

Impact of Big Five Personality Factors on Career Success: A Study Based on Staff-level Employees in A Leading Apparel Firm in Sri Lanka

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Abstract: Success and failure of any organization mostly depend on the people and their behaviors. Most of the employees are more concerned about their career success in the apparel sector. Past researchers explained that career success two different viewed such as objectively (extrinsic) and subjectively (intrinsic). The present study attempted to investigate the impact of big five personality factors on employee's career success, and it limits its investigation into a selected apparel firm in Srilanka. A questionnaire survey was conducted to gather data from staff-level employees of a leading apparel firm in Sri Lanka. There were 120 responses were obtained. The correlation and regression analysis were used in analyzing data. The results of the study indicated that all big five factors were a significant relationship with career success. Further, all big five factors, except neuroticism, have a positive impact on career success. Neuroticism has a significant negative impact on career success. Hence, this study provides better understandings and the results for the big five personality factors that affect an employee's career success in a leading apparel firm in Sri Lanka.

Keywords: *A Leading Apparel Firm, Big Five Personality Factors, Career Success*

Introduction

Sri Lankan apparel industry is the dominant part of the economy and playing a giant role in the World clothing industry (Export Development Board, 2019). With the implementation of open economic policy, more foreign investment came into Sri Lanka due to trade-friendly environment factors. The apparel industry has provided the highest volume in the export trade that the total value of exports in the apparel sector was 3,478.95 million USD in the year 2019 (Export Development Board, 2019). The apparel industry of Sri Lanka has also given close to 75% of the employment directly and

indirectly in the manufacturing sector of the country (The Central Bank Report, 2018). Hence the apparel industry becomes a more vital segment in the economy in order to diminish the unemployment rate of the country.

The success of any organization or industry mainly depends on the contribution of each employee towards the organizational processes. Therefore, career success is important for both employees and the organization (Hussein, 2017). Thus, an organization has the greatest chance of being successful when its organization's employees are properly directed towards achieving corporate



goals, and they themselves are motivated to perform the duties which are assigned to them. The impact of being successful in their careers can be directly involved with organizational success for it to be stable in the market place with the competitiveness of the global context (Hussein, 2017). The employee's success and the organizational success, which depends on the career success is essential to uplift the efficiency and effectiveness of the employees in order to accomplish the desired goals and objectives of the organization as well as of the employees.

Employees are the most valuable resource in any contemporary organization. Therefore, employees are the most valuable resource in contemporary organizations. A stable career is a win-win situation between two parties. While the employees are developing themselves, they continue to contribute to the success of the organizations (Adekola, 2011). Similarly, Melamed (1996) has mentioned that, throughout their career, employees make choices and judgments that have strong implications on their career path, progress, and success, and this viewpoint has revealed the employees as actively involved in changing and shaping their career prospects. Therefore, success at work is one of the most important challenges to nearly everyone during adulthood. Because it is often argued that individual success is related to organizational success, identifying appropriate predictors, and thereby improving the predictability of career success, is a major concern for

researchers and practitioners (Judge et al., 1999).

Career success relates to individuals as well as organizations (Sulaiman, Ishak, & Shamuganathan, 2012). It reveals that a career is not just a job but revolves around a process that consists of attitude, behavior, and a situation in a person's work-life to achieve their career goals (Adekola, 2011). According to Baruch (2003) pointed out that career is the property of individuals, but for the employed, it is organizations that will plan and manage employee careers. Therefore, career success also interacts with the behavior or individual differences of the employees towards their careers. Also, personality is probably an important determinant of how people are going to do in their professions. Thus, this study has explored to determine the impact of the big five personality factors on staff-level employee's career success in a leading apparel firm in Sri Lanka.

Somehow, it is not guaranteed that every person who starts his or her career will be successful. An examination of the variables that influence career success shows that there are a number of factors contributing to a person's advancement in a career (Sulaiman, Ishak, & Shamuganathan, 2012). Some of the previous research studies imply that personality traits have been shown to influence performance and career directions (Mount, Barrick & Strauss, 1994; Furnham, 2002; Schneider & Hough, 1995, as cited in Sulaiman, Ishak, & Shamuganathan, 2012). According to Boudreau, Boswell and Judge (1999), understanding factors related to career

success is essential to find out the relationships between individual traits and behaviors, and organizational practices. According to the viewpoint of Judge and Kammeyer-Mueller (2007) said in a sense, personality is probably an important determinant of how people are going to do in their professions.

