

# THE IMPACT OF BIG FIVE PERSONALITY DIMENSIONS ON CONTEXTUAL PERFORMANCE OF THE EMPLOYEES OF POSTAL DEPARTMENT IN SRI LANKA

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**Abstract**— *The purpose of this study is to investigate the impact of big five personality dimensions on Contextual Performance of the employees of Postal Department in Sri Lanka. Contextual Performance was considered as the dependent variable and dimensions of the big five personality model such as Extraversion, Agreeableness, and Openness to Experience, Neuroticism and Conscientiousness were considered as the independent variables. The sample was 91 employees in the Postal Complex of Kandy, selected according to stratified random sampling method. A questionnaire was administered among employees to measure their big five personality and contextual performance. Hypotheses were tested by Pearson product moment correlation coefficient (r) and unstandardized coefficient in multiple regression models. The results illustrate that there is a strong positive relationship between Conscientiousness and Contextual Performance. As well as there are positive relationship between Extraversion and Contextual Performance, Agreeableness and Contextual Performance and Openness to experience and Contextual Performance. However there is a negative relationship between Neuroticism and Contextual Performance.*

**Key Words:** *Big Five Personality Dimensions, Contextual Performance, Postal Department*

## I. INTRODUCTION

Today, business world is more complex and vague because of the modern innovations, technological advancement and diversity of knowledge. Because of this, any organization should change their structure, work performance and human resource to adapt within the competitive world.

Even though the organization changes their operations according to the competitive world and if they not pay attention to their employees' personality, the overall process would be failed. Because of human resource is the

most salient aspect of an organization than the physical resources. Therefore, overall performance of the organization would be impacted by human resource. If the organization changed its operations according to the competitive world it has to make changes of the tasks of employees. Therefore, employees would be hesitating whether they could adapt to this new changes of the organization. Because of this, every organization should consider about the personality aspects of each employees while changing their operations to embark upon new business world.

To compete with the competitive world, advance changes should be carried out by any kind of organization either private or public. In Sri Lanka, most of the social services are done by public organizations. Therefore, it is essential to modernize the operations of the public sector organizations to compete with modern world.

The Postal Department of Sri Lanka is one of the leading public and service oriented organization which is rapidly reconstructing their services according to world standards (Kurugala, 2011). According to Post Master General, the Sri Lanka's Postal Department made much progress during past four years. Now the Department is ready to extend its services to match international levels. Certain corrupt activities which had been occurring in the Postal Department have been eliminated by following the introduction of the new system. Therefore, the Postal Department will embark on a very successful rapid journey to achieve its targets. The Sri Lanka Postal Department was able to win eight international awards for its services. These victories are a testimony to the country's rapid progress. Sri Lanka is receiving many opportunities to participate in international postal conferences. There are 25 services provided by the Postal department over a long period of time (Kurugala, 2011). The Postal Department is well on the way to modernization. The most important aspect is developing the attitudes of workers to adapt to the new system. During past years the country has benefited from new

technology to achieve many development targets in various sectors. However, the Postal Department has been unable to apply this new technology for a long time to provide an efficient service. Providing many solutions to these problems and offering a quality service to the public under the new management, the Postal Department has introduced an e-money order system. Through these new methods the Postal Department has taken giant steps to ensure a speedy operation (Kurugala, 2011).

Therefore, it is obvious that these modern changes would be impact on employees of the Postal Department. Employees differ from their personality perspectives or traits and they are differing from their Contextual Performance also. Therefore, it would be much important to identify how personal traits would be influence on Contextual Performance of the employees with these modernizations of the Postal Department in Sri Lanka.

According to Borman & Motowidlo (1993) the task performance and Contextual Performance have been received the most attention in the recent research (Kappagoda, 2013). Borman & Motowidlo (1993) define Contextual Performance as an individual's performance, which maintain and enhances an organization's social network and the psychological climate that supports technical tasks. Contextual Performance is comprised of interpersonal behaviours or actions that benefit the organization. This type of performance is often not written in a job description but it is considered to be an important component of Contextual Performance (Kappagoda, 2013).

As well it is very much important to identify the factors affect to the Contextual Performance. Contextual Performance could be affected by situational factors such as the characteristics of the job, the organization and co-workers and by dispositional factors (Hackman & Oldham, 1980 as cited in Rothmann & Coetzer, 2003). Dispositional factors can be described as personality characteristics, needs, attitudes, preferences and motives that result in a tendency to react situations in a predetermined manner. Therefore it is obvious that personality is directly affected to the Contextual Performance because of it is an element of dispositional factors (Rothmann & Coetzer, 2003).

