

**A STUDY ON THE IMPACT OF PERSONALITY TRAIT ON JOB INVOLVEMENT OF
GOVERNMENT BANKERS OF RATNAPURA MUNICIPAL COUNCIL AREA**

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Abstract

Job Involvement has become a popular topic in the modern business context since organizations are operating in a very competitive environment. Therefore job involvement has become a sustainable competitive advantage for the ultimate purpose of achieving its goals and objectives. Researcher conducted a preliminary survey to measure the level of job involvement of private and government bankers in Ratnapura municipal council area and found that there is low level of job involvement among the government bankers in the mentioned research context. After reviewing the literature the researcher found that big five personality traits (experience, conscientiousness, extraversion, agreeableness, neuroticism) are the mostly influencing factors on job involvement. Therefore the present study aimed to identify the positive impact of experience, conscientiousness, extraversion and negative impact of neuroticism on job involvement of government bankers in Ratnapura municipal council area. This study was conducted based on positivistic research paradigm and quantitative research methodology. Census strategy was applied to collect data since there are only 119 bankers at government commercial banks in Ratnapura municipal council area. Data were gathered through self administered questionnaire. Data was analysed using multiple regression. Findings of the study revealed that conscientiousness was not impacted on job involvement of government bankers in Ratnapura municipal council area. Nevertheless it was found a positive impact of three personality traits namely openness to experience, extraversion and agreeableness on job involvement and negative impact of neuroticism on job involvement of government bankers in Ratnapura municipal council area. Bankers who possess openness to experience traits shows the highest impact on job involvement among other dimensions. Therefore the management of the government banks in this research context can organize workshops in order to improve the bankers personality. Since conscientiousness personality trait got insignificant in present research study, future researchers can determine the reasons for such insignificance.

Keywords: Agreeableness, Conscientiousness, Extraversion, Job involvement, Neuroticism, Openness to Experience

Introduction

Human behaviour plays a significant role in maximizing organizational effectiveness, regardless of technological development. Any effort to maximize organizational effectiveness requires a higher degree of job involvement among members of an organization (Mckelvey & Sekaran, 1977). Job involvement is a concept which highly embraced by any organization as it works as a motivational variable for employees to achieve their organizational goals and objectives while fulfilling employee's psychological needs (Elankumaran, 2004). Therefore, it is necessary to enhance the proper work related attitudes among employees to let them to be involve in their jobs by themselves voluntarily to achieve the highest degree of job involvement for the organization. Job involvement is more closely associated with identification with one's immediate work activities whereas organizational commitment refers to one's attachment to the organization (Brown & Leigh, 1996). Lodahl and Kejner (1965) define job involvement as the degree of daily absorption a worker experiences in his or her work activity. Accordingly, it shows, how it is important to have high level of job involvement employees in organizations in order to make it competitively advantage to be sustain in the market.

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Simply if they involve they will perform the job well. In addition, as regard to Freeman et al., (2000) in an organization, employees who truly involved in their job would likely to perceive the industrial relations more positive which then they would have greater trust towards the company.

Research problem

The banking sector is one of the foremost sectors in any country to boost the economy of any country. In witness for that Central Bank report (2016) shows highest contribution for the gross domestic production (GDP) from the service sector of banking and financial. When compared with last few decades, new banks are emerging day by day thereby organizations must consider the competent employees in achieving success through the people (Praveena, 2014).

The reason behind selecting Ratnapura area is, as it contributes considerable amount of percentage for GDP by mining and quarrying. In 2015 the contribution to the GDP was -2%. By the way in 2016 it causes to increase by 7% (Central Bank Report, 2017). Not only that tea and rubber are also the two main income earning industries in Ratnapura under agriculture activities. According to Central Bank Report (2017) tea and rubber causes to discourage GDP due to bad weather conditions. Therefore, it causes to discourage exports in Sri Lanka where alternatively motivate people to save their money as savings (Central Bank Report, 2017). Consequently, it makes the competition among banks to attract customers to their banks. *According to above statements it is really important to have satisfy customers in banks. If customers would be very unhappy, switch to another institution seeking better service, while staff that give better quality service would retain their customers and attract more and more new customers (Eswaran & Islam, 2011). Therefore, the research problem can be depicted as,*

“Why do the government bankers in Ratnapura municipal council area having low level of job involvement?”

