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### THE IMPACT OF THE ORGANIZATIONAL CULTURE TRAITS ON TASK PERFORMANCE THROUGH PERSONALITY TRAITS AMONG THE EMPLOYEES OF THE SEMI-GOVERNMENTAL ORGANISATIONS IN SAUDI ARABIA

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#### ABSTRACT

The purpose of this study is to investigate the mediating role of personality traits (openness to experience) between organizational culture traits (involvement culture) and task performance among the employees of semi-governmental organizations in Saudi Arabia. In this regard, an online questionnaire was distributed to the low and medium level employees of these organizations; namely Aramco, General Commission of Audio-Visual Media, Saudi Electricity Company and Saudi Telecom Company. 342 usable responses out of 368 were examined in the research. The findings of this study showed that personality traits partially play a mediating role between organizational culture and task performance. The findings show that openness to experience is not influential antecedents to task performance within the organizational culture. Furthermore, the findings of the study have important implications for future practice. It provides policy direction and practical implications to the organizational culture, managers of organizations, and researchers. Future researchers should focus on organizational change and quantitative studies to produce a comprehensive understanding of job performance. Future research should also focus on other mediating or moderating factors effects on Task performance.

#### INTRODUCTION

Several organizations across the globe are always concerned about the factors that affect their organizational performance. Several empirical studies have established one of the major elements that affect organization performance is employees' performance (Dasgupta & Gupta, 2019; Fadnavis et al, 2020; Di Stefano et al.,2019; Botelho, 2020; Hijry & Heleem, 2017). This means that

individual employees' performance affects the general performance of any organization.

Despite the above mentioned, there are several employees' performance challenges within the Saudi organizations, such as low productivity, lack of effective techniques, lack of appropriate skills as well as attitudinal and commitment challenges. The major reason why employee's performance is targeted or the variable of focus is because several empirical studies have justified its importance to any organization (Pradhan & Jena, 2016; Sriyakul et al., 2019), while on the other hand, extant literature has equally proven the effect of organizational culture on employee's performance (Hijry & Haleem, 2017; AlShammari 2016; Al Doghan & Albar, 2015).

Furthermore, many other important factors influence employees' performance. For instance, technical and organizational factors in many cases have a direct impact on employees' productivity and performance (Altrasi, 2014; Al-Ahmadi, 2008; Kattuah, 2013; Alshuwairekh, 2016). The technical factors are formed in the level of education, scientific knowledge and experiences, in which the results have a direct impact on the rise of productivity. Therefore, since culture is a major factor that influences the personality and individual behaviour of employees (Afrim & Fatlum, 2016), it becomes a necessity to investigate the linkage between them as well as their effect on job performance. Yoo, Donthu, and Lenartowicz (2011) affirmed that culture and personality are both measured as variables that influence individual behaviour which requires studying the collective impact of culture and personality on the individual level (Taras et al., 2010). Therefore, culture affects the personality of individuals which in turn determine their behaviours toward each other and how they perform and respond to different situations. Therefore, personality factor is a strong factor that affects the relationship between the organizational culture and employee's performance. Some few empirical studies examine the relationship between employee personality traits and organizational cultures (Mallinger & Rizescu, 2001; Anderson, Spataro & Flynn 2008; Marchalina, Ahamad & Gelaidan, 2018), while some investigate employees' performance and personality traits. Some empirical studies established the influences of organizational culture on employees' personality (Hitt and Carnes, 2016).

The motivation of the study of the present study derived from the several gaps identified from the previous studies. The first major gap identified from the problem is that there is a lack of research that linked organizational culture to job performance. Because of this, one of the major significances of the present study is that knowledge and theory extended by linking organizational culture indirectly to job performance by introducing personality traits as a mediating variable. Using personality traits as a mediator for organizational culture about job performance is considered to be a significant one. Equally, another major gap derived is that there is a lack of research of using personality traits when cross-checking the organizational behaviour literature while such constructs are widely used in psychology.

Therefore, the main objectives for this study are: first, to examine the influence of organizational culture on employees' personality traits, secondly,

to investigate the influence of employees' personality traits on employees' performance, and finally to examine whether employees' personality traits mediate between organization culture and employees' performance.