It is important to identify whether there is an effective model for personality traits. In modern world personality traits are clearly defined in Big Five Model. Researchers

agree that almost all personality measures could be categorized according to the "big five" personality dimension (Goldberg, 1990). Within the last twenty years, consensus has emerged that a big five personality, (Goldberg, 1990) can be used to describe the most salient aspects of personality. While, the term "Big Five Personality" has been more commonly associated with studies of traits using personality questionnaires. Although the big five model has researched in many areas of industrial organizational psychology but most notably with respect to Contextual Performance (Judge, Heller, & Mount, 2002). Similarly, empirical evidences by (Goldberg, 1993), (McCrae & Costa, 1996) and have all supported that the Big Five Personality Dimensions represents the taxonomy to describe human personality in a very orderly manner. According to Kumar & Bakshi (2010) the Big Five dimensions of personality involves five relatively independent traits that provide meaningful information about individual differences in an organization and their responses (Kappagoda, 2013).

It is obvious that Big Five Personality Dimensions are very much important to identify the personality traits of the people. It would be important to identify what is the impact of Big Five Personality Dimensions on Contextual Performance. According to Kumar & Bakshi (2010) Openness to experience, conscientiousness, extraversion, agreeableness and neuroticism are the traits of this model. These dimensions altogether provide a meaningful taxonomy for the study of individual differences. Openness to experience is the degree to which a person is curious, original, intellectual, creative, and open to new ideas. People high in openness seem to thrive in situations that require flexibility and learning new things (Kappagoda, 2013). They are highly motivated to learn new skills, and they do well in training settings (Barrick & Mount, 1991). The most prominent part of this personality is originality and creativity whereby this type of person is mostly innovators and initiators. Conscientiousness refers to the degree to which a person is organized, systematic, punctual, achievement-oriented, and dependable. Conscientiousness is the one personality trait that uniformly predicts how high a person's performance will be across a variety of occupations and jobs (Barrick & Mount, 1991). This type of personality can be referred as self-discipline and ability to act obediently. Extraversion is the degree to which a person is outgoing, talkative, sociable, and enjoys socializing. Employees with this type of personality have the propensity to have more friends and spend more time in social circumstances. Extraverts

have an easier time than introverts do when adjusting to a new job. They actively seek information and feedback and build effective relationships, which helps them adjust. Agreeableness is the degree to which a person is affordable, tolerant, sensitive, trusting, kind, and warm. People who are high in agreeableness are likeable people who get along with others. Not surprisingly, agreeable people help others at work consistently; this helping behavior does not depend on their good mood. Neuroticism or emotional instability refers to the degree to which a person is anxious, irritable, temperamental, and moody. It is perhaps the only Big Five dimension where scoring high is undesirable. People very high in Neuroticism experience a number of problems at work. They have trouble forming and maintaining relationships and are less likely to go for advice and friendship. Because of the importance of the big five personality dimensions to predict the Contextual Performance, the purpose of this study is to investigate the impact of big five personality dimensions on Contextual Performance of the employees of the Postal Department in Sri Lanka.

### 1.1 STATEMENT OF THE PROBLEM

In recent the postal department is developing services into an advanced state utilizing and introducing modern technology. Therefore these novel changes impact on employees' performance of the Kandy Postal Complex because of it is a sub unit of Postal Department.

According to a spokesperson of the union of the Kandy Post Office revealed that most of the operations of the Kandy Postal Complex are carried out by computerized systems. There are several services offered by the Kandy Post Office through on-line and computerized systems. Such as EMS- Express Mail System, Electronic Money Order, Tele-mail, online exam fee payment, international coupon sales and Credit card payments, international post, Currency exchange system and electronic utility bills payment. In Regional Accounts Office all the accounting operations, wages and salary controls are done by computerized systems. In other three sections such as Deputy Post Master General Office, Regional Administrative Office, and Regional Post office North and South, most of the internal operations are carried out by integrated computer systems. He also revealed that earlier by introducing these technological changes most of the employees were feel inconvenience of this novel and modernized operations. Because of they had a fear or fatigue whether they could adapt for this innovative

changes in the Postal Complex. Therefore performances of some employees were slightly declined due to the psychological and other in capabilities to adapt to modern changes. Because of most of the operations they had done manually replaced with computer systems. However to cope with this situation the union members have voluntarily organized personality development programs, empowerment and leadership training programs to adapt with this novel changes of the Postal Complex of Kandy to conduct operations in a smooth way.

