efficiency/productivity in their job/task may be lucrative.
4. Most of the officers have preferred personnel to work with or form a team
5. They want to have clear and concrete information of each and every task that have to be taken up before they are taken up. Dilemma and confusion are uninvited circumstances/situation for all of the officers at all levels.
6. It’s a matter of fact that all the officers are very inquisitive about their jobs, and perfection with excellence is what they preferred.
7. Existence of ambiguity on the effect and influence on the task by the officers seems to prevail, which could be a critical issue for everyone involve and concerned with it.

**Suggestions**

Even though there are some suggestions that are hereby given, however it does not guarantee a major and far reaching effects in the personality and job-performance of the officers.

1. Understanding of each and every individual is the first and foremost task to understand their personality and behavior towards their job and its performance.
2. The officers should be recapitulated with their duties and responsibilities time and time again. Rejuvenating the importance and effects of their job stands the chance to have a positive influence in the performance of their job, which in turn might help them in critical situation to make a right decision.
3. Furnishing of complete and concrete information should be considered before any ventures are taken up; this might

help in overcoming the occurrence of bottleneck in the work.

4. Once, the task/job is assigned to the officers it might seem wise that the officers are given the liberty of their consent, should they be expected to perform at their optimal level.

5. To have a favorable work environment that enhances the efficiency, it is advised that the officers be authorized to build and form their own team, as it will enhance the work environment, team spirit/work, cohesiveness etc.

### VIII. CONCLUSION

The study that reflects the notion of different officers' social and personal traits to their jobs. It reflects their relationship between their personality and the job, and how they are likely to perform their job. Further attention is necessary to be made on how they handle and manage their own work pressures; there could be differences and variation in their own job and performances. There needs to be a better understanding and motivation for each job along with their team, adequate knowledge and ideal team size could result in a better productive officers with their own ideal group.

There are instances and situations where conclusion are typically being drawn or objectivity judgments are being made impassively and are analytical, others considers the societal factors and determinants while personal convictions and values are reflected too. The thinking and feeling, being respectively to perception route for the decision making by the officers which may be the fundamentals of their judgment and perception.

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## Rural Tourism in North-East India: With a Special Reference to Culture and Religion(s) of Mizoram

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### *Abstract*

*Tourism is an important industry especially for North Eastern States of India. It can be one of the main revenue generators as well. The proper development of marketing strategies with an up-gradation of transportation and hospitality facilities clubbed with proper publicity and the right positioning of its tourist sites can make the state of Mizoram a hot destination spot for tourist. In particular to cultural and religious tourism there are many unique culture and religious groups like Chana Pawl, Lalthangfala Pawl, Vanawia Pawl, etc. that have a very peculiar and unique way of life with a family member of more than 100 under one roof, with multiple number of wives which are a very rare one of its kind. Such are the mystery and wonders that Mizoram is blessed with, and yet to be explored which could turn the fortune of Mizoram around in regards to tourism.*

**Keywords:** *tourist spot, tourism, culture, cultural, religious, customs, pawl.*

### 1. INTRODUCTION

Tourism is travel for recreational, leisure, or business purposes, usually of a limited duration. Tourism is commonly associated with trans-national travel, but may also refer to travel to another location within the same country. The World Tourism Organization defines tourists as people "traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes".

Tourism has become a popular global leisure activity. Tourism can be domestic or international, and international tourism has both incoming and outgoing implications on a country's balance of payments. Today, tourism is major source of income for many countries, and affects the economy of both the source and host countries, in some cases it is of vital importance.

In 1941, Hunziker and Krapf defined tourism as people who travel "the sum of the phenomena and relationships arising from the travel and stay of non-residents, insofar as they do not lead to permanent residence and are not connected with any earning activity." In 1976, the Tourism Society of England's definition was: "Tourism is the temporary, short-term movement of people to destination outside the places where they normally live and work and their activities during the stay at each destination. It includes movements for all purposes." In 1981, the International Association of Scientific Experts in Tourism defined tourism in terms of particular activities selected by choice and undertaken outside the home.

## 2. TOURISM IN NORTH EAST INDIA

Tourism industry can act as a revenue generator and as a catalyst for development in a region. In order for the tourism potential of a region to be harnessed there is need for a security environment that is stable, complemented by cooperative administrative machinery. Developed Marketing Strategies and logistics which include conducting sightseeing tours, hospitality and communications, and other necessities are constructive for tourism to flourish in a region. Tourism by definition is a regional activity. Each region, country, continent, city, town, village, ultimately has to fend for itself in the competition to attract tourists. Thus, financial capital along with publicity, can dramatically affect the tourism of an area. The North-East India is plagued by multiple problems, from poverty to insurgency, which have rendered it poorer and less connected than the rest of the country. These realities, have thus far, prevented the North-East from realizing its full tourism potential. This paper will highlight the various measures taken by several government institutes to promote tourism in the North-East region, especially in Assam, and will underscore the shortcomings and challenges which plague the region.

Northeast India is the eastern-most region of India connected to East India via a narrow corridor squeezed between Nepal and Bangladesh. It comprises the contiguous Seven Sister States—Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland and Tripura—and the Himalayan state of Sikkim. These states are grouped under the MDONER ministry of the Government of India. Except for the Goalpara region of Assam, the rest were late entrants to political India—the Brahmaputra valley of Assam became a part of British India 1824, and the hilly regions even later. Sikkim joined the Indian union through a referendum in 1975 and was recognised as a part of North-East states in the 1990s.

In terms of geographical size, Northeast India constitute about 8% of the total India's size, and is roughly 3/4th the size of the state of Maharashtra. Northeast India's population (All the 8 states combined) is approximately 40 million (2011 census), which represents 3.1% of the total Indian population (1,210 million).

Tourism provides direct benefits to the local community and businesses. It has a multiplier effect on other economic activities, providing jobs and incomes to those serving tourists through the supply chain and also as it is a labour intensive industry. The infrastructure required by tourism transport, communications, water supply and health services also benefits local communities and can be used for other activities like speeding disaster relief, providing for the local population and fuelling the overall development of the region. Tourism helps to create awareness about natural and cultural environmental preservation. Historical monuments undergo regular preservation if they are tourist attractions rather than fall into ruins. Tourism creates opportunities for small and micro-enterprises and helps in the development of the region.

## 3. Government Initiatives and Operations in the North-East

The Vision 2020 document released by Prime Minister Manmohan Singh in 2008 for the Northeastern region earmarks infrastructure-led tourism development as one of the primary hopefuls for revenue generation. The Central Government has notified a new industrial policy, NEIIPP 2007, for the NER for a period of 10 years with effect from 1.04.2007. The Policy provides incentives for new industrial units and existing units on their substantial expansion. The incentives include income tax and excise exemption, capital investment subsidy, interest subsidy, insurance subsidy and transport subsidy and are applicable to

industrial units set up in the NER, regardless of their location. It earmarked Tourism and Hospitality Industry as one of the Thrust Areas for Investment in the NER.

M/o DONER has supported tourism industry of the North-East in the form of infrastructure development and capacity building, and in the form of training youth in tourism related activities, holding workshops on community based ecotourism. It supports aviation hospitality training as well as pilot training. It promotes tourism advocacy programme which includes expos & business summits in major cities, craft & culture festival at Delhi haat, cultural shows in major cities, seminar /conclave on tourism, culture & heritage through FICCI. It has also provided support for Kaziranga centenary celebration and INDO-ASEAN & SAARC car rallies.

The NEC (Northeastern Council) has made significant contribution to the development of tourism related infrastructure in the North-eastern region which includes the creation of the north east tourism development fund of Rs.2 crore for preparing project profiles for setting up of budget hotels in all North-Eastern states. It provided support of Rs. 11.24 crore for construction of Yatri Niwas at Guwahati. The NEC has introduced a new scheme for development and promotion of inter-state tourism circuits under its annual plan 2007-2008. It is working with Ministry Of Civil Aviation for setting up a pilot training institute and upgrading airports. It has proposed to support a mountaineering and adventure sports institute. The NEC also proposes to support setting up heritage museums.

The Government is keen to improving connectivity in the region. For instance, the four lane east west corridor under construction from Porbandar to Silchar will provide connectivity to all capital cities along this lane. DONER and NEC have also funded construction of 3,660 km and 10,026 km roads respectively. The railway network within the region is being expanded and upgraded. The rail cum Road Bridge at Bogibeel and the Rangia to Murkongselek railway line has been declared as national projects.

#### **4. CULTURAL & RELIGIOUS TOURISM: IN SPECIAL REFERENCE TO MIZORAM**

Mizoram is a mountainous state nestling in the southern tip of the north-east region of India. Covered with verdant forests dominated by thick bamboo groves, teeming with vibrant wildlife, sheer cliffs and breath-taking waterfalls, dotted with unique landmarks of myriad folklores and picturesque villages of houses built on stilts, a land of dramatic seas of morning mists that enfold islands of hills and peaks... This is the land of the Highlanders, or the Mizos, who are by nature carefree and hospitable to visitors. For anyone looking for a quiet holiday or outdoor activities in pristine and peaceful setting, this is a destination worth your while.

Standing aloof from the adjacent plains of Assam and the other neighboring states, Mizoram remains an exotic location sharing more than one-third of its boundary with Bangladesh and Myanmar and its capital, Aizawl is still one of the least-frequented cities in India. With a population of 10,91,014 only, it is one of the most sparsely-populated states. Mizoram has a moderate and pleasant climate throughout the year, and is an idyllic land of great natural beauty having rich variety of flora and fauna.

Though still considered remote and hence, an unfrequented destination, the location of Mizoram itself helps maintain its quaint appeal, as do its scenic landscapes of bluish hills and mountains, steep rocky cliffs, serene lakes and deep valleys of gurgling streams plunging down sheer drops to form



spectacular waterfalls. To the more adventurous spirit, the rugged terrains and rivers are ideal for various outdoor sports and activities. Again, the fantastic array of wildlife, especially the birds, is an added attraction to the nature lovers.