## **LITERATURE REVIEW**

Discussing the theoretical sources of the concepts and variables used in the present study, enable the reader to understand the way how these variables were used and implemented in this study. This also leads to understanding the relationships between these variables.

The major underpinning theory that involves the entire variables of the present study is seen as the resource-based theory. Hitt and Carnes (2016) suggest that further application of resource-based theory, propounded by (Barney, 1991), can add richness in management research, and has the potential to produce multiple contributions for the management field. This theory argues that the continuous competitive advantage is based on the distinguished set of resources at the core of the organization. The theory states that the organization builds and improves their business from the capabilities and resources they already have or those they might acquire (Dollinger, 1999). The term capabilities and resources were thought to be anything that can serve as strength and weaknesses for the organization. The main focus of the theory is to activate an organization to attain superior performance over other organizations (Alvarez & Barney, 2007). This superior performance is attained through exploring and acquiring unique resources of the organization. The theory affirms that organization perform better than others in a similar business environment through the resources they acquired. The core message behind the resource-based theory is that the sustainable competitive advantage is achieved through the use of intangible and tangible resources and assets by the organization executive (Barney, 1991). Intangible resources mainly involve the interrelated resources which are difficult to separate from each other, which might cause a problem in identifying the boundaries of each resource and its transfer. As an example, the value of human capital is mostly based on organizational culture, internal communication and leadership strength (Wojciechowska, 2016).

Dasgupta & Gupta (2019) stated the success of an organization, both in the public and private sectors, depends on increases in efficiency due to the acceptance of information technology. This has focused attention on factors that influence individuals' acceptance and subsequent use of information technologies in organizations using the unified theory of acceptance and use of technology (UTAUT) model, we investigate the role of espoused organizational culture traits as an antecedent to the UTAUT model. He found that espoused cultural traits influence users' acceptance and use of Internet technology in a government agency in an emerging economy.

Moreover, in the study of Fadnavis et al. (2020), they focused on establishing whether a relationship exists between the organization's culture and the capability of team members to engage in structured problem-solving practices. Six hypotheses were formulated based on potential relationships between steps required for structured problem solving, and critical organizational culture

traits that influence an organization's problem-solving capabilities. A survey was administered to gather data as are necessary for evaluating the hypotheses. Results indicate there is a positive correlation between organizational cultural traits and the ability of team members to engage in structured problem-solving practices for continuous improvement. For all hypotheses, the survey results permitted their rejection. This study examined the relationship between one organizational culture trait and one (or a few) problems solving step(s). It is, however, likely that multiple culture traits affect multiple problem-solving steps and vice versa. Further studies to examine such relationships can be very useful to help ascertain how best to develop an organizational culture (traits) to succeed and sustain lean transformations. Study findings can guide organizations in their journey towards Lean transformation by helping identify organizational culture traits that must be promoted. Promoting the desired culture traits can create an environment where team members can engage in structured problem solving effectively to help continuous improvement for Lean transformations. The empirical examination of potential relationships between an organization's cultural traits and the ability of team members to engage in continuous improvement through the problem solving for lean transformations is lacking. The work presented in this paper helps address that gap.

According to a study of Di Stefano et al (2019). This study investigated the impact of organizational culture (OC) on deviant behaviours in the workplace (workplace deviant behaviours: WDB). We tested the hypothesis that different types of OC (according to the Competing Values Framework model) had an impact on WDB, in addition to the effect of Big Five personality traits. Survey research was undertaken with 954 employees of 30 enterprises in the public and private field, using a hierarchical model approach (HLM) to test the effects of four types of OC (Clan; Adhocracy; Market, Hierarchy) on WDB, over and above the effect of Five Personality traits. The HLM results partially supported our hypotheses, showing that the OC had a significant effect on WDB, with the adhocracy and clan cultures characterized by lower levels of WDB. Managerial implications about the importance of managing the OC are discussed.