For this study researcher has selected Big Five Personality Dimensions in order to identify the personality traits and their impact on Contextual Performance of the employees in postal complex. According to Digman (1990) the big five-factor theory is among the newest models developed for the description of personality, and this model shows promise to be among the most practical and applicable models available in the field of personality psychology (Popkins, 2013).

These five major personality dimensions include Extraversion, Neuroticism, Conscientiousness, Agreeableness and Openness to experience (Goldberg, 1993; Barrick & Mount, 1991). As a brief summary for these five dimensions, Extraverts have an easier time when adjusting to a new job. People very high in Neuroticism experience a number of problems at work (Saltz et.al, 2004). Salgado (1998) found that Agreeableness is related to training success. Conscientiousness is manifested in achievement orientation (hardworking and persistent), dependability (responsible and careful) and orderliness (planful and organized). Research has shown that Openness to Experience is related to success in consulting, training (Barrick & Mount, 1991) and adapting to change.

When considering the personality dimensions in Big Five, that Extroversion, Agreeableness, Openness to experience and Conscientiousness have positive impact to make changes, and novelties or modifications of the job. It means these four personality traits have positive impact to perform a job with novel changes. But only the Neuroticism is the negative personality trait of Big Five which has inverse impact to make changes or adapt to new job.

Therefore the researcher identified the importance of investigating how these various five personality dimensions impact on Contextual Performance of the employees of the Kandy Postal Complex within these

crucial technological advancements in the Postal Department. Because employees have to change their existing job role in to advanced and novel pace in postal complex. There were several studies that have examined according to the impact of big five personality dimensions on Contextual Performance.

In depth analysis of literature shows that studies before 1990s indicate that personality is not a valid predictor of Contextual Performance (Guion & Gottier, 1965). While the studies after 90s era have clearly indicated that personality can significantly predict the Contextual Performance of employees (Goldberg, 1993). The results of various studies and meta-analyses showed that various big five personality dimensions are related to Contextual Performance (Barrick & Mount, 1991; Tett, Jackson, & Rothstein; Salgado, 1998). These five facets are Neuroticism, Extraversion, Openness to experience, Agreeableness and Conscientiousness (McCrae & Costa Jr, 1997).

But past researches had differently point out the relationship between these facets of Big Five Personality and Contextual Performance. In previous studies positive and significant effect of personality traits of extraversion, conscientiousness, agreeableness and openness to experience is found on the employee's performance (Barrick & Mount, 1991; Salgado, 1998; Rothmann & Coetzer, 2003). While a difference of opinion is found in the relationship between neuroticism and employee's performance among the researches. In number of researches found positive relationship of neuroticism and Contextual Performance with the argument that employees with high level of stress and depression cannot perform as good as emotionally stable individual (Rothmann & Coetzer, 2003; Tett, Jackson, & Rothstein, 1991; Salgado F. J., 1998)

These studies have been carried out various places around the world and it is obvious that there has a gap in literature. However there were no any researches on the impact of big five personality dimensions on Contextual Performance among the employees of the Postal Department of Sri Lanka.

Therefore the problem addressed in this study is to investigate "How do the big five personality dimensions impact on Contextual Performance of the employees of the postal complex of Kandy".

## 1.2 OBJECTIVES OF THE STUDY

- The primary objective of this study was determining the impact of Big Five Personality Dimensions on Contextual Performance.

The researcher expected to achieve following secondary objectives to address the research questions of the study.

- To determine the impact of Neuroticism on Contextual Performance.
- To determine the impact of Extraversion on Contextual Performance.
- To determine the impact of Openness to experience on Contextual Performance.
- To determine the impact of Agreeableness on Contextual Performance.
- To determine the impact of Conscientiousness on Contextual Performance.

## 2. REVIEW OF LITERATURE

### 2.1. BIG FIVE PERSONALITY DIMENSIONS

According to Digman (1990) the big five-factor theory is among the newest models developed for the description of personality, and this model shows promise to be among the most practical and applicable models available in the field of personality psychology (Popkins, 2013). These five major personality dimensions include Extraversion, Neuroticism, Conscientiousness, Agreeableness and Openness to experience (Goldberg, 1993; Barrick & Mount, 1991).