#### 4.1 CUSTOM

Although Christianity brought about a near - total transformation in the Mizo lifestyle and outlook some customary laws have stayed on. The efforts of the Missionaries, so it seems, were not directed at changing the basic customs of the Mizo society presumably because they saw nothing much wrong with them. The customs and traditions which they found meaningless and harmful were abolished by persistent preaching. Thus tea replaced ZU as a popular drink among the Mizos. Zawlbuk had been replaced by modern education. Animal sacrifices on ceremonial occasions, which were once an integral part of mizo religious system, are now considered anathema. But such traditions as the payment of bride price are still continued and encouragement so are some other customs and community traditions.

##### **Bride Price:**

The Mizos are not alone in putting a price on a bride. This custom is a prevalent in a few other Indian Communities as well. When a Mizo boy approaches his fiancée's parents for permission to get married, the first thing he has to do is to settle the bride price. If the price among other things, demanded by him, is acceptable to the parents, the boy and the girl are allowed to get married. Thus the settlement of the bride price to be paid by the bridegroom is an essential pre-requisite to a Mizo marriage.

It so generally happens that part of the bride price which may be paid on the eve of the wedding, while the part of bride price called 'Thutphah' is held back over the years as a sort of security of paying off the debts fall on the next generation. In case of the death of a husband, his son is obliged to pay the bride price.

The principal bride price is known as Manpui the rate which is (mentioned in terms of mithun or sial) Rs 80/- per unit. Besides, there are subsidiary bride prices like sumhmahruai (rate Rs 20/-) and sumfang (Rate Rs 8/-) These prices are to be paid to the bride's father or brother. Pusum, the rate of which varies from rs 4/- to Rs 10/- is payable to the nearest relation on the side of the bride's mother who most often than not turns out to be the maternal uncle of the bride. An equivalent amount, known as Ni-ar, is paid to the bride's paternal aunt as well.

The elder sister or sisters of the bride are entitled to Naupuakpuan, which is the price received by them for having given the bride their clothes to wear or taken of the bride in her childhood. In the event of the bride being the eldest daughter take or an only child, this price is received by other female relations. A sum also goes to the Palal who acts as the bride's foster father and takes on the responsibility of safeguarding her interests throughout her married life. The bride's maid also get a price known as thianman. There are some optional payments as well. Taken together, the bride price adds up to a considerable figure which is often impossible for the bridegroom to pay at one time.

However, it would be a mistake to continue bride price with sale or dowry. For all those who get a share of it come under a special obligation to look after the welfare and interest of the bride.

**Wedding:**

A mizo marriage is preceded by courtship and engagement. The boy and girl are allowed to mix freely during the engagement period. But an engagement may be broken off midway through if the couple fails who get on with each other.

As the majority of the Mizos are now Christians, marriages are solemnized in Church. Both bride and the bridegroom wear wedding dresses in the latest Western Style But sometimes the bride is also decked in puanchei, a traditional Mizo costume, and white blouse.

The bride bring along to her husband a traditional rug called Puandum in which his body is to be wrapped during burial. This is an integral part of the Mizo marriage and failure to bring the cloth entails punishment leading to a reduction in the bride price.

There are other types of marriage as well. In the Makpa chhungkhung type of wedding the bridegroom does not pay bride price but goes to his wife's house to live her. This type of marriage happens in families where there are no male heirs. Consequently, it becomes the duty of the son-in-law to care for his wife's parents.

Another type of Mizo marriage, as Luhkhung, is performed without a social ceremony. If a girl becomes pregnant, she start living quietly with the boy responsible for her condition in his house. However, the marriage of a pregnant girl is sometimes performed in the Vestry instead of the main Hall of a Church. Tlandun is yet another kind of marriage in which a couple runs away from home to get married.

**Inheritance:**

The mizos being patriarchal, property is inherited by men rather than women. The family property usually goes to the youngest son although the father may leave shares to other sons, if he desires. If a man has no sons, his property is inherited by the next kin on the male side.

If a man dies leaving a widow and minor children, a male relation (who usually happens to be a brother of the deceased) takes charge of the family and looks after the property until one of the sons comes of age. If no such male relative is around, then the widow acts as a trustee of her husband's property until such times as his son or sons are old enough to inherit it.

However, although the youngest son of the family is the natural or formal heir to his father under the Mizo customary laws, in actuality the paternal property is generally divided among all sons. The youngest of them gets a preferential treatment in that he would get the first choice of the articles, and he would get two share of the cash in case of one each for the other brothers.

A daughter or a wife can inherit property only if the deceased has no heir on the male side. Women, however, are entitled to their own property. The dowry, called thuum, she gets during the marriage from her parents is exclusively her own property. However, a written 'will' formally executed may now confer woman the right to inherit the family property. This is a happy amendment to the traditional customary laws.

## 4.2 DANCES

Mizo people have a number of dances which are accompanied with few musical instrument like the gong and drum

**Khuallam:** Khuallam literary means 'Dance of the Guests'. It is a dance usually performed in the ceremony called 'Khuangchawi'. In order to claim a distinguished place in the society and to have a place in paradise or Pialral one has to attain the coveted title of 'Thangchhuah'. There are two ways of attaining this title.

Firstly one could attain the title Thangchhuah by proving one's mettle in war or in hunting by killing many animals which should include animals like barking,deer, wild boar, bear, wild gayal, viper, hawk etc.Secondly one could also get the title of Thangchhuah by performing feats and dances. Thangchhuah therefore could be attained only by the brave or by the rich. The ceremonies performed in the second method are known as Khuangchawi.

Guests invited from the other villages at the Khuangchawi ceremony enter the arena dancing Khuallam. Traditional hand woven Mizo cloth known as Puandum is wrapped over the shoulders and the dance is performed by swaying the cloth. Puandum has the colors black, red, yellow and green stripes. Significantly Puandum is an indispensable item which every girl has to take along with when she gets married. It is used when her husband dies to cover the dead body. As most other folk dances of the Mizos, this dance is accompanied by a set of gongs known as Darbu and no song is sung. It is generally performed in large numbers.

**Cheraw:** Cheraw is a very old traditional dance of the Mizos. It is believed that the dance had already existed way back in the 1st Century A.D., while the Mizos were still somewhere in the Yunan Province of China, before their migration into the Chin Hills in the 13th Century A.D., and eventually to the present Mizoram. Some of the tribes living in South East Asia have similar dances in one form or the other with different names.

Men sitting face to face on the ground tap long pairs of horizontal and cross bamboo staves open and close in rhythmic beats. Girls in colorful Mizo costumes of 'Puanchei', 'Kawrchei'. Vakiria' and 'Thihna' dance in and out between the beats of bamboo. This dance is now performed in almost all festive occasions. The unique style of the 'Cheraw' is a great fascination everywhere it is performed. Gongs and drums are used to accompany the dance.

**Sarlamkai/Solakia:** This is an impressive dance originating from the Pawi and Mara communities in the southern part of Mizoram. This dance is known as 'Sarlamkai' whereas the Lushais referred to it as 'Rallu Lam'. In older days when the different tribes were constantly at war with each other, a ceremony to deride the vanquished beheaded skull of the enemy was usually held by the victor. This ceremony is performed to ensure that the vanquished soul remains a slave to the victor even when the latter also dies.

The derision ceremony usually lasts for 5(five) days. The first 2 (two) days is spent in merry-making, singing alongside drinks and a non-vegetarian feast. On the third day a pig is slaughtered and he victor paints his whole body with the animal's blood, which he only washes off on the evening of the fourth day or on the morning of the fifth day. During this 5(five) days period, the victor is not to sleep with any women.

If he does so, the vanquished soul is believed to be infuriated and cause upon the victor, a permanent disability in any person who brings about an occasion for such a ceremony is highly regarded and respected by the people, the king as well as his elders. Therefore, every adult strives with all his or her capability to be such a hero. The courage and bravery of such heroes is a great consolation for the people when faced with any external aggression. It is during this ceremony that the 'Sarlamkai' dance is performed. As is obvious, it is a warrior dance performed to celebrate a victory in war. Songs are not sung; only gongs or cymbals or drums are used for making beats. In the dance, boys and girls standing in alternate position, dance in circles. They generally wear colorful dresses while the leader is dressed as a warrior.

**Chailam:** Chailam is a popular dance performed on the occasion of 'Chapchar Kut' one of the most important festivals of the Mizos. In this dance, men and women stand alternatively in circles, with the women holding on to the waist of the man, and the man on the women's shoulder. In the middle of the circle are the musicians who play the drums and the mithun's horn.

The musician playing the drum choreographs the entire nuances of the dance while the one with the mithun's horn chants the lyrics of the 'chai' song. For the dance to start, the drummer beats on the drum, and upon the fourth stroke of the drum the chai song is sung with the rhythmic swaying of the dancers to the left and right, in accordance with beats of the drum.

Depending on the nuances followed, the chailam' has four versions, viz 'Chai Lamthai I, 'Chai Lamthai II, Chai Lamthai III and 'Chai Lamthai IV'. Legend has it that once a king and his men went out for hunting. Unfortunately, they failed miserably and had to be contented without a kill. The king, then seeing the utter disappointment of his men, rose to the occasion and consoles them by inviting them for a drink of rice beer at his palace. On being intoxicated by the drinks, the party then culminated by singing and dancing followed by a sumptuous feast. Since then, every year, the community continues to enliven the memory of this occasion by celebrating it with various entertainment programs, thus giving rise to one of the most important festivals of the Mizos, the 'Chapchar Kut'. In this dance, musical instrument like drum and horns of mithun are used for making beats. The festivals continues for a week or more. In olden days, the 'Chai' dancers used to drink rice beer continuously during singing and dancing.