The tangible resources include human resources, plants, equipment and others, while intangible resources are things like corporate secrets and reputations as embedded in the organizational culture. Distinctive organizational culture has been considered as a resource for competitive advantage (Barney, 1991). Therefore, it can be discerned that employees' personality traits and performance are embedded intangible resources while organizational culture which comprises organization unique secrets, mission, values and others are innately characterized as intangible resources. On this ground, both tangible and intangible resources acquired by the organization could work together to boost organization performances.

### *Task performance*

Borman and Motowidlo (1993) refer to task performance as the efficiency of employees who perform tasks and activities which contribute directly or

indirectly to the technical core in an organization. Generally, task performance also includes the transform of activities from materials into services and goods by the organization (Motowidlo et al., 1997). Also, (Campbell, 1990, pp. 708-9) describes task performance as the ability of individuals to accomplish the essential technical tasks required for his or her role, while, (Rotundo and Sackett, 2002), highlight the activities which are practised to describe task performance to consist of work quality and quantity, job knowledge and job skills. Pradhan & Jana (2017) added that it consists of job unambiguous roles which include essential job tasks given as a part of the job.

In this regard, the main backgrounds of task performance are the capability to perform the job based on previous experience (Pradhan & Jena, 2017). Task performance is a predetermined understanding within a subordinate and an administrator to carry out an assigned duty in an organizational context. Pradhan & Jena (2017) emphasized that the entrusted task performance is divided into two parts which are leadership task performance and technical and administrative task performance. According to the authors the expected job performance consists of administering the daily job through employee's technical skill, organizing, planning, and, business judgment. On the other hand, leadership task performance is characterized with leading subordinates to complete the job through reinforcement, setting strategic goals, positive criticisms and recognition upholding the necessary performance standards (Borman, & Brush, 1993; Tripathy, 2014).

### *Organizational culture*

The reviewed literature indicated that there is a multitude of organizational culture dimensions of which effort to address all will make the work cumbersome and time-consuming. However, organizational culture has some prominent dimensions that will be discussed in the present study. Therefore, organizational culture possesses several variables pertaining according to the several kinds of literature consulted. Some scholars said that any approach to the organization should include and analyse, at least the following variables: the skills desired, structure, strategy, personnel, management style, guiding concepts, shared values and systems and procedures of the organization.

Meanwhile, there are multitudes organizational culture dimensions, it is therefore almost impossible to discuss all the dimensions in this section and what is certain is that only one instrument will be used in the present study out of the several instruments of organizational culture. However, most of the organization dimensions are theoretical of which may prevent their instrument from being able to measure the practical issues about a corporate organization with precision (Denison & Neale, 2011). The Denison's Model of Culture which proposes that there are four key cultural traits: adaptability, involvement, mission and consistency. Adaptability and involvement traits were employed in this study. The reason behind choosing the involvement and adaptability is that they are related directly to the individual level while the other two are related more to the organizational level. In this regard, Eddah (2017) asserted that two of the traits, involvement and adaptability, were strong predictors of performance growth and they are indicators of openness,

flexibility, and responsiveness. The other two traits, consistency and mission, were better predictors of profitability and they are indicators of direction, vision and integration.

### *Personality traits*

Personality is a relatively old concept which is conceptualized differently by several authors of which none agree on a similar definition. However, the authors used any definition of personality that suits the focus of their study. In this regard, the present study will consider the personality concept that is related to its focus. Firstly, Parks-leduc, Feldman & Bardi (2015) define personality traits as descriptions of the individual in connection with relatively constant patterns of emotions, behaviour and thoughts. Additionally, personality traits are seen as a human personal disposition which is stable over time and influence the pattern of behaviour of an individual (Visual DNA, 2014). Furthermore, Diener & Lucas (2013) see that personality traits replicate people's characteristic patterns of feelings, behaviours and thoughts. Meanwhile, it should be noted that most authors have described personality in different ways but it can be generally summed up as the overall behaviours in which an individual interacts and reacts to others (Chuttipattana & Shamsudin, 2011).