According to Kumar & Bakshi (2010) Extraversion is the degree to which a person is outgoing, talkative, sociable, and enjoys socializing (Kappagoda, 2013). Employees with this type of personality have the propensity to have more friends and spend more time in social circumstances. Neuroticism is a dimension of normal personality indicating the general tendency to experience negative effects such as fear, sadness, embarrassment, anger, guilt and disgust, insecure, depressed, overly anxious, irritable, temperamental, and moody (Kumar & Bakshi, 2010 as cited in (Kappagoda, 2013)).

According to Kumar & Bakshi (2010) Agreeableness is the degree to which a person is affordable, tolerant, sensitive, trusting, kind, and warm (Kappagoda, 2012). Conscientiousness refers to the degree to which a person is organized, systematic, punctual, achievement-oriented, and dependable (Kumar & Bakshi, 2010 as cited in (Kappagoda, 2012)). Openness to experience is the degree to which a person is curious, original, intellectual, creative,

and open to new ideas. People high in openness seem to thrive in situations that require flexibility and learning new things (as cited in Kappagoda, 2013).

## 2.2. CONTEXTUAL PERFORMANCE

Borman & Motowidlo (1993) originally referred to citizenship performance as contextual performance. According to Borman & Motowidlo (1993) as such citizenship activities are common to most if not all jobs, are dependent upon motivational and predisposition variables such as personality, and are rarely role-prescribed. Borman & Motowidlo, (1993) describe Contextual Performance as discretionary behaviors that apply across all jobs are not necessarily role prescribed, and that contribute to the social and psychological environment of the organization. Borman & Motowidlo (1993) identify five types of contextual behaviors.

- Volunteering to carry out task activities that are not formally part of the job
- Persisting with extra enthusiasm or effort when necessary to complete own task activities successfully
- Helping and cooperating with others
- Following organizational rules and procedures even when personally inconvenient
- Endorsing, supporting and defending organizational objectives

Examples of contextual performance are demonstrating extra effort, following organizational rules and policies, helping and cooperating with others, or alerting colleagues about work-related problems (Borman & Motowidlo, 1993; Motowidlo, Borman, & Schmit, 1997).

## 2.3. BIG FIVE PERSONALITY DIMENSIONS AND CONTEXTUAL PERFORMANCE

According to Barrick & Mount (1991) extraversion is a key dispositional determinant of social behavior. As far as extraversion is concerned, individuals who are high in extraversion are sociable, gregarious, talkative, assertive and active (Barrick et al. 2005). Therefore highly extraverted people display more flexible behaviors that make them more likely to show CP. Extrovert people engage more in CP as they are more responsive to their social surroundings and might therefore be more open to the claims of others (as cited in Kappagoda, 2013)

### **Hypotheses 1: Extraversion has a positive impact on Contextual Performance.**

Barrick, et al. (2005) has expressed neuroticism or emotional stability as one of the key dispositional determinants of social behavior. Individuals who are high on this dimension are usually anxious, depressed, angry, embarrassed, emotional, worried, and insecure (Barrick & Mount, 1991) whereas employees who score low in the neuroticism scale are usually calm and relaxed under stressful or difficult situations, feeling secure and self-satisfied. Therefore it can be assumed that there is a negative relationship between neuroticism and CP. According to Organ, Podsakoff and MacKenzie (2006) emotionally stable people who score high on emotional stability are more likely to perform CP in comparison to neurotic personalities. This is due to the fact that emotionally stable people are more open to problems of others. Whereas emotionally instable people, in contrast to emotionally stable people, are often overstrained with their own problems and are, consequently, less likely to engage in helping behaviour (Kappagoda, 2013).