**Chawnglaizawn:** This is a popular folk dance of one of the Mizo communities known as Pawi. This dance is performed in two different occasions.

(i) It is performed by a husband to mourn the death of his wife. The husband would be continuously performing this dance till he gets tired. Friends and relatives would relieve him and dance on his behalf. This signifies that they mourn with the bereaved.

(ii) Chawnglaizawn' is performed on festivals and also to celebrate trophies brought home by successful hunters.

On such occasions, it is performed in groups of large numbers. Boys and girls standing in rows dance to the beat of drums. Shawls are used to help the movement of the arms, which also adds color to the dance. Only drums are used in this dance.

**Chheihlam:** Chheihlam' originated after the year 1900 on the lines of the songs known as 'Puma Zai' and the dance known as 'Tlanglam'. It is a dance that embodies the spirit of joy and exhilaration. It is

performed to the accompaniment of a song called 'Chheih hla'. People squat around in a circle on the floor, sing to the beat of a drum or bamboo tube while a pair of dancers stand in the middle, recite the song and dance along with the music.

It was a dance performed over a round of rice beer in the cool of the evening. The lyrics are impromptu and spontaneous on the spot compositions recounting their heroic deeds and escapades and they also praise the honored guests present in their midst. While singing the song accompanied by sound produced by beating of the drum or clapping of hands, an expert dancer performs his dance chanting verses with various movements of the body, with limbs close to the body and crouching low to the ground. As the tempo rose and the excitement increases, people squatting on the floor leave their seats and join him. Guests present are also invited to join the dance. Today 'Chheihlam' is performed on any occasion with colorful costumes, normally in the evening when the day's work is over

**Tlanglam:** Tlanglam is performed throughout the length and breadth of the State. Using music of Puma Zai, there have been several variations of the dance. This dance is one of the most popular dances these days by our cultural troupes in various places. Both sexes take part in this dance.

**Zangtalam:** Zangtalam is a popular Paihte dance performed by men and women. While dancing, the dancers sing responsive song. A drummer is a leader and director of the dance. The duration of the dance depends on the drummer.

#### 4.3 RELIGIOUS TOURISM

Religious tourism, also commonly referred to as faith tourism, is a type of tourism, where people travel individually or in groups for pilgrimage, missionary, or leisure (fellowship) purposes. The world's largest form of mass religious tourism takes place at the annual Hajj pilgrimage in Mecca, Saudi Arabia.

Religious tourism comprises many facets of the travel like Pilgrimages, Missionary travel, Leisure (fellowship) vacations, Faith-based cruising, Crusades, conventions and rallies, Retreats, Monastery visits and guest-stays, Faith-based camps and Religious tourist attractions

Although the masses of the Mizo's are Christian there are more than 74 (seventy four) different denomination in the State of Mizoram and have their own beliefs and doctrinal practices which are all rooted in the Holy Bible. In particular to religious tourism in Mizoram, some of the unique and peculiar groups are found in the state which are have high potential to attract tourist are as follows:

##### **Chana Pawl:**

Lalpa Kohhran Thar (The Lords New Church) this is a group of people who belong to a village called Baktawng, Serchhip District which is 70 kms away from Aizawl. This was first started by Pu Khuangtuaha and is headed by Pu Chana after he expired, and Pu Chana was having 12 wives when he expired. Now Pu Ziona (born 1944/1945) is a head of Pu Chana páwl, a Christian sect formed in June 1942, He is also recorded as the head of the "worlds largest existing family" with 39 wives, 94 children, 14 daughters-in-law and 33 grandchildren, 181 in total and counting. Ziona Chana also has 94 children, 14-daughters-in-law and 33 grandchildren. They live in a 100-room, four storey house set amidst the hills

of Baktwang village in the Indian state of Mizoram, where the wives sleep in giant communal dormitories.

Something peculiar about this family is that all of his wives and children get along very well. The family is organised with almost military discipline, with the oldest wife Zathiangi organising her fellow partners to perform household chores such as cleaning, washing and preparing meals.

He even married ten women in one year, when he was at his most prolific, and enjoys his own double bed while his wives have to make do with communal dormitories.

He keeps the youngest women near to his bedroom with the older members of the family sleeping further away - and there is a rotation system for who visits Mr Chana's bedroom.

Rinkmini, one of Mr Chana's wives who is 35 years old, said: 'We stay around him as he is the most important person in the house. He is the most handsome person in the village.'

#### **Lalthangfala Pawl:**

In 1991, Pu Lalthangfala formed this religious group at Chawnpui, Middle School and have more than 1000 (one thousand) followers and are staying at Chawnpui till date. His followers called him the Rabi i.e. teacher and believed that he knows the whole content of the Holy Bible with all the punctuations.

Many of his followers are still residing at the place where he was buried and still true to their beliefs and doctrinal practices even after the demise of their charismatic leader.

The founder of this religious group, Pu Lalthangfala was born in 1948 at Chhiphir Village, joined MNF (Mizoram National Front) a rebellious or underground group and came over ground when a Peace Accord was signed by the MNF and Government of India on the 30th June 1986. He then joined the IKK (Isua Krista Kohhran, 'The Church of Christ').

Lalthangfala, who is the head of this group proclaimed himself as god and claim that he is the 'King of Kings and Lord of Lords' have who passed away on the 19th September 2008 and his followers still settled in the place where he was buried.

#### **Vanawia Pawl:**

This group of people belonged to Sangau, Lawngtlai District which is 229 kms from Aizawl.

Vanawia, the high priest and topmost spiritual leader of the Vanawia Pawl sect of Mizoram, was accorded a tearful farewell by his followers on Saturday. Vanawia (78) passed away on the 2nd December 2013 following a battle with lung cancer. He is survived by 15 wives and many children and grandchildren.

Vanawia was known throughout Mizoram for his religious belief which was to stay away from the 'world' as his followers were 'Van thar-lei thar pawl' or the new heaven on earth church. His senior most wife Siamzingi - known among the sect members as 'Laldiheli' - was regarded as a prophet who could predict the future through writings on her arms.



Zauka, the second-in-command in ideology among the members of the sect, is now the leader after Vanawia's demise. Zauka has 36 wives. C S Lalhmangaiha, who now resides in Lunglei after leaving the sect, said the Vanawia sect believed in the advent of the thousand-year kingdom on earth.

Earlier known as Laldarinsap among the Vanawia sect members, Lalhmangaiha said he left Vanawia in 2001 to join the Presbyterian Church. He lives in Lunglei now.

Vanawia, known as 'Lalzahabar', received an 'order from God' in 1974 and began to travel across Mizoram, besides Meghalaya and Manipur, to spread the 'word'. He and his followers believed that the writings on the arms of 'Laldiheli', whom he married in 1977, were the words of God and the sect's beliefs were completely based on the writings.

The presence of the sect was even acknowledged by the Centre after the writings on Laldiheli's arms predicted the sudden death of the late Prime Minister Indira Gandhi.

Lalhmangaiha said they sent letters to Indira Gandhi and even met her regarding the prediction. "I was among the group which met Prime Minister Indira Gandhi to warn her," he said, adding that Gandhi was given the first warning in 1982 and the last one on March 5, 1983.

"We met her twice. After we told her about the danger to her life, she said, 'Everyone is going to die'. I told her that she would not die like her father Jawaharlal Nehru and other members of the family. She asked me who would kill her. I said that I did not know that and the killer might be someone she never thought would harm her," Lalhmangaiha said.

Indira Gandhi was gunned down by her security guards at her official residence on October 31, 1984.

He said after the assassination, intelligence officials visited the members of the sect a number of times at Thatlang village, the abode of Vanawia and his followers in Mizoram's Lawngtlai district.

The members of the sect moved from place to place while they remained at Thatlang village in the Phawngpui mountain, the highest mountain in Mizoram, Phawngpui was earlier known the Blue Mountain.

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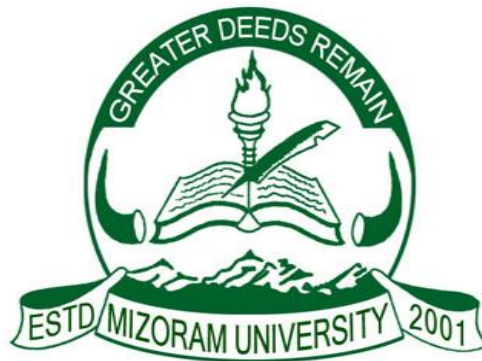
**Abstract on**

**PERSONALITY AND JOB PERFORMANCE OF GOVERNMENT  
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A THESIS SUBMITTED IN PARTIAL FULLFILLMENT OF THE  
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**DEPARTMENT OF MANAGEMENT**

**SCHOOL OF ECONOMICS MANAGEMENT AND  
INFORMATION SCIENCES**

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**PERSONALITY AND JOB PERFORMANCE OF GOVERNMENT  
OFFICERS IN MIZORAM: A STUDY OF CIVIL SECRETARIAT**

**By**

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**Dr. AMIT KUMAR SINGH**

**SUBMITTED IN PARTIAL FULLFILMENT OF THE  
REQUIREMENT OF THE DEGREE OF DOCTOR OF  
PHILOSOPHY IN MANAGEMENT  
MIZORAM UNIVERSITY  
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## **Abstract**

### **PERSONALITY AND JOB PERFORMANCE OF GOVERNMENT OFFICERS IN MIZORAM: A STUDY OF CIVIL SECRETARIAT**

#### **1. INTRODUCTION**

The relationship between personality and job performance has been a frequently studied topic in industrial psychology since the past century. Job performance is a multi-dimensional construct that indicates how well an employee could fare in performing their tasks, the initiative being taken, creativity with caliber showed in exerting efforts to provide solution to various problems. Similarly, it shows the degree to which a given tasks are being accomplished, and ways of employing available resources, with the time and energy being devoted on such tasks.