Based on the above literature, most of the definitions of personality traits define personality traits as personal characteristics, psychological features, patterns of thoughts or feelings and these are acceptable terms. But most of them do not extend to the effects of these personality traits on the individuals to make the definition more comprehensive. So, personality traits are seen as a human personal disposition which is stable over time and influence the pattern of behaviour of an individual (Visual DNA, 2014). There are several types of personality traits but most popular and widely used out of all is the Big Five personality traits (Parks-Leduc et al, 2015). Intercultural studies conducted in various socio-economic environments have, indeed, verified the universality of the model of the five factors (Tsaousis and Kerpelis, 2004). The big five personality trait comprises five sub-constructs which are extraversion, openness to experience, agreeableness, conscientiousness, neuroticism.

Based on Literature Review The following hypothesis is developed: Openness to Experience personality mediates the relationship between Involvement culture and task performance.

## **METHODOLOGY**

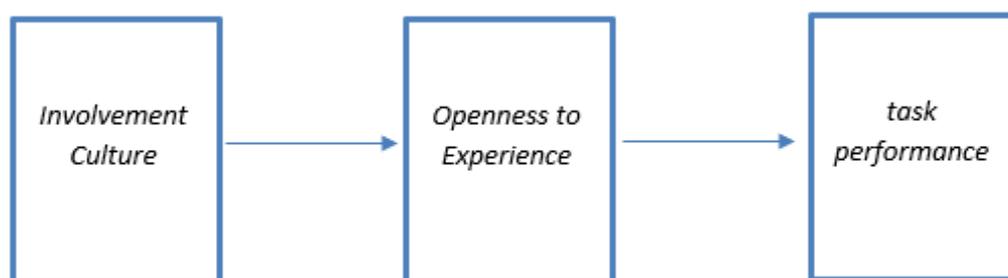
### *Conceptual framework*

The conceptual model of the study synthesis the several models and theories identified by the researcher to form an integrated framework. This section serves as a map or direction for the study. It should be noted that the major variables in the present research are involvement culture as the independent variable and task performance as the dependent variable, and openness to experience as a mediator variable. According to the resource-based view,

valuable organizational cultures influence superior performance. Thus, a resource-based view positions organizational culture as an antecedent cause of performance outcomes (Boyce, Nieminen, Gillespie, Ryan, & Denison, 2015). After careful and comprehensive literature review, personality traits have been identified as a significant variable. This is because, empirical studies such as (Aliyu & Malacky, 2017; Aidla, 2003; Gardner et al., 2012; Mallinger & Rizescu, 2010) have equally established link between organizational culture and personality traits on one hand, while on the other hand, they have established link between personality traits and job performance as can be seen from the literature review such as studies done by (Askarian & Eslami, 2013; Ghani, Yunus, & Bahry, 2016; Holmes et al., 2015; Zandifard and Zeinali, 2017; Darkwah, 2014; Ali et al, 2016; Alsuwailem and Abou Elnaga, 2016). This means that personality traits are the third strong factor in between the organizational culture and employee performance. Therefore, it could play a mediating role between the organizational culture and employee's performance, by intervening between the two. But there is yet no evidence for this, however, the logical expression could explain the assertion. That is, the effect of the independent variable is transmitted to the dependent variable through the mediating variable. This means that, the effect of the organizational culture traits is transmitted to the employee performance through employees' personality factors. Practically, it is situation whereby the values, principles and procedures that constitute the organizational culture which are gained through employees' involvement and adaptability will firstly propels, influences, and engenders the neurotic, agreeableness, extroversive, conscientiousness and openness to experience tendencies representing personality traits of the employees to perform in the best way they could in the organization. Therefore, the organizational culture could either encourage or discourage the employees to use their given and acquired traits to boost their performance in the organization. Gardner et al., (2012) identified matches between personality and organizational cultures and suggested that these are situations where persons with these traits can achieve high level of performance.

Meanwhile, the conceptual framework of the present study states that organizational culture could influence the employee's personality traits, of which the personality traits will in turn influence tasks performance. It means that personality traits will play a mediating role between organizational culture and tasks performance.

In summary, the conceptual framework was developed, after careful review of literature relevant to the topic of the study. In this study, the researcher will examine two of organizational culture traits (involvement trait) because of the limitation of the study as referred to in the previous paragraphs. Therefore, their effect on the dependent variable (task performance) was suitable as a predictor variable, while task performance developed by Borman and Motowidlo (1993) and upgraded and validated by Koopman et al., (2011) was suitable for the dependent variable. More so, openness to experience was projected to be the mediating variable between involvement culture and task performance. This is because personality traits are central to the two variables. Figure 1 shows the research framework.