The majority of past studies have revealed the big five personality factors strongly influence career success (Sulaiman, Ishak, & Shamuganathan, 2012). Therefore, the majority of past foreign studies have revealed the big five personality factors strongly relate to career success (Sulaiman, Ishak, & Shamuganathan, 2012). Also, there are a significant number of studies that have proven the big five personality factors strongly influence career success (Sulaiman, Ishak, & Shamuganathan, 2012). According to that, the researchers identified that there is an empirical knowledge gap in the Sri Lankan context in this research area in a leading apparel firm. Therefore, this is a vital gap in the literature. According to L.B. De Gruijter, if an employee is able to recognize his/her own personality, the employee can select him/her for certain jobs. This makes it beneficial for organizations to select the right employees for the right jobs at the right time (L.B. De Gruijter). Therefore, the main objective of this research area is more important to determine the impact of personality through the big five factors on employee's career success.

Moreover, the researcher conducted a preliminary interview with the 20 staff-level employees in a leading

apparel firm in Sri Lanka. According to their answers, their behaviors and personality may be important to career success. By considering theoretical justification through literature and practical arguments from the results generated through the pilot survey, the researchers articulate that the research problem as follows, "How big five personality factors affect staff-level employee's career success in a leading apparel firm in Sri Lanka?". Moreover, this research is an essential study for when employees have success in careers; they get more wealth, power, and respect by society with their personality engagement in a proper manner. It supports to reduce the number of issues, such as early exit, grievances, and headhunting.

Literature Review

Career

The meaning of a career is defined as a different meaning by different people. According to Wilensky (1961) defines it in structural terms with a paid job as "A succession of linked jobs prepared in a hierarchy of respect, through which persons move in a well-ordered (more or less predictable) sequence" (as cited in Osibanjo et al., 2014). Moreover, Wilensky (1961) gets a career as a design, tailored for individuals to undertake, and the end can be predicted (as cited in Osibanjo et al., 2014). However, Leach and Chakiris (1988) argued that career had included deeper perspective with a career is a by-product of a job and job is activity individuals get into in order to get paid, and the job does not lead individuals to anywhere; while career is seen as a continuous and

progressive behavior display by individuals moving through a journey (path/ladder) that leads to predicted/known ultimate end (as cited in Osibanjo et al., 2014). The above definitions would be adopted for this study; therefore, we would like to define career as a series of work-related positions an individual occupies throughout his/her work life (as cited in Osibanjo et al., 2014).

According to Hughes (1937), careers looked at it in a wider context earlier studies, that defined as "...the moving perspective in which persons orient themselves with reference to the social order and of the typical sequences and concatenation of office" (as cited in Baruch, 2003). Further, career was looked at as the major responsibility of the individual in the past period of time; Arthur et al. (1989) consider a career as "An evolving sequence of person's work experience over time" (as cited in Baruch, 2003). However, Baruch and Rosenstein (1992) argued with a more modern definition for a career as "A process of development of the employee along a path of experience and jobs in one or more organizations" (as cited in Baruch, 2003). Similarly, the modern organization concerns to focus on career development from the individual to the organization (Gutteridge et al., 1993 as cited in Baruch, 2003). However, by the end of the twentieth century, the nature and notion of careers have been altered pointedly. Further, boundaryless careers emerged with the boundaryless organization (Ashkenas et al., 1995; DeFillippi & Arthur, 1994, as cited in Baruch, 2003). Careers became transitional, flexible,

and the dynamics of the re-structuring blur the tidy and firm former routes for success (forcing a new perspective of what is a success). The new models of careers comprise of a variety of options, many possible directions of development (Baruch, 2003).

Career Success

The perspective of the individual employee demonstrates that the success of careers is a construct that exists only in people's minds and which has no clear boundaries. Therefore, it is vital to determine if people considered to have hierarchical success are satisfied with their own organizational advancement (Gattiker & Larwood, 1989). Judge, Cable, Boudreau, & Bretz (1994) have comprised two aspects of career success as objective and subjective. Therefore, career success can be observed both views of objectively (extrinsic) and subjectively (intrinsic). Zakaria and Yusof (2018) mentioned that their intrinsic career success is high compared to extrinsic career success. Moreover, Gattiker and Larwood (1989) have noted demography, job properties, and personal attributes may predict career success. As well as, career success reflects the accrued success between a diversity of individual, organizational and societal norms, behaviors, and paintings practices (Boudreau, Boswell, & Judge, 1999).

Currently, people experience various ways to define career success as "It can be a sideways move, change of direction, of organization, of aspiration." Therefore, people can (or have to) reach with these options, and

there is no single way of achieving success because of the term “multi-directional” career paths. The multi-directionality does not stop in the real career path undertaken, but also it implies for the evaluation of career success: those now have multi-options criteria for assessing success in career. These can be described as inner satisfaction, life balance, autonomy and freedom, and other measures of self-perception. All these have entered the traditional external measures of income, rank, and status (Baruch, 2003).