Job performance could also be affected by several situational factors, such as the characteristics of the job, the organization and co-workers, and by dispositional factors. Dispositional variables can be described as personality characteristics, needs, attitudes, preferences and motives that result in a tendency to react to situations in a predetermined (predisposed) manner. Job performance are also influenced by the ability, desire for accomplishment of goals, self-esteemed, locus of control, affective temperament and the collaboration of the aforesaid constructs.

The association of personality and job performance has been a continually research area of interest, and in general the research can be categorized into two distinct phases. The first phase spans are relatively long time period and includes studies conducted from the early 1900s through the mid-1980s. Research conducted during this time period was characterized by primary studies in which researchers investigated the relationships of individual scales from numerous personality inventories to various aspects of job performance. The overall conclusion from this body of research was that personality and job performance were not related in any meaningful way across traits and across situation. In fact, some have referred to this as the tie when we had no personalities.

However, the area is experiencing something of renaissance. The second phase, which cover the period from the mid-1980 to the present is characterized by the use of the Five Factor Model originally put forward by Norman (1963). Although this model is generally accepted but not always been agreed upon that five major factors explain personality, neither has the definition of each has the definition of each factor received consensus. However and despite shortcoming, the model does provide unifying grounds in which theorists and practitioners may study, communicate and utilize personality as a tool in the workplace.

Barrick et al., (2001) discuss various 'phases' in research assessing the predictive validity of personality instruments in performance. Their paper provides convincing reasoning for the lack of significant findings in this domain up to the mid-1980s and implicitly cautions researchers not to simply enter all independent variables into an analysis in an attempt to find correlations. In recent times, the findings have been more positive and researchers appear to be heeding another of Barrick et al.'s assertions - to use different levels of personality measurement.

## **1.1 History on Personality Research: A Brief Review**

The history of personality research has gone through several important eras, each characterized by predominant theories and fundamental philosophies.

### **i. Ancient Greece**

There are likely possibilities of differences in the nature and attitude, ever since there are humans with traits, there are theories on the nature of person and its stratification systems.

According to the prehistoric Greek physician Hippocrates, who has assumed two binaries that could define character: hot versus cold and wet and dry, and has possibly resulted in four types of natures (hot / humid, hot / dry, cold / wet, cold / dry) known as humors, considered as key factors of physical fitness problems and personality individualities.

Sooner or later, after the philosopher Plato proposed a stratification personality into four kinds or factors: artistic (iconic), sensitive (pistic), intuitive (noetic) and reasoned (dianoetic).

The famous pupil of Plato, Aristotle, evoked a likely link with the physique form and the personality. However this relation was controlled and restricted before the Phrenology boom and the shocking case of Phineas Gage

### **ii. Phrenology and Phineas Gage**

Phrenology, which is a pseudoscience built on non-provable philosophies, which has been supported by a neuro-anatomist, Franz Gall, towards late 1700's. Phrenology involves a straight association between the physical properties of different areas of the brain (such as height, shape, and density) and opinions, attitudes, and behaviors.

Despite the swift defunct of phrenology, it was one of the earliest attempts in trying to relating the traits and characteristics of an individual to the physical brain. However, until the link ascended it was not long and the real proof arose.

### **iii. Sigmund Freud**

The Austrian neurologist Sigmund Freud who is renowned for being the predecessor of psycho exploration, an exhaustive rehabilitation that taps into the life of a person - and in particular his juvenile - to comprehend and treat mental infirmities.

Though, Freud too absorbed on the personality and some of his thoughts are well known to many people. Of all his theories his strongest point is that the human mind contains of three parts: the id, the ego, and the superego.

That is an essential part of the human thinking which works instinctively and strives for survival by any means. The ego connects the space with the identity and our day to day involvements, giving convincing means to satisfy our own desires and craves for identity while offering rationalizations for those yearnings. The superego which is a part of the mind represents our superior potentials of every individual, delivering the honorable structure that he uses to control his lower performance.

### **iv. Carl Jung**

A renowned Swiss psychiatrist Carl Jung was inclined with Freud, a counselor, and then eventually invented his own personality system. Jung thought that there were

global personality types in which every individual could be stratified according to dichotomous variables.

For illustration, Jung thought that the individuals were firmly in one of two encampments:

- I. Introverts, who draw their energy from within self or solitude with oneself;
- II. Extroverts, who derive their energy from the external world or interactions with others.

This particular notion prevails till date and research has as well proved as useful tools for differentiating with other relatively distinctive kinds of individual. Nowadays, the masses of psychologists consider inwardness and extraversion as prevailing on a range rather than dualistic. At certain instances, it's situational, because certain circumstances deplete our energy at some point of time and some other day, incite our thoughts on more societal in nature.

Jung further identified four essential psychological functions:

1. Thinking;
2. Feeling;
3. Sensation;
4. Intuition.

He alleged that any one of the four psychological functions can be gone through by an individual at any point of time with an reserved or liberal way, any one of these mentioned purposes could be further governing compared to with others of every individual.

Jung's labors on personality have considerable influence to various horizon of personality research, and are experienced till date. Perhaps, through widespread of Myers-Briggs Type Indicator test is also rooted to certain Jung's philosophies of individual traits.

#### v. **Abraham Maslow and Carl Roger**

Abraham Maslow a renowned psychologist, who's an American, has developed a thought which Freud introduced among the mainstream: Moreover, certain facets or factors of the personality are hidden deep within the subconscious of the individual. Maslow theorized that personality is guided by groups of desires that are unique to each human being. The hierarchical needs are systematically arranged in levels in accordance with these needs, every state is to be fulfilled before a higher level can be reached.

The hierarchical need is arranged from the lowest need to the uppermost:

- Physiological needs (food, water, heat, rest);
- Security needs (security, safety);
- Need for belonging and affection (intimate relationships, friends);
- Esteemed needs (prestige and sense of accomplishment);
- Need for self-realization (reaching one's full potential, personal fulfillment).

Maslow supposed that all human beings sought to satisfy these needs, generally from the most fundamental to the most unequalled, and these existing drives resulted in a particular stimuli response constitute a personality.

Carl Rogers, who is also an American psychologist, draws on Maslow's work and recognizes that all human beings strive to meet their needs, but does not share the view that there is a one-way relationship between research of satisfaction of needs

and personality. He also had a notion on the various approaches used by people to attain or fulfill their desires stemmed out from their attitude otherwise than vice versa.

#### **vi. Multiple Personality Trait**

Back in the early 20th Century, Hans Eysenck who is a German psychologist was inspired by Jung's ideologies of two types of individualities on introversion and extraversion, with the assumption of dichotomy personality traits: extroversion and neuroticism. A person can be high or low on any of the aforesaid traits, resulting into any of the four main kinds of individual personalities.

Eysenck also linked the personality to the physical body further broadly compared to any other investigators and a psychological theorist does. He postulated on all the variances in the limbic structure causing the hormone disparity and hormonal instigation. All those that were already strongly stimulated (introverts) would naturally pursue lesser for stimulation than others that were naturally less stimulated (extroverts) would seek larger stimulus.

The rigor with which Eysenck connected the physical part to the mind and to the personality pressed the area to a more scientific exploration of the personality, that rely more over the purpose evidence rather than mere theoretical considerations.

Lewis Goldberg, also a renowned and an eminent scholar in the area of personality psychology. His groundbreaking work divides the "16 fundamental factors" of Raymond Cattell's personality into five main factors, which have similarity like five factors discovered by other psychology researchers in the 1960s.

The five factors identified by Goldberg as the primary factors of personality are:

- Extroversion
- Agreeableness
- Conscientiousness
- Neuroticism
- Openness to experience

### **1.2 Administrative set up of Mizoram**

Mizoram is now comprised of eight Districts, namely, Aizawl, Champhai, Mamit, Lunglei, Lawngtlai, Saiha, Kolasib and Serchhip. There are three Autonomous District Councils in Saiha District (now divided into two Districts, namely, Lawngtlai and Saiha after 1991 census) as provided under the Sixth Schedule of the constitution namely, Lai, Mara and Chakma Autonomous District Councils. There are twenty three numbers of sub-Divisions and twenty two numbers of Rural Development Blocks.

With the Independence of India, the superintendent of the British Administration was replaced by the Deputy Commissioner and the Lushai Hills continued to be one of the districts of Assam.

In 1954, the Lushai Hills District was renamed Mizo District by an Act of parliament and given a new District Council of its own which was established as provided for in the Sixth Schedule of the Constitution of India.

With the usage of the North Eastern Re-association Act (1971), the Mizo District was restructured into a Union Territory on 21st January 1972 and renamed 'Mizoram'. One of the main authoritative moves taken by the Government of the new

Union Territory was to isolate Mizoram into three Districts, in particular, Aizawl, Lunglei and Chhimituipui. The arrangement of the Union Territory achieved the production of three Autonomous District Councils, to be specific, Chakma, Lai and Mara Autonomous District Councils yet cleaned away the recent Mizo Hills District. Resulting upon the sections of the Constitution (53rd) Amendment Bill and the State of Mizoram Bill (1986) by the parliament on seventh August 1986, the Union Territory of Mizoram turned into the 23rd State of the Indian Union on twentieth February 1987.

The study of personality and job performance has not been conducted so far in Mizoram. Therefore, the study is necessary to know and understand civil service officer's personality and job performance as their decision could be crucial, and have a perpetual effect on the operation of the state's administration that are governed by certain acts and ordinances which are to be exercised over and over again.