According Rabinowitz and Hall (1977) argues that job involvement is an individual variable which differ from person to person. According to existing research assumes that higher job involvement is an inherently desirable attribute that comes from employees (Mudrack, 2004). McKelvey and Sekaran (1977) emphasized that most striking factors on job involvement are personality characteristics. Since the research context is based on service sector, bankers' encounters are highly interpersonal and usually result in face-to-face interactions between employees and customers (Barrick & Mount, 1991). Therefore, the personality traits are support to identify the impact on job involvement of bankers. Among them different concepts of personality Big Five Personality dimensions serve as the analysis variables for this research. Big Five personality was selected because of the classification is conscientious and includes extensive items, as proven by powerful real-world examples (Goldberg, 1993). This concept is build up with 5 dimensions such as Openness to experience, Conscientiousness Extraversion, Agreeableness and Neuroticism (John & Srivastava, 1999).

Objectives of the study

- To identify whether there is an impact of openness to experience on job involvement of in government bankers in Ratnapura Municipal Council Area
- To identify whether there is an impact of conscientiousness on job Involvement in government bankers in Ratnapura Municipal Council Area
- To identify whether there is an impact of extraversion on job involvement in government bankers in Ratnapura Municipal Council Area
- To identify whether there is an impact of agreeableness on job involvement in government bankers in Ratnapura Municipal Council Area
- To identify whether there is an impact of neuroticism on job involvement in government bankers in Ratnapura Municipal Council Area

Literature review

An Overview of Job Involvement

The concept of job involvement was originally developed by (Lodahl & Kejner in 1965 as cited in Khan & Nemati, 2011). They defined job involvement as the degree to which a person's self-esteem was influenced by his or her work performance. Job involvement as the individual's cognitive belief

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towards his or her present job and he also stated that job involvement acts as a stimulator to satisfy the individual present's needs (Kanungo, 1982). Defined job involvement as motivation to do work and it is high degree of compatibility between personal and organizational goals, which provides motivation to the employee to produce positive work outcomes (Uygun & Kilic, 2009 as cited in Rehman, Khalid & Khan, 2012). Whereas job involvement is one's cognitive needs' fulfilment, which assists him or her to work harder and boost up his or her performance (Hung, 2008). Job involvement is the degree of identification that employees realized in their jobs and the degree of importance they perceived in their jobs. Employees will be motivated to work harder and show quality performance once their mental needs are fulfilled. On the other hand, employees' physical and mental conditions would change when employees' job conflict with their life. As a consequence, these would affect their job involvement and performance (Hung 2008).

An Overview of big five personality traits

The big five model suggests that virtually all personalities can be measured by five broad factors, which are usually labelled as openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. Openness to Experience is the disposition of imaginative, nonconforming, unconventional, and autonomous. Conscientiousness is comprised of two related facets: achievement and dependability. Extraversion represents the tendency to be sociable, assertive, active, and to experience positive effects, such as energy and zeal. Agreeableness is the tendency to be trusting, compliant, caring, and gentle. Neuroticism represents the tendency to exhibit poor emotional adjustment and experience negative effects, such as anxiety, insecurity, and hostility (Judge et al., 2002).

Job involvement and big five personality traits

The impact of big five personality traits on job involvement can be explained combining both identity theory and expectancy theory. Identity theory seeks to explain the specific meanings that individuals have for the multiple identities they claim; how these identities relate to one another; how their identities influence their behaviour (Burke & Stets, 2009). Factor influencing the placement of an identity in the prominence hierarchy is how committed individuals are to the role in the working environment (Burke & Stets, 2009). When a person committed to obtain a greater identity over other identities he or she has to increase their level of job involvement (McKelvey & Sekaran, 1977). According to Burke and Stets (2009) also argues that personality as the predictor of once identity. Vroom (1964) says expectancy theory suggests that managers should make good use of personal expectancy to inspire employees (as cited in Eerde & Thierry, 1996).