Big Five Personality Factors

According to McShane and Von Glinow (2008) define personality as ‘the relatively stable pattern of behaviors and consistent internal states that explain a person’s behavioral tendencies’ (as cited in Sulaiman, Ishak, & Shamuganathan, 2012). These behaviors of individuals in relation to their managers, collaborators, and external parties such as customers, suppliers, and other external parties would certainly impact outcomes of these behaviors, including career success or failure (Sulaiman, Ishak, & Shamuganathan, 2012). Also, personality leads individuals to have certain jobs both through the attraction process to interesting jobs and by leading organizations in choosing such people (Judge & Kammeyer-Mueller, 2007).

The big five model exhibits the human personality that encompasses five dimensions, which gives a significant classification (Awadh & Ismail, 2001). In terms of five dimensions of the big five personality model: neuroticism, extraversion,

conscientiousness, openness to experience, and agreeableness (Costa & McCrae, 1995).

Extraversion is a prominent factor in personality psychology, as evidenced by its appearance in most personality measures and its important role in major taxonomies of personality. According to John (1990) defined the extraversion factors as active, adventurous, assertive, dominant, energetic, enthusiastic, outgoing, sociable, and show off (John & Srivastava, 1981). Extraversion is associated with spontaneity, activity, and intimacy in social interactions. Furthermore, the characteristics of extraversion are related to interpersonal competence, and experimental work indicates that apprentice shows a preference for imaginary mentors who demonstrate high levels of interpersonal competence (Olian, Carroll, Giannantonio & Feren, 2018 as cited in Bozionelos, 2004).

Conscientiousness specifies that individuals’ association, persistence, hardworking, motivation, diligence, and responsibility in the pursuit of goal accomplishment (Costa & McCrae, 1995). Some researchers have viewed this construct as an indicator of volition or the ability to work hard. Similarly, it indicates the individual’s willingness to follow the rules and schedules, persistence, and the extent to which individuals are hardworking, organized, detailed, and dependable, as opposed to lazy, disorganized, and unreliable. People who score high are more efficient and organized, where low scoring people are more likely to be easy-going and careless (Digman, 1990 as cited in De

Gruijter). Barrick and Mount (1991) said that high-level conscientiousness personalities are logical, reliable, determined, and thorough, who focus on success, which is also a very significant characteristic of performing work tasks.

Openness to experience refers to cognitive and emotional flexibility and receptivity to new experiences and ideas. Those who score high on openness should be more likely to develop an interest in the views of subordinates, accept their idiosyncrasies, and find interest in the relationship (Bozionelos, 2004). According to Hussein (2017), innovative, curious, and creative individuals who score high on openness to experience exhibit flexibility, creativity, and intellectual prowess. In contrast, those who score low can be characterized as unreflective, uncreative, unintelligent, and unimaginative. Similarly, the openness to experience factor has included inquiring intellect, culture, intelligence, intellect, and intellectual interests (John & Srivastava, 1981).

Neuroticism indicates adjustment versus emotional stability and addresses the degree to which the individual is insecure, anxious, depressed, and emotional rather than calm, self-confident, and relaxed (Digman, 1990 as cited in L.B. De Grujter). People who score high tend to be sensitive and nervous, as well as people who score low are more secure and confident (L.B. De Grujter). Thus, neuroticism denotes generally to a lack of positive psychological adjustment and emotional stability

(Judge et al., 1999). The neuroticism factor has included anxiety, angry hostility, depression, self-consciousness, impulsiveness, vulnerability (John & Srivastava, 1981).

Agreeableness can be defined as self-sacrifice, friendliness, and humility. People are involved in enhancing their work and maintaining their feelings for their worth and esteem when they view their achievement in work and career (Hussein, 2017). Agreeableness is the dimension of the big five personality model. It is included social adaptability, likability, friendly compliance, agreeableness, and love (John & Srivastava, 1981).

Methodology

The conceptual framework gives direction to the study and consists of the existing literature review. All the variables of the study have been identified based on literature. In this framework, career success worked as the dependent variable, and the big five personality factors worked as the independent variable, which consists of five dimensions of the study. The study has investigated to determine the impact of big five personality factors on staff-level employee's career success in a leading apparel firm in Sri Lanka. Figure 1 is shown the conceptual framework for the impact of personality factors on career success.