### **1.3 Public Sector Employment in Mizoram**

The Government employees have more or less effect on the state economically and socially. It is therefore clear that the personality and job performance of the Government employees, especially the officers on whom an important task and responsibilities are entrusted and the decision that they make are certainly matters concerning towards the fraternity of the state. The decisions that they make certainly depends on their personality which is reflected in their job performance, wherein their personality could be the major factor that influence their decision making. The decisions made could be decisive and can turn out to be the catalyst for the development or could even cause adversity if decisions are irrationally made, which depends on the personality of individuals. The decisions that they make can also have influence on their staff which could affect them, and also the organizational environment where the job performances are largely affected. Therefore, a research or a study of the personality and job performance of the government employees is needed to be fully comprehend, for a better tomorrow of the State.

As per Census of Government Employees, 2009, the numbers of employees working under the state government were 53,653 out of which 42,308 were regular employees and 8013 were Muster Roll and 1601 were work-charged.

According to the latest i.e. the 6th Economic Census held in 2013, a total of 1,06,706 persons were employed in all the 47,730 enterprises in the state. Out of these 13,481(12.6%) are employed in agricultural enterprise and 93,225(87.4%) are in non-agricultural enterprises.

Out of the total workers in the state, 33,314(31.22%) were employed in rural areas and 73,392(68.78%) were employed in urban areas. In all, there are 64,276 hired workers. Out of the 64,276 hired workers engaged in both agricultural and non-agricultural enterprise, 44,801 worked in the urban areas and the remaining 19,475 worked in rural areas.

The above figures indicate that the Government employee's accounts for 50.28% of the total employed population of the state.

## 1.4 CIVIL SERVICES

- **Civil Services in India**

In India there is parliamentary system of government, wherein the policies and programmes for the government are determined by the political executive (accountable to the governing body). Civil servants by virtue of training and professional experience are responsible for the enactment and administration of these policies and programmes, as they are well acquainted with the reality of governances and its system.

There are various Civil Services in India which are at the Union and State levels that can be categorized in different ways. The Civil Services in India are broadly classified in three main groups viz. All India Services, the Central and State Civil Services. Central services officers operating within the scope of the Union Government and are mostly involved in governing matters which are apportioned to the Union under the Constitution. While All India Services are common for the Union and the States and the State Services function solely within the purview of the State Governments alone. Moreover, the Union and State Services are further classified into three groups, which are Group A, B and C on the ground of their duties and responsibilities, these services in addition to the classification as stated are also further classified into technical and non-technical services.

- **Historical Perspective**

Civil servants of the East India Company were formerly appointed by the directors of the company, and then are trained at Haileybury College in London, and return back to India after completion of training. Subsequent to the report by Lord Macaulay from the Special Committee of the British Parliament, the idea of a meritorious candidature for civil service in India was first started 1854. As the report commended patronage way of the East India Company should be traded with a stable civil service based on their performance in the competition wherever they are part of within the system. In the year 1854 a Commission of a civil service was established in London, and by 1855 the first competitive started. During the initial phase, the examinations for all the Indian civil service were held only in London. With the candidates upper age and lower age limit fixed at 23 and 18 respectively. The program was so intended for the European candidates had a major share on the performance (marks). This caused difficulty for Indian candidates that hinder their success in the examination. However, in 1864, Shri Satyendranath Tagore, become the first Indian to come through the examination who is Shri Rabindaranath Tagore the younger brother. Four other Indians succeeded again after three years. In the next half century, the Indians demanded that an examination be conducted in India simultaneously which was all in vain as the British government did not want the numbers of Indian Civil Service (ICS) to increase from Indians themselves. But then after the First World War, Montagu Chelmsford reforms that this agreed to and it was accepted. Then, from 1922, the examination of the Indian civil service also began in India, which was first held in Allahabad and then in Delhi along with the creation of Federal Civil Service Commission. The Civil Service exams in London were still continued.



In a probable way, prior to independence all the senior and superior police officers who belonged to the Indian (Imperial) Police were appointed through competitive examination by the Secretary of State. In the month of June 1893 the first open competition for the service was held in England, there were 10 top candidates selected for Probationary Assistant Superintendents of Police. By the turn of 1920 Imperial Police was open for the Indians and in the subsequent year examinations were conducted both in England and India for the service. Indianisation of the police service sustained to be very slow despite declaration and commendations of the Islington Commission and the Lee Commission. The number of Indian candidates appointed was only against 20% of the total available posts of Superintendents of Police up till 1931. Nevertheless, due to unavailability of the appropriate European entrants, there were more Indians selected and employed for the Indian Police from 1939 onwards.

In particular to Forest Service, Imperial Forest Department was started in 1864 for the organization of the Imperial Forest Department and the Imperial forest Service was constituted in the year 1867 by the British India Government. The new candidates that enter into the service of Imperial Forest Service from 1867 to 1885 were undergoing training programs in France and Germany, and in Coopers Hill, London till 1905. There was a proposal for the promotion of the provincial services and direct recruitment of Imperial Forest Service to be held in England and India in the year 1920, and soon after independence the Indian Forest Service was formed by All India Service Act 1951.

With respect to Civil Services, the Civil Services in British India were delegated covenanted and un-covenanted benefits based on the idea of work, pay-scales and selecting authority. In 1887, the Aitchinson Commission prescribed the revamping of the administrations on another example and separated the administrations into three gatherings Imperial, Provincial and Subordinate. The enlisting and controlling authority of Imperial administrations was the 'Secretary of State'. At first, generally British up-and-comers were selected for these administrations. The delegating and controlling expert for Provincial administrations was the separate common government, which surrounded standards for these administrations with the endorsement of the Government of India. By the passing of an Indian Act 1919, the Imperial Services headed by the Secretary of State for India, were parted into two-All India Services and Central Services. The focal administrations were worried about issues under the immediate control of the Central Government. Aside from the Central Secretariat, the more significant of these administrations were the Railway Services, the Indian Posts and Telegraph Service, and the Imperial Customs Service. To a portion of these, the Secretary of State used to make arrangements, yet in the extraordinary larger part of cases their individuals were selected and constrained by the Government of India.

The source of the Public Service Commission in India is found in the First Dispatch of the Government of India on the Indian Constitutional Reforms on the fifth March, 1919 which alluded to the requirement for setting up some permanent office entrusted for the guideline of administration matters. This idea of a body proposed to be charged fundamentally of the guideline of administration matters, found a fairly increasingly commonsense shape in the Government of India Act, 1919. Section 96(C) of the Act contained a provision of the establishing Public Service

Commission in India which shall “discharge in regard to recruitment and control of the Public Services in India, such functions as may be assigned thereto by rules made by the Secretary of State in Council.”

After the commencement and enactment of Government of India Act, 1919, despite a drawn out correspondence among different levels on the capacities and apparatus of the body to be set up, no conclusion was drawn on setting up of the body. The subject was then alluded to the Royal Commission on the Superior Civil Services in India (otherwise called Lee Commission). The Lee Commission, in their report in the year 1924, prescribed that the statutory Public Service Commission thought about by the Government of India Act, 1919 ought to be set up immediately.

Ensuing to the arrangements of Section 96(C) of the Government of India Act, 1919 and the solid proposals made by the Lee Commission in 1924 for the early foundation of a Public Service Commission, it was on October 1, 1926 that the Public Service Commission was set up in India for the very first time. It comprised of four Members notwithstanding the Chairman. Sir Ross Barker, an individual from the Home Civil Service of the United Kingdom was the principal Chairman of the Commission. The components of the Public Service Commission were not laid down in the Government of India Act, 1919, yet were constrained by the Public Service Commission (Functions) Rules, 1926 enclosed under sub-section (2) of Section 96(C) of the Government of India Act, 1919. Further, the Government of India Act, 1935 conceived a Public Service Commission for the Federation and a Provincial Public Service Commission for every Province or gathering of Provinces. Along these lines, as far as the arrangements of the Government of India Act, 1935 and with its becoming effective on first April, 1937, the Public Service Commission turned into the Federal Public Service Commission.

With the introduction of the Constitution of India in January 26, 1950, the Federal Public Service Commission came to be known as the Union Public Service Commission and the Chairman and Members of the Federal Public Service Commission became Chairman and Members of the Union Public Service Commission by goodness of Clause (1) of Article 378 of the Constitution.

- **Historical perspective of Mizoram Public Service Commission**

In the year 1919, the Government of India sent a proposition in regard of the Constitutional changes to the Secretary, Government of India in that, for the first time, the matter of Public Service Commission was examined and the arrangement of setting up the Public Service; Commission was made under Section 96-C of the Government of India Act, 1919. In any case, the said arrangement was not enacted to force for 7 years. In compatibility of the proposals of the Lee Commission named in the year 1923, the Federal Public Service Commission was set up for the Government of India in the year 1926. The Lee Commission had adequately advanced the need of the Commission. In that, it was underlined that for compelling common help, it was fundamental for it to get security from political and private impact and for that reason it was imperative to ensure a separate State Public Service Commission. Even though, the Government of India Act, 1919 was quiet on setting up Province-wise Public Service Commission. Nevertheless, the Lee Commission had additionally suggested that for keeping authority over the enrollment and so as to reduce the political impact, the Provinces ought to establish a law for their own

particular Public Service Commission. In compatibility thereof, Madras Province stepped up and it was the main Province to sanction a law in the year 1929 and to set up a Provincial Public Service Commission.

With the constitution of Mizoram as fully fledged State of India on 20.2.1987, it has become an established need under Article 315 of the Constitution of India to have a Public Service Commission to be counseled by the State Government on the issues of arrangement to Civil Services and posts under the Government of Mizoram. The absolute first activity of the State Government towards comprising its own Public Service Commission was to make different posts under imagined Public Service Commission like Secretaries, Clerical Staff, drivers and peon which were a need for a foundation. These posts were made vide Notification No. A 11020/1/87P&AR (GSW) dated 10.11.1987. Accordingly, the Government of Mizoram had declared another guideline under Article 318 called the Mizoram Public Service Commission Regulation 1989 vide Notification No A.11020/1/87-P&AR(GSW) dated 11.5.1989 which give Chairman and not multiple Members.