Expectancy theory is used to generate predictions of how hard employees work on their jobs, and how effective they involve in their job (Hackman & Porter, 1968). If a person works especially hard on this job, she is more likely to feel a sense of completion and accomplishment at the end of the day (Hackman & Porter, 1968). According to Hackman & Porter (1968) personality is a predictor of expectancy while expectancy impact on the level of job involvement of the employee. Agbor, Namankwo, Iroegbu and Obi 2000 also depict that job involvement for an employee is determined by his/her expectancy level. The rest of the literature is based on the objectives that the researcher was built and not based on any theories. Personal and environmental variables can determine job involvement, whereas McKelvey and Sekaran (1977) considered personal attributes are to be the better predictor of job involvement among. In the Sri Lankan context, Wijesingha and Jayatilake (2016) emphasized a research on Impact of Big Five Personality Traits on Employee Job Involvement. It has been linked to job related behaviours as well as being a subsequent predictor of job related outcomes such as quality of work life, job performance, perceived organizational support, organizational commitment and job satisfaction (Sellar & Andrew, 2017; Hettiarachchi & Jayarathna, 2014; Wickramasinghe & Wickramasinghe 2011; Praveena, 2014; Thevisuthan, 2016). Accordingly, there are not many studies investigating the impact of the big five personality dimensions and job involvement in various occupational sectors (Eswaran & Islam, 2011). Sekaran and Mowday (1981) believed that job involvement is greatly influenced by human psychological factors. Any changes in individual's possession of certain values or personal characteristics will drive their level of job involvement to vary. Moreover, job involvement is not obviously connected with depression, poor physical health, stress, burnout, or work-family conflict. Job involved individuals feel competent and successful at work that personal and organizational goals are compatible and even tend to attribute positive work outcomes to internal and personally (Brown, 1996). According to the study by Mudrack (2004), most

of the researches assume level of job involvement to be highly dependent on the attribute of employee. Freund (2005) viewed the job involvement as a fixed variable which critically control the employees' working attitude, such as job satisfaction, tendency to resignation, and organisational commitment (as cited in Hung, 2008). Most research studies did not find any impact of openness to experience on job involvement. However, Liao and Lee (2009) in their research noted positive impact of openness to experience on job involvement. Conscientiousness is the ability of individual to work hard and motivation to pursue goal accomplishment.

Studies suggest that conscientiousness is the most influence and consistent impact on job performance across all types of jobs and occupations (Barrick & Mount, 1991). Liao and Lee (2009) reported positive significant impact on conscientiousness and job involvement. Smithikrai (2007) found a positive impact of extraversion on job involvement, especially in jobs that require interpersonal contacts. Also Eswaran and Islam (2011) found that extraversion is positively impact on job involvement. Considering these past analyses and research results, extroversion should be viewed as one of the crucial factors in big five personality model in identifying employees' level of job involvement. Individuals with high agreeableness prefer to maintain positive interpersonal impact and cooperate with others (Digman, 1990). However, Liao & Lee (2009) found a positive impact between agreeable personality and job involvement. Also, Eswaran, Islam and Yusuf (2011) found that agreeableness is positively impact to job involvement. Individual with high neuroticism may lack confidence since they probably will not perform his or her job with positive attitudes. Liao and Lee (2009) found a negative impact between neuroticism and job involvement. However, Swaran et al., (2011) established that neuroticism was not impact on job involvement.