**Figure 1**

### ***Population and sampling***

This study used a quantitative approach to measure the mediation role of personality traits between the dimensions of the organisational culture and task performance. The present study adopted a non-probability sampling procedure, because, the participants are selected based on the characteristic of the targeted population of this research (Marshall, 1996). A link of the online questionnaire was distributed to the targeted population of employees from semi-government organizations in Saudi Arabia, approximately 450 employees have received the questionnaire link. Out of them, 368 questionnaires were returned, however, 26 questionnaires were unusable because some significant parts of the questionnaires were not completed by respondents.

### ***Research instruments***

Concerning the instruments and constructs used in the present study, they were already standardized existing scales, some of which were adopted from the sources which have been validated and used by different authors. Regarding job performance, The Individual work Performance scale developed (Koopmans et al, 2011) was adapted for the present study to measure the dependent variable (task performance). Each item from the scale is responded on a 5-point Likert-type scale. According to Koopmans et al. (2011), the outcomes of the validation of the scale suggested that Individual work performance Scale (IWP) questionnaire can be utilized in all types of jobs setting.

Furthermore, for the independent variable (the organizational culture) OC scale developed by Ginevičius & Vaitkūnaite (2010) based on the Denison model was used in the present study. This is called the modified instrument of organizational culture assessment comprises of integrated several surveys and instruments of organizational culture across the world. In this regard, Ginevičius & Vaitkūnaite (2010) asserted that this instrument can be used for further investigations of organizational culture and its influence on success.

On the aspect of personality factors which were hypothesized to play a mediating variable within the model. There are several types of personality traits most popular and widely used (Parks-Leduc et al, 2015).

### *Data analysis technique*

Procedures for data analysis are a gradual process and the explanation was given on the type of analysis used for the present study. There was only one descriptive statistic used in the study, which pursued to estimate and report the demographics information of the respondents. The descriptive analysis according to Pallant (2007) has been used to highlight and describe the participants' characteristics, check the variables and the data in case of any violation of assumption. SPSS version 22 was used for the analysis. Furthermore, to answer the research questions, the researcher has used principal component analysis to strengthen the quality of each item and to reduce them. Equally, confirmatory factor analysis (CFA) has been used to examine the validity of the constructs used. It should be noted according to Kline (2011) that, running CFA is one of the conditions for running full fledged structural equation modelling. Final measure which was employed in the present study is full-fledged structural equation modelling using Smart PLS.

## **DATA ANALYSIS**

### *Profile of respondents*

This section which is the basic descriptive statistics comprises respondents' demographics which are shown in frequencies and percentages. This section is presented to provide an overview of the collected data. It can be seen from Table 1 that the frequency and percentage for the demographic profile of respondents in the study sample are presented. The results show that most of the 342 respondents are males (335) represents 98 % of the whole staff from semi-government organizations in Saudi Arabia who took part in this study, while only 7 (2%) are female participants. On the aspect of the age groups of the sample, 157 (45.9%) of them are within 31 to 40 years old, 99 (28.9%) of total respondents between 41 and 50, and 68 (19.9%) of total respondents are between 21-30 years of age. Meanwhile, the participants who are above the age of 50 years are only 18 (5.3 %) of the entire sample. Moreover, the results show the respondents' institution with more than 40% of the respondents are from the general commission 140 (41.9%), followed by those from electricity sector 132 (38.6%) respondents. Those who come from ARMCO and Telecommunication sector were the smallest groups with (8.2%, n=28) and (12.3%, n=42) respectively. Furthermore, the data depicted the working experience by the respondents with more than 135 (39.5%) of the respondents have been working for more than 5 years, followed by those who have experienced between 10-15 years 92 (26.9%) respondents. Those with the lowest experience with less than 5 years were the smallest groups (12.3%, n=42). In terms of their qualification, 163 (47.7%) respondents have bachelor qualifications, followed by those while diploma 85 (24.9 %) respondents. However, those with doctoral qualifications were the smallest group with only 6 (1.8%) respondents.