The Government of Mizoram, vide Notification No A 11020/1/87-P&AR(GSW) dated 30.4.1991 had delegated Pu S.R.Vala an IAS Officer of Orissa Cadre, as the principal Chairman of Mizoram Public Service Commission. He Joined the Commission on 1.5.1991.

Subsequently, after Four long periods of Statehood, the Mizoram Public Service Commission appeared. The Government of Mizoram vide Notification No A.11020/1/87 - P7AR (GSW) dated 12.7.1991 has delegated Pu M.Lalmanzuala IAS to be a first Member of the Commission and he joined on 15.7.1991.

## **1.5 RESEARCH DESIGN**

### **• Statement of the Problem**

The Government employees have more or less effect on the state economically and socially, especially the officers on whom many important task and responsibilities are entrusted while the decision that they make are certainly matters concerning towards the fraternity of the state. The decisions taken shall certainly be influenced by their personality and are reflected in their job performance, in which their personality could be the major factor that influenced their decision making. The decisions taken could be decisive and can turn out to be the catalyst for the development or could even cause adversity if decisions are irrationally taken, which depends on the personality of individuals. The decisions that they take could also have influence on their staff and affect them, and also the organizational environment where the job performances are largely affected. Therefore, a research or a study of the personality and job performance of the government employees is needed to be fully comprehend, for a better tomorrow of the State.

### **• Objective of the Study**

1. To study the demographic profile and personality traits of Civil Service Officers at Civil Secretariat Aizawl Mizoram.
2. To identify the influencing factors on the job performance of the Civil Service Officers at Civil Secretariat Aizawl Mizoram.
3. To analyze the impact of personality's on job performance of Civil Service Officers at Civil Secretariat.

4. Offering suggestions based on the findings of the study.

- **Hypotheses**

- H<sub>0</sub>1. Personality of the Civil Service Officers does not have significant relationship with the job performance factors.
- H<sub>0</sub>2. Agreeableness has no significant influence on job performance of the officers.
- H<sub>0</sub>3. Conscientiousness has no significant influence on job performance of the officers.
- H<sub>0</sub>4. Extroversion has no significant influence on job performance of the officers.
- H<sub>0</sub>5. Neuroticism has no significant influence on job performance.
- H<sub>0</sub>6. Openness to experience has no significant influence on job performance.

- **Research Methodology**

Exploratory research was applied for this study, as there were no previous studies conducted in the state of Mizoram on Personality and Job Performance in any of the sectors and within its spheres.

The study primarily focused on the Officers in the New Secretariat Complex, Aizawl Mizoram. Wherein the target officers were the Chief Secretary, Additional Secretary, Joint Secretary, Deputy Secretary and Under Secretary to the Government of Mizoram the total of which sums up to 154 officers. Every possible effort has been exerted to include and obtain data from all the officers for the study. However, only 132 questionnaires (responses) were received, while 22 questionnaires could not be collected due to time constraints and the busy schedule (training, meeting, official tour, public interview etc.) of the officer, the collected sample represents 85.71 per cent of the total population of the target population.

The purpose for the selection of Officers within the range of Under Secretary-Chief Secretary of Mizoram was that, they (Civil Service Officers) are the governing officers of the Government of Mizoram Employee whose personality and job performance can have effect to all the employees and the state of Mizoram and its economy as well.

Census survey

Census survey method, also known as complete enumeration survey method was applied for the purpose of collecting data for the study. In this method each and every individual from the Civil Service Officers in the Civil Secretariat were selected for the data collection.

For this study (i.e. personality and job performance of Government Officer: A study of civil secretariat), the civil service officers were selected.

Data Collection

In the present research, primary data was collected through structured questionnaire, for quantitative and qualitative inputs of the study. Psychometric tool were being used, as individual tests are among the best single predictors of job performance and are even more powerful when combined with other tests. It also provides an objective and fair method of selecting and developing staff and help to remove bias and discrimination, of the different types of personality tests, self-report inventory also commonly referred to as objective personality tests will be used for the study.

## 2. REVIEW OF LITERATURE

### 2.1 Definitions of personality:

“Personality is the supreme realization of the innate idiosyncrasy of a living being. It is an act of high courage flung in the face of life, the absolute affirmation of all that constitutes the individual the most successful adaptation to the universal condition of existence coupled with the greatest possible freedom for self-determination.”

Carl Gustav Jung, 1934

“Personality is the entire mental organization of a human being at any stage of his development. It embraces every phase of human character: intellect, temperament, skill, morality and every attitude that has been built up in the course of one’s life.”

Warren and Carmichael, 1930

“Personality is the essence of a human being”

Hall and Lindzey, 1957

“An individual’s pattern of psychological processes arising from motives, feelings, thoughts, and other major areas of psychological function. Personality is expressed through its influences on the body, in conscious mental life, and through the individual’s social behavior.”

Mayer, 2005

Personality is the quality of the individual’s total behavior”

Woodworth

“An individual personality is the ‘total picture of one’s organization behaviours’ especially as can be characterized by hi fellow men it in a consistent way”

Dashiell

Bowling (2007) finds that a cause and effect relationship does not exist between job satisfaction and performance. Instead the two are related because both satisfaction and performance are the result of employee personality characteristics, such as self-esteem, emotional stability, extroversion and conscientiousness. These personality factors- Self-esteem, stability, introversion/extroversion and conscientiousness- directly influence a person’s satisfaction and performance on the job.

On the basis of a review of articles appearing in the Journal of Applied Psychology and in Personnel Psychology between 1952 and 1963, Guion and Gottier (1965) concluded that personality test were not useful in the prediction of job performance and that they should not be used in selection decisions unless their validity has been specifically and competently determined for the specific situation.

The roles of personality dimensions in job performance which most researchers agreed are that most of personality measures could be classified in accordance with the five-factor model of personality (Goldberg, 1990; Hogan et al., 1996). The dimensions of these five personalities are likely to be applicable to various cultures (McCrae & Costa, 1997) and have been recovered consistently in factor analyses of peer- and self-ratings of trait descriptors involving diverse conditions, samples, and

factor extraction and rotation methods (Costa & McCrae, 1988). Previous researchers and studies have evidently showed that the five personality factors do possess a genetic basis (Digman, 1989) and that are probably hereditary (Jang, Livesley & Vernon, 1996).

Anderson & Ciiningham-Snell 2000; Hermelin & Robertson, 2001; Robertson, 1994; Salgado, Ones, & Viswesvaran, 2001, Personality measures are currently considered a relevant procedure for personnel selection, In part, this is due to the fact that several meta-analyses of personality measures carded out over the decade have confirmed that they are valid predictors of job performance for various occupational groups.

## **2.2 Five-Factor Model of Personality**

### **Agreeableness:**

An agreeable person is fundamentally altruistic, sympathetic to others and eager to help them, and in return believes that others will be equally helpful. The disagreeable/antagonistic person is egocentric, skeptical of others' intentions, and competitive rather than co-operative.

A person with a high level of agreeableness in a personality test is usually warm, friendly, and tactful. They generally have an optimistic view of human nature and get along well with others. A person who scores low on agreeableness may put their own interests above those of others. They tend to be distant, unfriendly, and uncooperative.

### **Conscientiousness:**

Conscientiousness refers to self-control and the active process of planning, organising and carrying out tasks. The conscientious person is purposeful, strong-willed and determined. Conscientiousness is manifested in achievement orientation (hardworking and persistent), dependability (responsible and careful) and orderliness (planful and organized). However, the possibility of adverse effect with person high Conscientiousness could be short tempered assiduousness, neurotic neatness or overachiever behavior. On the other hand, person scoring low does not necessarily mean they have low moral principles, perhaps not very particular practicing and enforcing them.

### **Extraversion:**

Extraversion includes traits such as sociability, assertiveness, activity and talkativeness. Extraverts are energetic and optimistic. Introverts are reserved rather than unfriendly, independent rather than followers, even-paced rather than sluggish. Extraversion is categorized by optimistic approaches and experiences and is often regarded as a positive effect. Job performance that requires social interaction in particular to sales and personnel management, extraversion have been found to be a valid predictor of job performance. Johnson (1997) in his study have found a positive relation of Extraversion and job performance among the police personnel, and further narrated that this relationship is in regards of the high level of inter-personal interaction among the police service.

**Neuroticism:**

Neuroticism personality traits is that aspect of common personality signifying the general inclination of people experiencing negative effects factor which could be fear, melancholy, humiliation, annoyance, guilt and repulsion. There is a possibility of psychiatric disorder for people who are strongly inclined to this personality traits of neuroticism. A high inclination to Neuroticism also indicates how prone a person could be in possessing irrational ideas, difficulty in suppressing impulse actions, and handling improperly with tension. However a low inclination towards Neuroticism is a sign of firmness in beliefs and emotional stability. Such kinds of person are usually calm, even-tempered, serene, unruffled and capable to face nerve-wracking circumstances without being upset.

**Openness to Experience:**

Openness to Experience includes active imagination, aesthetic sensitivity, and attentiveness to inner feelings, a preference for variety, intellectual curiosity and independence of judgment. People scoring low on Openness tend to be conventional in behavior and conservative in outlook. They prefer the familiar to the novel, and their emotional responses are somewhat muted. People scoring high on Openness tend to be unconventional, willing to question authority and prepared to entertain new ethical, social and political ideas. Open individuals are curious about both inner and outer worlds, and their lives are experientially richer. They are willing to entertain novel ideas and unconventional values, and they experience both positive and negative emotions more keenly than do closed individuals.