Conceptual Framework

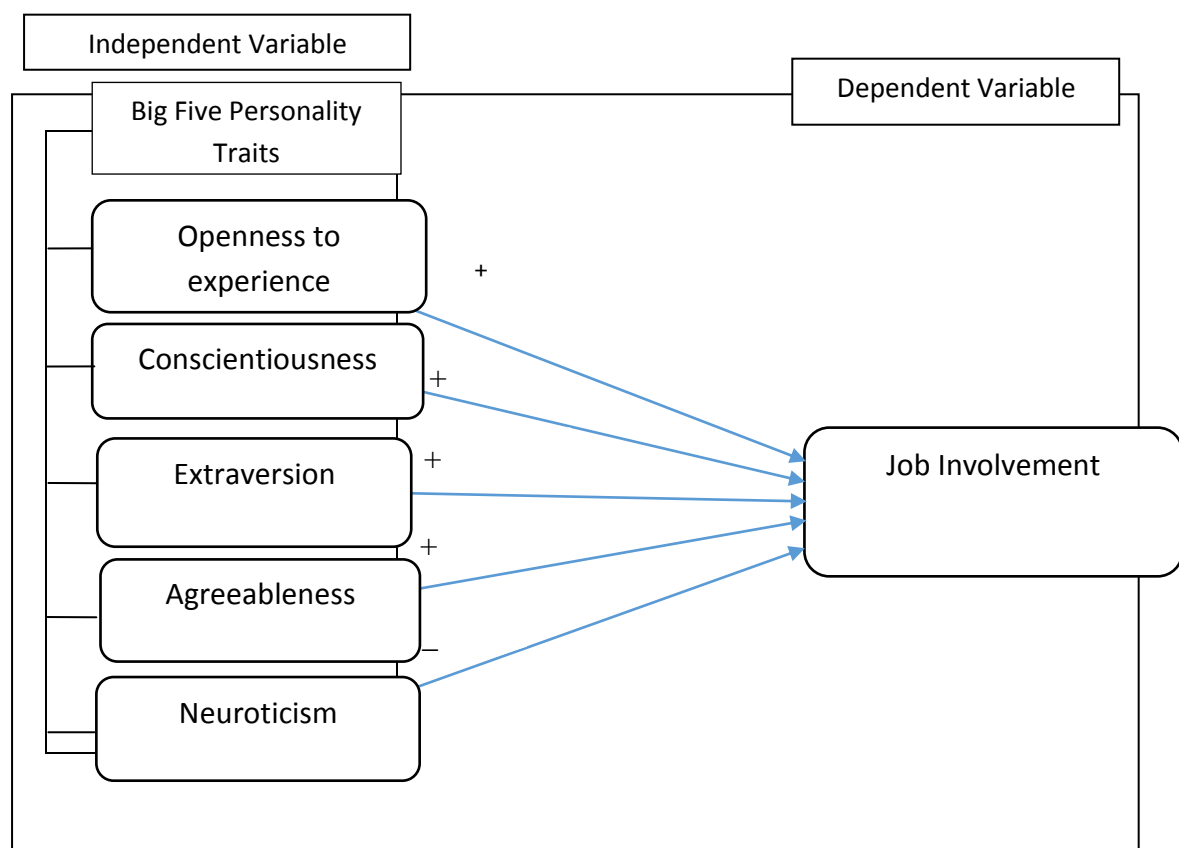


Figure 3.1 conceptual framework

Methodology

Researcher conducted the research based on two main government commercial banks in Ratnapura municipal council area. Bank of Ceylon is one of the leading Commercial Bank in Sri Lanka. Activities are carried through a network of more than 627 branches and 763 ATMs. The permanent workforce of the Bank of Ceylon is 7,980 in total, 64% of whom are below 35 years of age. People’s bank is also a leading Commercial Bank in Sri Lanka where they locate 852 branches and they expected to establish around 1000 ATMs. It was established in 1961. The workforce of the people’s bank is 8,249 currently.

Correlation analysis

Table 4.1 Correlation analysis

Dependent Variable	Independent Variables				
	Openness to experience	Conscientiousness	Extraversion	Agreeableness	Neuroticism
Job Involvement	Pearson Correlation: 0.516	0.460	0.481	0.518	-0.158
	p value: 0.000	0.000	0.000	0.000	0.091

Source: (Census Data, 2018)

As per the Table 4.5 openness to experience, conscientiousness, extraversion and agreeableness output p values are 0.000 each. Since the output p values are less than critical p values (0.05) there are enough evidence to reject H_0 at the 95% confidence level. Therefore it can be conclude that there is a relationship between job involvement and big five personality dimension namely openness to experience, conscientiousness, extraversion and agreeableness. Furthermore according to the Table 4.5 neuroticism output p values (0.091) is greater than critical p value of 0.05. There aren’t enough evidence to reject H_0 (H_0 : Neuroticism not negatively correlated with job involvement). Therefore it can be concluded with 95% confidence, that there is no relationship between job involvement and neuroticism.