Variable	Group	Number	Percentage
Gender	Male	335	98.0
	Female	7	2.0
Age	20 to 30yrs	68	19.9
	31 to 40yrs	157	45.9
	41 to 50yrs	99	28.9
	More than 50yrs	18	5.3
Organization	General commission for Media	140	40.9
	Electricity	132	38.6
	ARAMCO	28	8.2
	Telecommunication	42	12.3
Experience	Less than 5yrs	42	12.3
	5 to 9yrs	73	21.3
	10 to 15yrs	92	26.9
	More than 15yrs	135	39.5
Qualification	Secondary School	32	9.4
	Diploma	85	24.9
	Bachelor	163	47.7
	Master	56	16.4
	PhD	6	1.8

**Reliability**

To evaluate the model measurement, the issue of reliability must be first understood. Therefore, as mentioned by LoBiondo-Wood & Haber (1998), reliability is understood as “the consistency of a measuring instrument”. This means the ability to measures the variables designed. Equally, Kakavogianni (2009) asserted that content validity is the extent to which an instrument represents the factors under research. Therefore, the instruments used, consist of various questions to achieve content validity. Equally, the researcher ensures that questions gathered during the literature review are closely representing the variables in this research. Besides that, the questionnaire was adapted and adopted from past researches of which its validity has been proven.

Furthermore, this study used content or faces validity to identify whether the 10 items of independent variables, 25 items of mediating variable and 15 items of the dependent variable in the survey instrument captured the organizational culture involvement and adaptability as an independent variable, personality traits as a mediating variable, and job performance as the dependent variable. According to Sekaran and Bougie (2010), that content or face validity refers to the degree that the scale items adequately measure the concept under the study. To conduct the questionnaire in the Saudi context where the Arabic language is the medium of communication among all the targeted population of the study, the questionnaire has been translated by a certified translation centre to assure the high quality of translation. The content of the items has

been supported by extensive literature review and the face validity was validated through the expert's opinions of 3 academicians who work in the field of management in different sectors in Saudi Arabia in addition to an Arabic professor who works in the International Islamic University Malaysia and based on their opinions and comments, some items of the questionnaire have been modified to suit the study and the study sample in the Saudi context.

Moreover, internal consistency reliability of a model was measured through the estimation of the Cronbach's alpha estimates. The reliability depends on the inter-correlations of the observed indicators variables. The composite reliability became a more suitable criterion to estimate the internal consistency reliability due to Cronbach's alpha limitation in the population, (Hair et al., 2013). In this regard, the researcher used both Cronbach's alpha and composite reliability to measure the internal consistency reliability of the measurement model of the present study.

### ***Validity***

The second measurement to ensure construct validity is the estimation of convergent validity, which according to Hair et al. (2013) is the extent to which a measure correlates positively with alternative measures of the same construct. It is essential to examine whether all the items are significantly loaded on a construct to analyse the convergent validity. The discriminate validity on the other hand is the extent to which a construct is correctly different from the other constructs (Hair Jr et al., 2013). It is the degree to which comparable constructs have distinct values, which implied that a construct is distinctive and captures phenomenon not represented by other constructs in the model. This kind of validity is violated when the correlation among external constructs is more than 0.85 (Cooper et al., 2006; Rasli, 2006). In estimating the discriminate validity according to Hair Jr et al. (2013), the outer loading on the related construct should be more than all of its loading on another dimension. Meanwhile, in the present study both Convergent Validity and Discriminate Validity were estimated to ensure the construct validity and finally estimate the measurement model. Validity is shown in Table 2

<b>Variable</b>	<b>Dimension</b>	<b>Item</b>	<b>Cronbach's Alpha</b>
organizational culture (independent variable)	Involvement	5	0.872
Personality (the mediating variable)	Openness to Experience	5	0.713
performance (dependent variable)	Task performance	5	0.889

### ***Mediation effect analysis***

The structural model of the current study contains one main indirect hypothesized relationship. It examines the mediating role of personality traits

in the relationship between organizational culture and task performance. The indirect relationships' test was run using the bootstrapping procedure (T-value and P-value) to determine the significance level of the hypothesized relationships. In this study, the researcher relies on path coefficients with less than 5% probability error (at 95% confidence level) are considered as significant. The results of the structural model show that 11 out of the 30 indirect hypotheses in this study, were supported. Details are shown in Table 3 below.