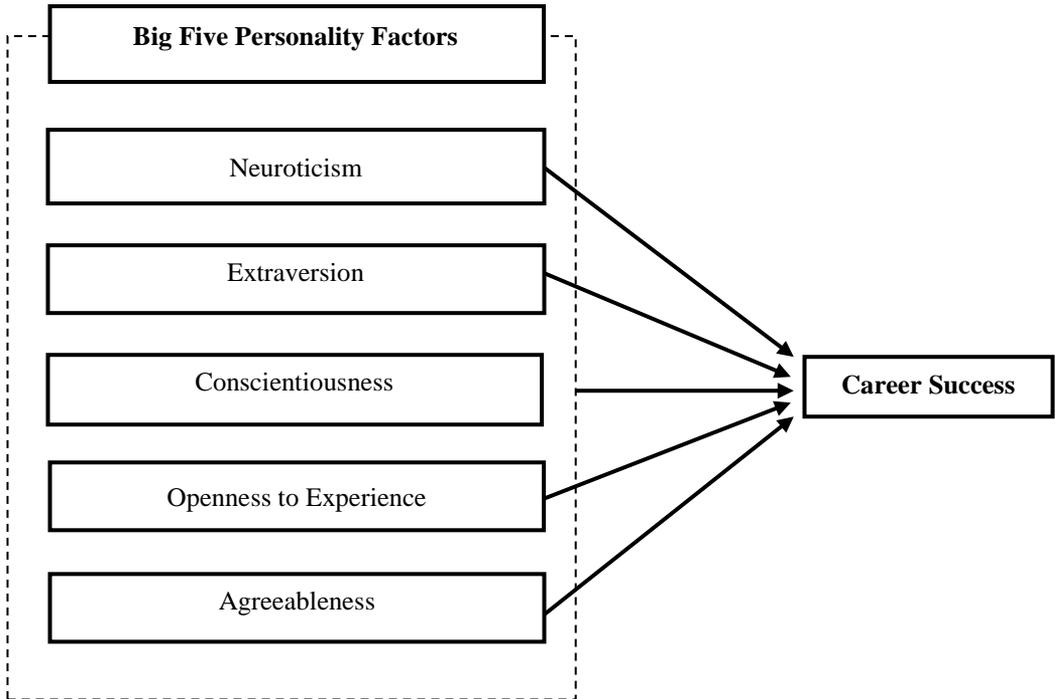


Figure 1: Conceptual Framework

Source: Authors, 2020

Hypotheses

According to the previous literature review, it supported that personality is a factor and the most popular model used as big five personality factors that influence the career of a person. Further, based on the literature relating to this current study, the researchers developed the following hypotheses by showing the conceptual framework (see Figure 1).

As a previous study, Judge et al. (1999) mentioned that extraversion is an impact on career success. Judge and Kammeyer-Mueller (2007) found that extraversion is correlated with

slightly higher rates of extrinsic and intrinsic career success. According to Seibert and Kraimer (1999), extraversion was positively related to career satisfaction, salary, and promotions. Based on the literature mentioned above, the following hypothesis is advanced. According to Zakaria and Yusof (2018), the results of their research study shows that extraversion is a moderately positive relationship with career success. Further, Sulaiman, Ishak, and Shamuganathan (2012) were done the research; the results justified that extroversion is significantly related to career success.

H1 - There is a significant impact of extraversion on the career success of staff-level employees.

As mentioned in the research of Judge and Kammeyer-Mueller, (2007), conscientiousness positively relates to career success. According to Judge et al. (1999), there was a positive relationship between conscientiousness and career success. According to Sulaiman, Ishak, and Shamuganathan (2012) shows that the results justified as conscientiousness has the strongest correlation with career success. Based on the above facts, it is hypothesized,

H2 - There is a significant impact of conscientiousness on the career success of staff-level employees.

According to the result of Boudreau, Boswell, and Judge (1999), openness revealed the fewest significant total effects and the least consistent pattern of all the personality dimensions, including this openness to experience. Judge et al. (1999) mentioned that there was a positive impact of openness to experience and career success. Based on the above evidence, it is hypothesized that openness to the experience of employees impact on career success.

H3 - There is a significant impact of openness to the experience on the career success of staff-level employees.

However, Digman (1990) pointed out about neuroticism indicates adjustment versus emotional stability and addresses the degree to which the individual is insecure, anxious, depressed, and emotional rather than calm, self-confident, and cool (as cited

in L.B. De Gruijter). According to the results of one research, neuroticism had been negatively related to career satisfaction (Seibert & Kraimer, 1999). Based on the above evidence, it is hypothesized that neuroticism is an impact on the career success of employees.

H4 - There is a significant impact of neuroticism on the career success of staff-level employees.

The previous findings of the research suggested that fewer researches have investigated the relationship between agreeableness and career success (Judge et al., 1999). According to the results, both agreeableness is having a low positive relationship with career success (Zakaria & Yusof, 2018). Hussein (2017) found that agreeableness is also positively related to career success. Therefore the based on past evidence, the following hypothesis is developed.

H5 - There is a significant impact of the agreeableness on the career success of staff-level employees.