Multiple regression analysis

Table 4.2 Individual parameter table

Model	Variable	Regression Coefficient (β)	p Value	95% Confident Interval	
				Lower	Upper
1	Constant	1.551	0.000	0.796	2.306
	Openness to Experience	0.337	0.001	0.141	0.533
	Conscientiousness	0.075	0.472	-0.131	0.280
	Extraversion	0.158	0.023	0.023	0.293
	Agreeableness	0.302	0.000	0.149	0.455
	Neuroticism	- 0.226	0.000	-0.347	-0.104

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2	Constant	1.640	0.000	0.929	2.351
	Openness to Experience	0.358	0.000	0.172	0.545
	Extraversion	0.169	0.013	0.037	0.300
	Agreeableness	0.320	0.000	0.177	0.464
	Neuroticism	-0.227	0.000	-0.348	-0.106

Source: (Census Data, 2018)

According to the Table 4.6 with relating to model 1 output p value (0.472) of conscientiousness is greater than the critical p value. Since the output p value is greater than critical p value there aren't enough evidence to reject H_{0B} (H_{0B} : There is no positive impact of conscientiousness on job involvement). Therefore in conclude that conscientiousness is not impact on job involvement.

Since the variable of conscientiousness does not significant in model 1, for the rest of the analysis researcher used the model 2. According to the model 2 in Table 4.6 the output p value of openness to experience is 0.000 which is less than critical p value. Therefore there are enough evidence to reject H_{0A} (H_{0A} : There is no positive impact of openness to experience on job involvement of government bankers in Ratnapura Municipal Council Area). Further by considering regression coefficient (0.358) since the value is positive it can be argued that there is a positive impact of openness to experience on job involvement.

As per the model 2 at Table 4.6 depicts that zero value of extraversion is does not lies in between lower and upper boundaries confident intervals (0.013 -0.037) of extraversion. Therefore there are enough evidence to reject H_{0C} (H_{0C} : There is no positive impact of extraversion on job involvement of government banks in Ratnapura Municipal Council Area). Since the coefficient of extraversion (0.169) is a positive value it can be tell that there is a positive impact on job involvement.

The model 2 in Table 4.6 exposed a p value of 0.000 for agreeableness which is less than the critical p value of 0.05 allowing to reject the null hypothesis (H_{0D} : There is no positive impact of agreeableness on job involvement of government banks in Ratnapura Municipal Council Area). Since the coefficient of agreeableness (0.320) is a positive value it can be conclude that there is a positive impact of agreeableness on job involvement.

According to the output of model 2 in Table 4.6 the lower and upper boundaries of confident interval are -0.348 and -0.106 where the zero value is not lies in between. Therefore there are enough evidence to reject H_0 (H_{0E} : There is a positive impact of neuroticism on job involvement of government bankers in Ratnapura Municipal Council Area). Since the β value is negative (-0.227) it demonstrate that job involvement causes to impact negatively.

Coefficient of determination

Table 4.3 Coefficient of determination

Model	Adjusted R ²
Model 2	0.527

Source: (Census Data, 2018)

As per the Table 4.7 the adjusted R² value is 0.527. Since 53% of the variation of the job involvement can be able to explain through the fitted model of government bankers in Ratnapura Municipal Council Area.

Analysis of variance (ANOVA)

Table 4.4 ANOVA table

Model		Sum of Squares	DF	Mean Square	F	p value
Model 2	Regression	7.067	4	1.767	21.040	0.000
	Residual	5.710	68	0.084		
	Total	12.776	72			

Source: Census Data (2018)

As per Table 4.8, it is clear that the output p values of ANOVA (0.000) is less than 0.05. Therefore there are enough evidence to reject H₀ (H₀: Fitted model is not significant) at 95% confident level.