### **Hypotheses 2: Neuroticism has a negative impact on Contextual Performance.**

Individuals high on openness to experience display a preference for variety, they enjoy grasping new ideas, and they have an intrinsic interest in and appreciation for novelty (Kumar, 2009). Openness to experience is the most important personality trait in predicting CP. Openness and Agreeableness have stronger relationships with citizenship than with task performance. According to Elanain (2007), Open individuals also differ from more closed individuals in social attitudes, and attitudes toward accepted values and assumptions. Importantly, open individuals display a preference for variety, they enjoy grasping new ideas, and they have an intrinsic interest in and appreciation for novelty. Thus, the study expects that persons high on openness to experience are more likely to show CP (as cited in Kappagoda, 2013)

### **Hypotheses 3: Openness to experience has a positive impact on Contextual Performance.**

According to empirical evidence it can be predicted that persons high in agreeableness are more likely to perform CP because highly agreeableness people are friendly, good natured, cooperative, helpful, courteous and flexible (Barrick & Mount, 1991; Barrick & Mount, 2002). As a result of this, they show higher level of interpersonal

competence (Mount et al., 1998). They collaborate in team work effectively (Mount et al., 1998). Mount, Barrick & Stewart, (1998) stressed that agreeableness is significantly related to interpersonal performance. Agreeableness is a common predictor of citizenship (Hurtz & Donovan, 2000).

**Hypotheses 4: Agreeableness has a positive impact on Contextual Performance.**

Conscientiousness or compliance is one of the most important personality traits in predicting CP. Conscientiousness or compliance includes traits such as being dependent, organized, self-disciplined and persevering and therefore claimed to have a link to more impersonal forms of CP, such as compliance and civic virtue, directed to the job itself and the organization. They are predisposed to take initiative in solving problems and are more methodical and thorough in their work (Barrick & Mount, 2002). These people are predisposed to develop behaviors which extend beyond the expected task performance. Barrick & Mount (1991) pointed out that the people who are high in conscientiousness generally perform better at work than those who are low in conscientiousness. Conscientious people are more likely to accept responsibility and be thorough in their approach to life’s tasks. These characteristics translate well into an organizational setting such as following rules and helping others with their work. Empirical evidence suggests that the two factors that have most consistently correlated with CP are conscientiousness and agreeableness. Conscientiousness correlates most highly with organizational compliance and altruism (as cited in Kappagoda, 2013)

**Hypotheses 5: Conscientiousness has a positive impact on Contextual Performance.**

**3. METHODOLOGY**

The current study employed a correlation research design in order to explore the relationship between employees’ five factor model of personality (Independent variables) and employee Contextual Performance (Dependent variable). This study conducted in natural environment in public sector. The unit of analysis was individual. Researcher used survey strategy for the study and the preferred approach of this study was quantitative approach with deductive reasoning.

Population of this study was employees of the Kandy postal complex. Out of 600 employees researcher

selected 120 participants to conduct the study according stratified random sampling method. Population was divided into five sub sections of the Postal Complex named as Deputy Post Master Office, Divisional Post Office North and South, Regional Administrative Office and Kandy post office. Researcher selected respondents from each stratum by using disproportionate stratified random sampling design.

Researcher collected primary data for the study through well-structured questionnaire. Employees’ Contextual Performance was the dependent variable and dimensions of five factor model of personality were the independent variables of this study. These variables were measured using standard instruments. The questionnaire was separated into three sections for demographic data, big five personality types and Contextual Performance. Six questions were included to get the demographic information. The big five inventory (John, Donahue, & Kentle, 1991) was used to measure big five personality. It was measured using 44 questions including 8, 9, 9,8,10 questions for measuring extraversion, agreeableness, conscientiousness, neuroticism and openness to experience respectively. To measure the contextual performance, Motowidlo & Van Scotter’s (1994) 15 item scale of organizational citizenship behavior was considered. For this study descriptive, inferential statistics and multiple regression analysis were used. SPSS statistical package 16.0 was used for analyze the data.

**4. DATA ANALYSIS**

**4.1: Validity and Reliability**

In this research study the big five factor personality dimensions questionnaire developed according to the Big Five Inventory (John, Donahue, & Kentle, 1991).When developing the Contextual Performance questionnaire Motowidlo & Van Scotter (1994) 15 item scale of Organizational Citizenship Behavior was considered. Therefore the content validity of these instruments was secured.

Table 4.1: Cronbach Alpha Values

Variables	Cronbach Alpha Value
Extraversion	.705
Agreeableness	.737
Openness to Experience	.733
Neuroticism	.770
Conscientiousness	.857

Contextual Performance	.914
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It can be concluded that the internal consistency reliability is satisfactory owing to the data represented in table 4.1.