**2.3 Job performance**

Relevancy towards goal is a key characteristic of job performance. Performance must be focused along with all the organizational goals that are evident to the job or part thereof. Thus, performance evidently cast away with activities where exertion is exhausted to accomplishing marginal goals. As an example, the strength exerted toward the goal completing the work with minimal effort and time period may not exactly be a performance (with the exception of being late where time constrain is an important factor).

Job performance is commonly used, yet poorly defined concept in industrial and organizational psychology, the branch of psychology that deals with the workplace. It's also part of Human Resources Management. It mostly refers to whether a person performs their job well or not. Despite the confusion over how it should be exactly defined, performance is an extremely important criterion that relates to organizational outcomes and success. Among the most commonly accepted theories of job performance comes from the work of John P. Campbell and colleagues. Campbell, J.P (1990) Campbell, J.P. McCloy (1993) Coming from a psychological perspective, Campbell describes job performance as an individual level variable. That is, performance is exertion of efforts by an individual for achieving certain goals. It also distinguishes from more encircling paradigms such as organizational performance or national performance and more advanced variables.

Job performance assesses whether a person performs a job well. Job performance, studied academically as part of industrial and organizational psychology, also forms a part of human resources management. Performance is an important criterion for organizational outcomes and success. John P. Campbell describes job performance as an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables.

#### **2.4 Job Performance Dimensions (Based on Achieve Model)**

- a. **Ability:** In this model, ability refers to the job-related knowledge and skills that person apply to do their functions successfully. One should remember that individual's competency is not public concept. Key components of abilities include job-related knowledge (formal and informal apprenticeship that facilitates doing jobs), job-related experiences, and job-related capabilities (potential ability or special characteristics that support doing functions successfully).
- b. **Clarity (job recognition):** This means perceiving and accepting the methods of performing the job. When individuals know how to do their jobs and functions, they can recognize their job's goals and objectives, and how to achieve these goals and objectives (what goals and objectives and when should be achieved). To have an achievement of performing the job, person should have clear perception of their jobs (job recognition).
- c. **Helping (organizational support):** This concept refers to organizational supportiveness and helps that is needed to perform jobs effectively. Some of the components of this factor include budgets, instruments, other department's supportiveness, supply availability and it's qualities, humans, and facilitators that needed to completing functions.
- d. **Incentive (tendency):** This dimension refers to the personal's motivation and intention to perform their jobs and functions successfully. It should be remembered that, usually all person does not have the same motivation to all jobs and functions, they rather have motivation to perform jobs and functions that they know and are sure can perform successfully.
- e. **Evaluation (job feedback):** This concept refers to receiving job feedback by person periodically or daily. Good feedback process is a sign of individual's awareness of good methods in doing their jobs. If they aren't aware of the methods and manners of their job, they can't improve their job performance and progress in their career. Before they are evaluated by periodical evaluation schemes, they should be aware of their strengths and weakness in their job. It should be remembered that the reason of many problems and weaknesses at performing jobs and functions are low education and feedback.
- f. **Validity:** In this model validity dimension refers to validity and reliability of personal-related managerial decisions that are deduced by managers. In other words, managers should secure that their decisions are legally acceptable and is based on organizations' policies. Perhaps, adopted decisions should be documented.



- g. **Environment:** This concept refers to the external factors that influence job performance irrespective of their ability, clarity, helping, and motivation that is necessary to doing functions. Key components of the environmental factors are competitiveness, market characteristics, urban regulations and related factors.

## 2.5 Research Gap

The following gap was identified in this research:

- From the literature reviews, it has been noticed that most of the studies on Personality was done for personnel selection technique. Personality has not been a reliable as general aptitude cognitive ability as job performance predictor.
- Moreover, most of the studies conducted in the past are mostly in the European and Western country whereby the relevance of findings in the Indian context may not be significant.
- The relation between Personality Traits and job performance sporadically drawn conclusions, which connotes heterogeneity all over the horizon.
- Almost all of the studies in the past are conducted on private organizations, and few of the studies conducted in the Public Sector which are done in the mid and lower level staff in the organization.

All aforesaid studies were conducted in different context and mostly in the private corporate sector; no studies have been carried out on the Public Sector higher (top) level officers in the past. In this research people from diverse background and service cadre who are highly and well educated are being studied. The target populations deals and handle all the department of the State Government of Mizoram, whose personality traits and job performance has never been studied before.

## 3. PERSONALITY OF CIVIL SERVICE OFFICERS

For the identification of the personality trait the tools applied was scales from the *International Personality Item Pool*. This personality test helps in better understanding and identifying the personality traits of the Civil Service Offices, and in a way predict their attitude and behavior. Knowing why a person acts in a particular way and how individual personality is being structured.

There are 34 Civil Service Officers with a personality type of agreeableness which is 25.8 per cent, 25 with Conscientiousness with 18.9 per cent, 44 with Extroversion which is 33.3 per cent, 16 with Neuroticism which is 12.1 per cent, and 13 with Openness to Experience 9.8 per cent.

## 4. DATA ANALYSIS AND INTERPRETATION

This chapter presents analysis and the discussion of the data collected from the field survey. The objective of the study is to determine the personality traits and its impact on the job performance of Government officers in Mizoram: A Study of Civil Secretariat as the case study. This chapter thus depicts the findings which seek to answer the research questions against the background of the objectives of the study. The following outlines 132 responses sourced from the 154 questionnaires administered.

#### **4.1 Profile of the respondents**

The first part of the questionnaire was structured to find the information regarding the demographic variable of the respondents like their age, gender, designation/post held and service. The information that has been acquired through the questionnaires is enumerated below as follows:

The age group and its distribution of the respondents as stratified in four group that are 21-30; 31-40; 41-50 & 51-60 years of age. It may be further stated that the age group starts from 21 years of age since the minimum age of appearing in the civil service exams in India is 21 years. There are no respondents from age group between 21-30; there are 5 respondents for the age group of 31-40 which accounts for 3.8 per cent of the total respondent. And for the age group of 41-50, there are 28 respondents which accounts for 21.20% of the total respondents. And for the last age group of 51-60 have 99 numbers of respondents which accounts for 75.00% of the total respondents and accounts the largest.

There are 92 male respondents which accounts for 69.69 per cent of the total respondents of 132, and is more than half of the respondents while the female respondents are only 40 respondents and account for 30.31 per cent of the total respondents.

The different positions and designation held by the civil service officers in the civil secretariat of Aizawl, Mizoram. The Chief Secretary, a lady accounted for 0.8% of the total respondents, Officer on Special Duty with two male respondents which accounts for 1.5 per cent, Commissioner 5 males and 3 female, accounting for 6.1 per cent, Principal Secretary with 1 female respondent which accounts for 0.8% per cent, there are 16 male and 2 female respondent from the Secretary and accounts for 13.6 per cent, Additional secretary have 8 male and 2 female respondent which accounts 7.6 per cent, Joint Secretary have 16 male and 6 female respondents which accounts for 16.7 per cent, Deputy Secretary have 19 male & 11 female respondents which accounts for 22.7 per cent and the Under Secretary have 25 male & 15 female respondents which accounts for 30.30 per cent of the total respondents respectively.

The service cadre of the civil service office, out of the total respondents of n-132, there are 14 Indian Administrative Service (IAS) Officer that accounts for 10.60%, 1 Indian Revenue Service (IRS) that accounts for 0.76 per cent, 1 Indian Forest Service (IFS) that accounts for 0.76 per cent, 1 Indian Railway Accounts Service (IRAS) that accounts for 0.76 per cent, 1 Indian Audit and Accounts Service (IA & AS) that accounts for 0.76 per cent, 1 Indian Economic Service (IES) that accounts for 0.76 per cent, 7 Mizoram Finance and Accounts Service (MF & AS) that accounts for 5.30 per cent, 94 Mizoram Civil Service (MCS) that accounts for 71.21 per cent, 4 Mizoram Police Service (MPS) that accounts for 03.03 per cent, 4 Mizoram Judicial Service (MJS) that accounts for 03.03 per cent and Mizoram Engineering Service (MES) that accounts for 03.03 per cent. With the Mizoram Civil Service Officers accounting for the highest number of officers in the civil secretariat.

#### **4.2 Test of Hypothesis**

Several statistical tools were being applied for identifying the reliability, normality, likelihood, and model fitting were being tested which were all found to be in an acceptable range of their own context for further analysis.

The following null hypothesis was being formulated and tested:

***H<sub>0</sub>1. Personality of the Civil Service Officers does not have significant relationship with the job performance factors.***

From the test of the hypothesis with Chi-Square test, except for clarity (job performance factor) for all the other job performance factors (ability, help, incentive, evaluation, validity and environment) the null hypothesis was rejected and can be concluded that there is a significant relationship between personality of the Civil Service Officers and job performance factors. While there was no statistically significant relationship between personality of the civil service officers and clarity (job performance factor).

***H<sub>0</sub>2 Agreeableness has no significant influence on job performance of the officers.***

This null hypothesis between Agreeableness (Personality Traits) and job performance was tested with regression analysis, the null hypothesis was rejected and concluded that there is a significant relationship between Agreeableness and job performance of the Civil Service Officers in the Civil Secretariat, Aizawl Mizoram.

***H<sub>0</sub>3. Conscientiousness has no significant influence on job performance of the officers.***

This null hypothesis between Conscientiousness (Personality Traits) and job performance was tested with regression analysis, the null hypothesis was rejected and concluded that there is a significant relationship between Conscientiousness and job performance of the Civil Service Officers in the Civil Secretariat, Aizawl Mizoram.

***H<sub>0</sub>4. Extroversion has no significant influence on job performance of the officers.***

This null hypothesis between Extroversion (Personality Traits) and job performance was tested with regression analysis, the null hypothesis was rejected and concluded that there is a significant relationship between Extroversion and job performance of the Civil Service Officers in the Civil Secretariat, Aizawl Mizoram.