Hence it can be conclude that the fitted model (model 2) is significant. Therefore the multiple regression equation is derived by using model 2. The notation for of the equation and application is sowed in 4.1 and 4.2 respectively.

$$E\left(\frac{Y_i}{X_1, X_2, X_3, X_4}\right) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon_i \quad (4.1)$$

Y_i = Job Involvement

β₀, β₁, β₂, β₃, β₄, β₅ = Regression Coefficients

X₁ = Openness to Experience

X₂ = Extraversion

X₃ = Agreeableness

X₄ = Neuroticism

ε_i = Random Error term

$$E(\text{Job involvement} / \text{Openness to Experience, Extraversion, Agreeableness, Neuroticism}) = 1.640 + 0.358 \text{ Openness to Experience} + 0.169 \text{ Extraversion} + 0.320 \text{ Agreeableness} - 0.227 \text{ Neuroticism} \quad (4.2)$$

According to equation (4.2), constant (β₀) was 1.640 which implied that while four big five personality dimensions of openness to experience, extraversion, agreeableness and neuroticism remain zero, the average level of job involvement of government bankers in Ratnapura municipal council area is 1.640. The expected level of job involvement of government bankers in Ratnapura Municipal Council Area increase by 0.358 as a result of unit change in openness to experience when there is no change in other four dimensions of big five personality traits. The average increase in level of job involvement is 0.169 when extraction increases by only one unit while the other three dimensions are keep constant. If government bankers in Ratnapura municipal council area, agreeableness increase by a unit it can be expected their job involvement increases by 0.320 when the other three dimensions of independent variables keep constant. The average increase in level of job involvement government bankers in Ratnapura municipal council area is 0.227 when decreases of one unit on neuroticism personality character while other three dimensions of independent variable keep constant.

Discussion

The researcher has discovered that there is significant positive impact of Openness to experience personality trait on government bankers’ job involvement in the research context. Researchers argued that openness to experience contribute to the job involvement and it is positively (Liao & Lee, 2009; LePine, Colquitt & Erez, 2000; Bozionelos, 2004; Barrick & Mount, 1991). As per the current research β

value is 0.358 where it shows a positive impact on job involvement. According to Barrick and Mount (1991) in their study also showed a moderately positive finding over job involvement. According to Liao and Lee (2009) they found a β value of 0.85 which is certainly high when it compares with present study. The main reason is the research context.

The multiple regression revealed that conscientiousness did not predict job involvement in this context since it reject model one as it was insignificant. Eswaran, Islam and Yusuf (2011) study did not concur with the result of this hypothesis tested. This dimensions do not mean that they are not important but just that in this scope study it doesn't have the significant impact. According to Eswaran et al., (2011) the staff in that study are matured and experience enough to manage this dimensions well that it doesn't affect their level of job involvement. Since the bankers are provide customer service, inherits a common level of conscientiousness through years of experience, they are exposed to this dimension at all times in which it is not really significant in their level of job involvement. As per the current research context since the bankers are coming to field with a period of training or experience these characteristics are automatically soak into their lives. Therefore it does not show a significant impact on this research context. According to Agbor, Namankwo, Iroegbu and Obi (2000) conscientiousness was impact positively on job involvement. contray to above findings β value of -0.80 shows a negative impact on job involvement accroding to Liao and Lee (2000).

As the third hypothesis of the present study, the researcher established that there is a positive impact of extraversion on job involvement of government banks in Ratnapura Municipal Council Area. It has been proven by Smithikarai, (2007); Anderson and King, (2001); and Liao and Lee, (2000) (as cited in Agbor et al., 2000). According to Eswaran et al., 2011 they emphasized that there is a positive impact as it shows β value of 0.47. Liao and Lee, (2000) also shows a β value of 0.78 which proving that there is a positive impact on job involvement. According to current research context it shows lowest level of impact on job involvement when it compares with other four big five personality characters. Therefore the reason to get this much level β value (0.169) could be the recent technological development take place while it reduces the direct customer services take place in the counters.

Findings of the study revealed that there is a positive impact of agreeableness on job involvement of government banks in Ratnapura Municipal Council Area. Previous studies by Liao and Lee 2009; Digman 1990; Barrick and Mount 1991 demonstrate same results similarly to this context. A quiet different finding is reported by Agbor et al., (2000) where it shows insignificant level of p value (0.582) against in the context of university lecturers in Nigeria. Liao and Lee (2009) reported that β value of agreeableness in their study on job involvement as 0.62 ($p < 0.05$) and the present research study reported a β value of agreeableness as 0.320 ($P < 0.05$) and it is quite lesser than the previous research findings. In the meantime Eswaran et al., does represent lower β value (0.22) than present study in a similar context. The reason behind for having higher level of impact among other variables are due to they always deal with customers where they need to have forgiving and sympathetic nature to give them satisfied customer service.