Research Design

The main objective of this research study was to determine the impact of the big five personality factors on staff level employee's career success in a leading apparel firm in Sri Lanka. Therefore, the type of study is a quantitative study that generated statistics through the use of large scale survey research. This study explains the nature of a specific effect and explains the variance in the dependent variable. According to the time horizon, this is a cross-sectional data type research that, during the same

period, collect data from sample items. This study only observes the events which occur naturally, and therefore the research setting of this study was considered as a natural setting. For this study it was supposed to collect data from staff-level employees in leading apparel firms in Sri Lanka. Therefore, the unit of analysis is an individual level of this study. In this study, the data were collected at a particular period, and there is no data collection in more points in time. It means that data collection was done once in the research study. Therefore, the current study is cross-sectional in nature.

The population of this study comprised all staff-level employees who are employed in a leading apparel firm in Sri Lanka. The total population of this study is 155, which consisted of 155 staff-level employees. Therefore, 120 staff-level employees were selected as the sample from this population. For that, a non-proportionate stratified random sampling method was adopted to select the staff-level employees who are employed in a leading apparel firm in Sri Lanka. The data is collected according to the categorization of the sample into different job levels, such as supervisors, assistant, executive, senior executive, and managerial. Therefore a non-proportionate

stratified random sampling method is used.

Measurement Scales of Variables

Personality type measured through the BFI inventory using questions that were developed by Oliver P. John in 1981 (John & Srivastava, 1981). It contains 44 items that separately describe five dimensions where each item is scored ranging from 1 (*very dissatisfied*) to 5 (*very satisfied*) of the big five personality model, and it is used to measure the personality behavior of the staff-level employees in a leading apparel firm in Sri Lanka. Further, subjective career success was taken from the career satisfaction scale developed by Greenhaus, Parasuraman, and Wormley (1990). It contains 5 items to measure career success using career satisfaction on a scale ranging from 1 (*very dissatisfied*) to 5 (*very satisfied*). Those gathered primary data were analyzed through the analytical tool called Statistical Package for the Social Sciences (SPSS) 23.0 version.

The external reliability of the instrument used to collect data was examined by the test-retest method. As shown in table 1, the coefficient of the test-retest of the instrument indicates that each instrument has high external reliability.

Table 1: Results of Test-retest

Variables	Sub variables	Test-retest
Career Success		0.816
Big Five Personality Factors	Extraversion	0.770
	Conscientiousness	0.769
	Openness to experience	0.701
	Neuroticism	0.805
	Agreeableness	0.799

Source: Data Analyzed Results, 2020

Results

The inter-item consistency reliability was examined with Cronbach's Alpha test. The results of Cronbach's Alpha

test are given in Table 2, which suggested that the internal reliability of each instrument is satisfactory.

Table 2: Cronbach's Alpha Coefficients

Variables	Dimensions	Cronbach's Alpha
Career Success		0.921
Big Five Personality Factors	Extraversion	0.740
	Conscientiousness	0.796
	Openness to experience	0.693
	Neuroticism	0.748
	Agreeableness	0.714

Source: Data Analyzed Results, 2020

The validity of the scale was determined by Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity. According to the results of the KMO test shown in Table 3, it is confirmed the validity of the scales in career success. Further, the P-value is less than the significant level of 0.05, which indicates a factor analysis is

statistically accepted with the survey data. According to the results of KMO and Bartlett's test value of big five factors exceed the acceptable KMO and Bartlett's test value, and the significance value is less than 0.05. Therefore, the research instrument of the current study is a validated one.

Table 3: KMO and Bartlett's Test of Career Success

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.892
Bartlett's Test of Sphericity	Approx. Chi-Square	400.508
	Df	10
	Sig.	.000

Source: Data Analyzed Results, 2020

Exploratory Factor Analysis (EFA)

EFA was used to decide whether the data at hand suits the underlying constructs, thereby ascertaining their appropriateness. It attempts to bring intercorrelated variables together. The aim of factor analysis is to explain the variance in the observed variables in terms of underlying latent factors.

Therefore factor analysis provides the possibility of gaining a clear picture of the data set. EFA output is shown in Table 4. All the factor loading values are above the threshold limit of 0.5 as recommended by Hair *et al.* (2010). Therefore, statistically, construct validity is ensured.