***H<sub>0</sub>5. Neuroticism has no significant influence on job performance.***

This null hypothesis between Neuroticism (Personality Traits) and job performance was tested with regression analysis, the null hypothesis was rejected and concluded that there is a significant relationship between Neuroticism and job performance of the Civil Service Officers in the Civil Secretariat, Aizawl Mizoram.

***H<sub>0</sub>6. Openness to experience has no significant influence on job performance.***

This null hypothesis between Openness to experience (Personality Traits) and job performance was tested with regression analysis, the null hypothesis was rejected

and concluded that there is a significant relationship between Openness to experience and job performance of the Civil Service Officers in the Civil Secretariat, Aizawl Mizoram.

## **5. Summary, Suggestion, Conclusion, Limitation and Further Scope**

### **5.1 SUMMARY**

At the outset a brief summary of this study shall precisely enlighten about the means, methodology and ends of the study. This study is divided into five chapters encompassing introduction to the study of personality and job performance, civil services in India, civil secretariat: Government of Mizoram, personality, job performance, review of the historical and present studies with all the concepts intertwined and discussions for the general supplementary of the research, of the personality traits and job performance of the Civil Service Officers, Civil Secretariat, Government of Mizoram.

The first chapter of this study is about the general introduction to the core subject matter of the research i.e., personality and job performance. In this chapter there are thoughts provoking information on the past studies of personality, and the implications it contains with several job performance factors to different person. There is also a brief description about the historical background of the state and the Government of Mizoram, with all system and the departments. The State's Public Service Commission, the Union Public Service Commission, the duties, roles and responsibilities of the civil service officers and various acts and articles that the constitution of Union have entrusted and delegated upon the two commissions.

In the second chapter the historical prospect with theoretical study are being put forth. There are various types of personality traits and job performance's model being defined and explained for better understanding of the concept and framework of the study. The relationship between personality traits (agreeableness, conscientiousness, extroversion, neuroticism and openness to experience) with job performance factor (ability, clarity, help, incentive, evaluation, validity and environment) of the past are being explained which can be used as a factor for prediction of the attitude of people towards their job.

The third chapter is about the study of the Civil Service Officers, Civil Secretariat, Government of Mizoram personality types or traits with the use of International Personality Item Pool whereby each and every officer's personality traits are being identified.

In the fourth chapter there are elaborations on the summary of the statistical analyses of the descriptive and inferential analysis that were presented in chapter 4. Empirical evidence and reasons are discussed in order to support the hypothesis. Prior to the analysis of data with the test of hypothesis, reliability test was conducted with Cronbach's alpha, normality test with Kolmogorov-Smirnov & Shapiro-Wilk, and Pearson's correlation was executed to check the inter-correlation between personality and job performance factors. Chi-square test and multiple regression analysis was

further use for the test of hypotheses to find the relation between the different types of personality traits and job performance factors of the Civil Service Officers, Civil Secretariat Government of Mizoram. After which the effects and limitations of the research study and recommendations for future and further research are being discussed precisely. The last section contain the overall assumption of the entire study with supposition and conclusion of the matters be made with certain discussions deliberately.

## **5.2 Suggestions**

The points enumerated below may be advisable for improvement of job performance of the civil service officers in the civil secretariat.

1. Induction of routine training and updating of the officers on current trends towards their respective job duties and responsibilities is commendable for optimization of their job performance in every aspect. The possibilities of being obsolete do prevail even among the most efficient and befitting Civil Service Officers.

Increasing the level of job performance ability is the first and foremost duty and responsibility of every officers, this includes the knowledge about how the job is to be done, being clear about what is to be done and when to be done.

2. Appropriate follow-up and evaluation system of the work may be introduced for the follow up and evaluation of the project/schemes/policy. The follow-up and evaluation system are not immediate, huge time lapses from the planning, execution and implementation to evaluation increase the probability of unreal reflection of the practical reality, due to which there can be an ineffective response action and in turn would cause hurdles for further improvement and perfection in the work of the officers.

3. There should be a proper system of evaluation of performance of the Civil Service Officers of the Civil Secretariat. Presently, the main system of evaluation system and introspection that is being practice is still the one that has been used since long back i.e., Annual Confidential Report (ACR) by their superior.

Introduction of Performance Appraisal System (PAS) in the government set up is highly advisable. Since, each and every individual officer will be appraised and fed with the report unlike the Annual Confidential Report system. This shall certainly help in the officer to understand hi performance level and will strive for further enhancements within themselves.

4. The officers should be given obligatory liberty to enhance their rational decision making in every sphere and horizon of their work. Too much interference and encroachment in their work from all angles may be discouraged, as over ruling their rational decisions can result in failure and under success of the work. It can further adversely affect the economic welfare of the citizens as their works are mostly inclined for the people of the state.

5. Proper and optimum utilization of time through well advanced and proper system of planning and execution of work is highly advised for all the people who

are concerned and connected with the work. Overcoming of last hour rush and pressures should be highly craved. The last hour rush and pressure always effect the quality of the work and the level of performance expected are often missed out which could be overcome.

Apart from the job performance of the officers as a whole, the work done or the outcome may be deviating beyond the acceptable range. Whereby, there is a chance of all the resources (time & effort) that are put forth might not be rewarding as they are capable off and thereby causing unfavorable situation that could have been evaded.

6. An ideal work environment in the department or work place should always be prioritized. An ideal work environment is always necessary for optimum utilization of all the resources in the organization, so will it be in the governmental organization and department. Enhancing the work environment will be socially and economically rewarding for both the citizens and the government.

7. A well-organized and planned help and support from the Government (legislatures, colleagues, work-group, infrastructure, and morale support) is highly expected for the officers. They cannot do the work solely, every possible aid must be welcomed as long as they can enhance the performance of the officers whose success or failure is felt by the masses.

8. A good team spirit/team work is to be craved; a group of people working with the officers at any level and degree of responsibility should be able to enhance a team spirit with the team they work with. Despite the skills and technical know-how or efficiency in the team, the team might never perform well and as expected if there is no favorable condition prevailing in the team environment.

9. Transfer and posting along with the job rotation of the officers should be regulated except for the purpose of monitoring and checking on the work to avoid any possibilities of discrepancies. Frequent job rotation and transfers of the officers can have unwanted/undesirable effect on the ongoing works with negative impact on the performance of the officers.

### **5.3 Conclusion**

The study emphases on personality traits and Job Performance of the Civil Service Officers, Civil Secretariat, Government of Mizoram, encompassing as many Civil Service Officers possible in the area of the study. Where their personalities are diligently being examined to find out what type of personality traits do they possess, based on International Personality Item Pool and 16 Personality Factors of Myers Briggs to understand the attitude and personality of each officers. Then, the relationship between personality of the Civil Service Officers and their job performance were further being studied.

Through the study it may be concluded that there is a significant relationship personality and job performance factors viz. ability, clarity, help, incentive, evaluation, validity and environment. Wherein, it has been found out that there are positive relationship between personality and job performance factors.

Furthermore, the study further examines the relationship between personality traits (agreeableness, conscientiousness, extraversion, neuroticism/emotional stability and

openness to experience) and job performance. Whereby, the revelation reflects a remarkable relationship between personality traits and job performance.

Through this study, it may further entail an imperative addition to the previous research, over numerous and several horizon around the world, depicting the important role played by Personality Traits as significant predictors of Job Performance of Government Officers as is in the Civil Service Officers, Civil Secretariat, Government of Mizoram.

#### **5.4 Limitation and Further Scope**

Overall, the result from this research work suggests a number of areas for future study. First, a more detailed research study investigating the patterns of personality, or whole-type personality, with performance could be undertaken. The sample size of the present research work (N = 145) lacked sufficient power to reliably perform any analysis splitting the sample into sub-groups. In the investigation of whole-type personality for example, the sample size would need to be substantially increased to ensure sufficient power to reliably avoid all kinds of irrelevance that can occur. Even so, with the discrepant results of this and other studies on type patterns versus single traits, further study in this area is needed.

Additionally, the personality traits utilized in this study were limited to the Five Factor Model of Personality traits only. While the validity, reliability and widespread use and endorsement of this instrument make it one of the most recognized psychometric tools, further investigation into performance and other measures may be of value. A longitudinal study comparing the results of this research with other popular psychometric tools, such as Sixteen (16) Myers-Briggs Type Indicator, NEO-PI or the Predictive Index, might make widespread interpretation of the findings of this research available to firms already using instruments other than the Big Five Factor Model of Personality.

Since this study focused on the primary job/work performance based on the ACHIEVE model of the Civil Service Officers in a very specific area of the Civil Secretariat, Aizawl, Mizoram a multitude of other service sectors, both within the various Government Departments and private firms/organizations ranks might provide more valuable findings. Likewise, the team personality may provide territory for investigation, both within individual organizations, and between organizations.

As a whole, this research work contributes to the ever-expanding body of knowledge demonstrating that individual personality characteristics influence performance. The period of posting in any one department is becoming less; this results in the professional's lack of belongingness, as well as his or her willingness to frequent transfer and postings to various locations and departments. These factors emphasize the increasing importance of capturing a measure of a person's personality preferences through psychometric instruments, as opposed to expert managerial observation over time.

This research supports the possibility of predicting job performance based upon the natural preferences of behavior, driven by individual personality traits. The research

suggests a utility for personality measures as a diagnostic tool for individual performance interventions, rather than a tool for team selection or team-building. The essential need to provide employees with positive work experiences, keeping staff satisfied and improving the overall performance to clients, supports using all available tools and knowledge to achieve this goal. It is to that end that this engineering research contributes to a design firm's better understanding of the natural abilities of staff, where improvements in individual assignments can be enhanced, and overall firm performance optimized.



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