The fifth hypothesis of the present study, the researcher established that there is a negative impact of neuroticism on job involvement of government bankers in Ratnapura Municipal Council Area. It has been proven by Liao and Lee (2009), Eswaran et al., (2011), Smithikarai, (2007), and Agbor et al., (2000). Suls, Greens and Hills, 1996; and Fumham and Zacheil 1986 research findings are also in line with the result of this research work (as cited in Agbor et al., 2000). Liao and Lee (2009) reported a β value of neuroticism -0.80 ($p < 0.05$) and the present research study reported a β value of neuroticism as -0.227 ($p < 0.05$) and it is quite less than the previous research findings. According to literature suggest people with neuroticism has a tendency to worry unnecessarily. Since bankers expend more mental effort during their working hours with different customers they always renew their mind without staying emotionally attached. Therefore it can be the reason to show less mount of impact on job involvement.

Managerial and theoretical implication of the research

This study in turn offers several practical implications. Organizations should establish a mechanism to identify the different aspects of personality. Because job involvement depends significantly on employees' behaviours and responses. Such an employee also is optimistic about the organization's future. According to present study context it shows a higher level of importance for bankers with

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agreeableness personality trait since they impact on job involvement highly. Practically, the results provide guidance for the design standardized online questionnaire to measure the personality in the selection systems. With the current trend, it is not a complex process since many of the organizations are using online process to do their recruitments. This will lead them to redesign their selection system. Therefore it is important to recruit high level of openness to experience, extraversion, agreeableness and low level of neuroticism personality character employees in order to enhance their job involvement to get the maximum out outcome for any organisation. On the other hand bankers who are working currently in the bank, managers can organize workshops and outbound training by using resource person to enhance the level of job involvement through developing their personality trait in general. Since the current study shows lower level of impact with compare to other researchers results. Therefore it is important to managers thinking about implementing training programs for the bankers to improve their personality traits in general.

According to the current research context, specifically for the bankers who possessed extraversion managers can arrange team works to improve their outgoing personalities. Since, it shows the lowest level of impact on job involvement when it compares with other variables.

From a theoretical perspective the results suggest that job involvement arise in an employee's life and it cause positive consequences. This research support to understand how a person involved to obtain a greater identity over other identities he or she has to increase their level of job involvement. Therefore manager can use this theory, specially for extraversion and openness to experience characteristic bankers to enhance their job involvement since these characters tries to get the unique identity among others. Therefore if managers could give them more unique identity they will show a higher level of job involvement. Expectancy theory says how an individual make good use of personal expectancy to inspire his own job involvement. Specially extraversion trait personality bankers, who are trying to approach material world, managers can use their behaviours to enhance the bankers job involvement. For that managers can arrange vision development workshops to their bankers.

Conclusion

The present research facilitated to recognize the impact of the big five personality traits on job involvement of the government banker in Ratnapura municipal council area. Among these big five personality traits researcher found only four personality traits (openness to experience, extraversion, agreeableness and neuroticism) got significant impact on job involvement of government bankers in Ratnapura municipal council area. As per the final results conscientiousness did not significantly impacted on job involvement of government bankers in Ratnapura municipal council area. Further, according to final results it shows openness to experience, extraversion, and agreeableness personality traits got positive impact on job involvement of government bankers in Ratnapura municipal council area. Nevertheless it was found that neuroticism got negative impact on job involvement of government bankers in Ratnapura municipal council area. Furthermore openness to experience personality trait shows highest level of impact on job involvement among four significant personality traits.

Suggestions for future researchers

The findings of this research demonstrate that personality character of conscientiousness did not impact on job involvement. Therefore this finding will help future researchers to determine the reasons for getting it insignificant in this research context. In this study, job involvement has been measured only in employee's perspective. Future studies can expand further by measuring employees' job involvement through managers. Since this study is focuses only big five personality traits there is a possibility in studying the impact of other variables such as job satisfaction, organizational commitment, motivation training and job characteristic etc. on job involvement by future researchers. Further future researchers can use different models of personality traits to measure impact of job involvement.

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