Table 4: Exploratory Factor Analysis Results

Construct	Dimension	Number of Items	Factor Loadings
Career Success		5	0.761
Big Five Personality Factors	Extraversion	8	0.689
	Conscientiousness	9	0.632
	Openness to experience	10	0.765
	Neuroticism	8	0.721
	Agreeableness	9	0.668

Source: Data Analyzed Results, 2020

According to the demographic information of gender, age, educational level, work experience, job, and monthly income level were analyzed in relation to the sample. According to the results, 69% of the respondents were represented by females, and 31% were represented by males. Most of the staff-level employees represented the age group of 31-40, which are 51 employees. Among all the categories of educational levels, 70% have

completed up to A/L. The majority (38%) of staff-level employees belong to the 2-6 years' service category. 30% of the majority of respondents represented the assistant category. 41% of the majority have maintained their income level between Rs.41,000 to Rs.60,000. According to Table 5, the Pearson correlation for the relationships between the big five personality factors and career success of the conceptual model are shown.

Table 5: Correlation Results of Big Five Personality Factors and Career Success

		N	Extraversion	Conscientiousness	Openness to Experience	Neuroticism	Agreeableness
Career Success	Pearson Correlation	115	.223**	.221**	.223**	-.220**	.226**
	Sig. (1-tailed)		.008	.009	.006	.009	.007

Source: Data Analyzed Results, 2020

In relation to the results of the statistical test, which exhibits in Table 5, the Pearson Correlation Coefficient between extraversion and staff-level employee’s career success is 0.223 (one-tailed). This shows that there is a positive relationship between extraversion and career success. The relationship which was found statistically significant as correlation is significant at 0.01 level (as Sig. value 0.008, which is lower than 0.01). In relation to the results of the statistical test, which exhibits in Table 5, the Pearson Correlation Coefficient between conscientiousness and staff-level employee’s career success is 0.221 (one-tailed). This shows that there is a positive relationship between conscientiousness and career success. The relationship which was found statistically significant as correlation is significant at 0.01 level (as Sig. value 0.009, which is lower than 0.01).

In relation to the results of the statistical test, which exhibits in Table 5, the Pearson Correlation Coefficient between openness to experience and

staff-level employee’s career success is 0.223 (one-tailed). This shows that there is a positive relationship between openness to experience and career success. The relationship which was found statistically significant as correlation is significant at 0.01 level (as Sig. value 0.006, which is lower than 0.01).

In relation to the results of the statistical test, which exhibits in Table 5, the Pearson Correlation Coefficient between neuroticism and career success is -0.220, which is negative (one-tailed). This shows that there is a negative relationship between neuroticism and career success. The relationship which was found is statistically significant as correlation is significant at 0.01 level (as Sig. value 0.009, which is less than 0.01).

In relation to the results of the statistical test, which exhibits in Table 5, the Pearson Correlation Coefficient between agreeableness and staff-level employee’s career success is 0.226 (one-tailed). This shows that there is a positive relationship between agreeableness and career success. The

relationship which was found statistically significant as correlation is significant at 0.01 level (as Sig. value 0.007, which is lower than 0.01).

Finally, all of the relationships are significant, and they can be statistically claimed about a positive relationship except neuroticism. Neuroticism has a negative relationship with career success, and also, the relationship is significant.

Table 6: Descriptive Statistics for Career Success

Career Success	Mean: 4.5383	Std.Deviation:0.45084	Std. Error: 0.04204
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Source: Data Analyzed Results, 2020

According to Table 6, the mean value of the distribution of staff-level employees' career success is 4.5383, according to five Likert scales. Then the career success of staff-level employees is "High". The standard

error of the mean is 0.04204, with an acceptable deviation since it is less than 0.05. Therefore, the data recorded for career success are normally distributed.

Table 7: Descriptive Statistics for Big Five Personality Factors

Big Five Personality Factors	Mean	Std. Deviation	Std. Error
Extraversion	3.8870	.62136	.05794
Conscientiousness	4.1410	.45820	.04273
Openness to experience	3.5522	.41851	.03903
Neuroticism	3.6025	.41488	.03869
Agreeableness	4.3167	.46894	.04373

Source: Data Analyzed Results, 2020

According to Table 7, the mean value of the distribution of staff-level employees' extraversion is 3.8870, according to five Likert scales. Then, the extraversion of staff-level employees is "Moderate". The standard error of the mean is 0.05794, with an acceptable deviation. The mean value of the distribution of staff-level employees' conscientiousness is 4.1410, according to five Likert

scales. Then the conscientiousness of staff-level employees is "High". The standard error of the mean is 0.04273, with an acceptable deviation since it is less than 0.05. The mean value of the distribution of staff-level employees' openness to experience is 3.5522, according to five Likert scales. Then the openness to experience of staff-level employees is "Moderate". The standard error of the mean is 0.03903, with an acceptable deviation. The

mean value of the distribution of staff-level employees' neuroticism is 3.6025, according to five Likert scales. Then the neuroticism of staff-level employees is "Moderate". The standard error of the mean is 0.03869, with an acceptable deviation. The mean value of the distribution of staff-

level employees' agreeableness is 4.3167, according to five Likert scales. Then the agreeableness of staff-level employees is "High". The standard error of the mean is 0.04373, with an acceptable deviation (less than 0.05).