Table 4.2: Univariate Analysis

Variables	Mean	SD
Extraversion	3.4521	.39628
Agreeableness	3.8666	.33658
Openness to experience	3.5510	.37166
Neuroticism	2.5086	.43913
Conscientiousness	3.9792	.38344
Contextual performance	4.0848	.38226
Task Performance	4.0375	.42642
Contextual Performance	4.1477	.37627

Table: 4.3: Bivariate Analysis

Variable	E	A	O/E	N	C
CP	.361**	.352**	.293**	-.232*	.641**
	.000	.000	.002	.013	.000

\*\* . Correlation is significant at the 0.01 level (1-tailed).

\*. Correlation is significant at the 0.05 level (1-tailed).

According to table 4.3, there was a strong positive relationship between Conscientiousness and Contextual Performance (r=.641). As well as there were positive relationship between Extraversion and Contextual Performance (r=.361), Agreeableness and Contextual Performance (r=.352) and Openness to experience and Contextual Performance (r=.293). These results were significant at the 0.01 level. There is a negative relationship between Neuroticism and Contextual Performance (r=-.232) significant at the 0.05 level. Therefore all the five hypotheses of the study were supported.

Table 4.4: Multivariate Analysis

Model	Adj. R <sup>2</sup> =.467		F-Value=16.755	Sig=.000
	Unstandardized Coefficients		Sig.	
	B	Std.Error		
(Constant)	.335	.597		.577
Extraversion	.088	.089		.323
Agreeableness	.047	.099		.635
Openness to experience	.164	.084		.054
Neuroticism	.094	.076		.217
Conscientiousness	.615	.101		.000

According to the results of the regression model Adj. R2 = 0.467 indicates that 46.7 percent of variation in Contextual Performance is explained by the independent variables of this study such as extraversion, agreeableness, openness to experience, neuroticism and conscientiousness.

### 5. DISCUSSION AND CONCLUSION

Recently the importance of big five personality dimensions has emerged as valid predictors for contextual performance. Personality traits are inborn characteristics of a human being and those traits were sharpened the behavior of the people throughout their life cycle. Therefore personality traits are highly impact on dynamic actions of people until death. The literature has highlighted that in the last fifteen years researchers has agreed that big five personality dimensions have a predictive relationship with contextual performance.

This study was carried according to the sample of respondents in the postal complex of Kandy. Results revealed that employees have possessed positive personality traits rather than negative traits. It means employees of the postal complex are very sociable, cooperative, organized and have filled with more artistic values. Therefore all employees possess high level of agreement regarding extraversion, agreeableness, and openness to experience, and conscientiousness. They have very low level of negative personality traits such as laziness, fearfulness or depression. These results would be very much important for the relevant authorities in the postal complex to determine the personality traits of the employees.

According to the results, it was revealed among all the five personality dimensions that conscientiousness has a

positive and significant relationship on contextual performance. Therefore, it could be stated that majority of employees were organized, systematic, punctual, achievement oriented and dependable. Because of this they perform better job within their work environment.

When considering the contextual performance of the employees of postal complex it is shown that all employees have a strong satisfaction regarding their jobs. Therefore it could be stated that all employees of the postal complex perform the task as required and they voluntarily contribute their maximum effort for the success of their jobs. It means all employees have high level of contextual performance which will lead to the success of the operations of the postal complex.

## 6. RECOMMENDATIONS

By considering all the results of this study, researcher presented some recommendations for the relevant authorities of the postal complex of Kandy. As earlier stated that the big five personality has revealed the personality traits of human beings. Therefore, it is very much important to examine the personality of the employees when recruiting new employees or assigning tasks for employees for the betterment of the organization. Therefore, big five personality can be used as a selection tool for new employees for a particular job. Companies should have to seek diverse workforce and without limiting to their existing selection policies it would be very much productive when using personality assessments as a part of their selection process. In today most of the organizations have measured qualities like personality at job interviews to get a better idea whether or not someone is the right fit for the job. As well as many personnel departments and recruiting firms particularly for IT positions use this technique before selection of employees for their jobs (Lucius, 2013). In today big five personality use to measure the contextual performance as a selection tool (Hurtz & Donovan, 2000). Results of the big five personality dimensions and contextual performance would be very much useful for conducting training programs or employee evaluating programs of the postal complex. Therefore relevant authorities of postal complex can examine the results of this study and make relevant considerations to conduct training programs to enhance positive personality traits or evaluate the performance of the existing employees in a very logical manner than traditional evaluation methods.

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