Hypo	Relationship	Std Beta	Std	t-value	p-value	Decision
H1	OCA -> PTE -> JPA	0.021	0.013	1.615	0.107	Not Supported

*Key: OCA=Involvement, PTE= Openness to Experience, JPA=Task performance,*

The study suggests that Openness to Experience positively mediates the relationship between involvement culture and task performance. The result shows that openness to experience personality insignificantly mediates the relationship between involvement culture and all the three dimensions of job performance. This could also support that openness to experience has no mediation role between the organizational culture and job performance.

## LIMITATION, RECOMMENDATIONS, AND CONCLUSION

### *Limitation*

Despite the promising empirical results of the present study, some limitations are to be acknowledged. First, the choice of the tool; which was identified and selected because it is easier to raise the response rate. This was careful done to curb the major shortfall of resistance to participate in research by many people in the area selected as a research setting. The brief tools have worked out for the present study; however, this has brought up the idea of reliability and validity. Lengthy tools can be used in future studies so that results can be compared for a better understanding of the findings. Second, some respondents were resisting to fill the questionnaire as a result, a small number of questionnaires were returned without being filled. An extensive follow up was required to effectively collect the few questionnaires that were returned. Besides, short time for data collection was also a limiting factor, future studies should extend the data collection period to capture even the most difficult of respondents. Furthermore, the personal administered technique can yield more response and relatively more committed respondents. Also, generalize ability is not possible due to the sampling method used; purposive sampling and convenient technique were used due to inaccessible list of workers which is needed to conduct probabilistic sample. Therefore, future studies could use random sampling procedures to generalize the findings. Besides, the third limitation is that the model looked at the individual factor as mediated by personality factors as they relate to the individual job performance of regular employees. Future studies can go further to investigate the moderation of factors such as education levels, education background, gender, societal

culture and other factors (Nam, K. A., & Park, S.;2019). Also, regular employees as respondents from all departments were used; further studies should conduct a comparative analysis with the other levels such as middle and top-level managers. Fourth, this was a cross-sectional study that provides a snapshot of the situation regarding the phenomenon at a distinct time. A longitudinal study in this particular kind of studies provides a bigger picture of the hypothesised relationships. Also, longitudinal studies are seen to be more conducive for studies that involve meditation testing (Hayes, 2013). Thus, future studies investigating the mediating effect in personality factors domain should explore the on the longitudinal research design, to expand the insights from such point of view. Fifth, the study used self-reporting measure, scholars criticise the use of self-report tools especially in the situation where employees are evaluating their performance. To curb this, the study tested for method bias-variance and confirmed that measurements error was not a problem in this study. However, future studies should use the supervisor rating for employee performance to obtain some degree of objectivity. Sixth, the study used reflective constructs that procedurally allowed for the deletion of items that do not meet the set criteria. This may result in loss of content validity to some of the constructs. However, a recent re-conceptualization of the construct as formative (Dong et al, 2016) has provided an avenue to study it differently. Thus, future studies may intensify the investigation of market orientation as a formative construct; this is going to enhance the understanding of the concept.

#### ***Recommendations for future study***

Future research could extend the study by including the moderator effect of culture or any other influencing factor in their analysis. Also, the findings from this study can provide insight for further researches and more empirical researches are suggested for the future.

#### **CONCLUSION**

Implementation of personality factors is an important issue in enhancing success; performance. This research has investigated the antecedents of individual performance and provided evidence that the combination of organizational culture and personality traits are predictors of performance at the individual level. Also, the research-tested mediation role of personality traits, the identified antecedents have been researched concerning performance. Thus, this research introduced personality traits as a mediator. The results show that personality traits non mediate the relationship between the identified antecedents and performance. Regardless of the mentioned limitations, many helpful contributions have been achieved from these results. This study found that openness to experience insignificant when indirectly related to task performance

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