Hypothesis Testing

The researchers used a simple regression analysis to test hypotheses. The hypotheses were tested as from H1 and H5 (see Table 8).

Table 8: Results of Regression Analysis

Dimension	R	R Square	Adjusted R Square
Extraversion	.223 ^a	.050	.041
Conscientiousness	.221 ^a	.049	.041
Openness to experience	.233 ^a	.054	.046
Neuroticism	.220 ^a	.048	.040
Agreeableness	.226 ^a	.051	.043

Source: Data Analyzed Results, 2020

Table 9: Result of Regression Analysis for ANOVA

Dimension		Sum of Squares	df	Mean Square	F	Sig.
(Constant), Extraversion	Regression	1.154	1	1.154	5.923	.017 ^b
(Constant), Conscientiousness	Regression	1.136	1	1.136	5.827	.017 ^b
(Constant), Openness to experience	Regression	1.257	1	1.257	6.483	.012 ^b
(Constant), Neuroticism	Regression	1.117	1	1.117	5.724	.018 ^b
(Constant), Agreeableness	Regression	1.188	1	1.188	6.107	.015 ^b

Source: Data Analyzed Results, 2020

Table 10: Results of Regression Analysis for Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.909	.262		14.926	.000
	Extraversion	.162	.067	.223	2.434	.017
2	(Constant)	3.636	.376		9.669	.000
	Conscientiousness	.218	.090	.221	2.414	.017
3	(Constant)	3.647	.352		10.346	.000
	Openness to experience	.251	.099	.233	2.546	.012
4	(Constant)	5.398	.362		14.926	.000
	Neuroticism	-.239	.100	-.220	-2.392	.018
5	(Constant)	3.598	.382		9.408	.000
	Agreeableness	.218	.088	.226	2.471	.015

Source: Data Analyzed Results, 2020

As mentioned in table 8, R Square is 0.050, and as a percentage, it is 5%. The R-value is 22.3%. The extraversion explains 5% of the variation in career success. Further, in Table 9, the P-value is less than 0.05 level ($p=0.017<0.05$), and it can be concluded that the relationships are statistically significant. According to the results, there is a significant positive impact of extraversion on career success. As mentioned in Table 8, R Square is 0.049, and as a percentage, it is 4.9%. The R-value is 22.1%. The conscientiousness explains 4.9% of the variation of career success. Further, in Table 9, the P-value is less than 0.05 level ($p=0.017<0.05$), and it can be concluded that the relationships are statistically significant. According to the results, there is a significant positive impact of conscientiousness on career success. As mentioned in Table 8, R Square is 0.054, and as a percentage, it is 5.4%. The R-value is 23.3%. The meaning of 5.4% of the

variation in career success is explained by the openness to experience. Further, in Table 9, the P-value is less than 0.05 level ($p=0.012<0.05$), and it can be concluded that the relationships are statistically significant. According to the results, there is a significant positive impact of openness to experience on career success. As mentioned in table 8, R Square is 0.048, and as a percentage, it is 4.8%. R-value is 22%. The neuroticism explains 4.8% of the variation in career success. Further, in Table 9, the P-value is less than 0.05 level ($p=0.018<0.05$), and it can be concluded that the relationships are statistically significant. According to the results, there is a significant positive or negative impact of neuroticism on career success. As mentioned in Table 8, R Square is 0.051, and as a percentage, it is 5.1%. R-value is 22.6%. The agreeableness explains 5.1% of the variation in career success. Further, in Table 9, the P-value is less than 0.05 level

($p=0.015<0.05$), and it can be concluded that the relationships are statistically significant. According to the results, there is a significant positive impact of agreeableness on career success. Further, Table 10 shows the P-value of variables of extraversion, conscientiousness, openness to experience, neuroticism and agreeableness on the models have a significant predictive ability to influence career success ($p=0.017,0.017,0.012,0.018,0.015<0.05$). Further, extraversion, conscientiousness, openness to experience, neuroticism and agreeableness predictor variables are statistically significant; because their P-values are less than the usual significance level of 0.05.

The beta coefficient of extraversion is 0.223 (greater than 0) and statistically significant with a positive beta coefficient value. Then for every 1-unit increase in the predictor variable of career success, the outcome variable of extraversion will increase by 0.223 units. Further, the beta coefficient of conscientiousness is 0.221 (greater than 0) and statistically significant with a positive beta coefficient value. Then for every 1-unit increase in the predictor variable

of career success, the outcome variable of conscientiousness will increase by 0.221 units. The beta coefficient of openness to experience is 0.233 (greater than 0) and statistically significant with a positive beta coefficient value. Then for every 1-unit increase in the predictor variable of career success, the outcome variable of openness to experience will increase by 0.233 units. The beta coefficient of neuroticism is -0.220 (greater than 0) and statistically significant with a negative beta coefficient value. Then for every 1-unit increase in the predictor variable of career success, the outcome variable of neuroticism will decrease by -0.220 units. The beta coefficient of agreeableness is 0.226 (greater than 0) and statistically significant with a positive beta coefficient value. Then for every 1-unit increase in the predictor variable of career success, the outcome variable of agreeableness will increase by 0.226 units. According to the results, the overall conclusion is that researchers can accept hypotheses.

According to the results of all the hypotheses can be summarized according to Table 11.

Table 11: Summary of Hypotheses Results

Hypotheses	Results
H1: There is a significant impact of extraversion on the career success of staff-level employees.	Accepted
H2: There is a significant impact of conscientiousness on the career success of staff-level employees.	Accepted
H3: There is a significant impact of openness to experience on the career success of staff-level employees.	Accepted

H4: There is a significant impact of neuroticism on the career success of staff-level employees.	Accepted
H5: There is a significant impact of the agreeableness on the career success of staff-level employees.	Accepted

Source: Data Analyzed Results, 2020

Discussion

This study is mainly investigated to find the impact of the big five personality factors on career success. However, many researchers found the relationship between the big five personality factors. Therefore, it is important to identify and prove the relationships and their impacts of big five personality factors on career success. In this study, the level of career success of the respondents in the sample, it was found that they have a moderate level of career success with the mean value of 4.5383 and a standard deviation of 0.45084. Therefore, it was found that staff-level employees in a leading apparel firm is highly experienced a favorable level of career success in their workplace.

In this research, it is found that there is a significant negative relationship between neuroticism and the career success of staff-level employees. According to the previous literature, several studies show the positive relationship between agreeableness and career success (Judge et al., 1999). Further, this study has found the impact of neuroticism on the career success of staff-level employees. According to this research is found that there is a significant positive relationship between agreeableness and career success of staff-level employees. Similarly, Hussein (2017) found that agreeableness is also

positively related to career success. According to the discussion of the results, career success is more relevant to the subjective area to predict the impact of the big five personality factors on career success. Also, Zakaria and Yusof (2018) mentioned that there is a high comparatively with intrinsic career success than extrinsic career success. Evidence generally indicates that there is an impact of extraversion, conscientiousness, openness to experience, and neuroticism on objective career success, whereas extraversion, conscientiousness, openness to experience, and agreeableness are having an impact on subjective career success.

Conclusion

Accordingly, this study is a new insight into addressing a problem regarding the Sri Lankan context. This research study provides better understandings and the results for the big five personality factors that affect on employee's career success in a leading apparel firm in Sri Lanka. According to the results, the researchers investigated that the main objective of the research is acceptable by predicting these hypotheses. Furthermore, the researchers identified the big five personality factors as a vital factor to impact on employee's career success when referring to the literature. Therefore, all the

hypotheses were tested and accepted. Therefore, the researchers could address the main problem of the research that, “How big five personality factors affect staff-level employee’s career success in a leading apparel firm in Sri Lanka?”.

Therefore, researchers suggest considering this area, as employees can identify their own personality traits, and then it can improve by themselves to succeed in their careers. Organizations should facilitate the employees by giving financial motivation and training programs by conducting on this key area. Neuroticism is negatively influence the personality and comes as a negative outcome. The staff-level employees were moderately scored to the neuroticism. Therefore, staff-level employees have experienced an unfavorable level of neuroticism. Further, it really needs knowledge and practice about experiences for the proper knowledge about personality factors and the impact of it on career success as well as for others. This current study shows that big five factors can be applied to appropriate jobs and to identify employees who do not fit into the organization. In order to enhance career success, selection and training should emphasize the traits that are strongly related to career success.

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Limitations and Directions for Future Research

According to the results of this study, the researchers suggest to improve or to consider from a practical point of view, and to pay attention to the success of the staff-level employees’ careers when forecasting their personality factors. Hence, personality factors are given the huge implication of other factors such as; job performance, career outcomes, and organizational success. Further, the researchers suggest exploring this problem to address to a large population that includes the apparel industry. Moreover, for future investigators, the researchers encourage exploring this research area into the rationale behind attaining career success across different contexts. Further, the concept of career success is often considered part of an organization’s top management. However, the study discusses career success with respect to every staff level of employment at the apparel firm. Therefore, it is desirable to carry out future studies because of the success in every career depend on the individual. As a limitation of the study is only focused on cross-sectional study rather than to conduct a research area as a longitudinal study. The other point is researchers had to do this study within a limited time period as well as limited resources.

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