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Relationship between Personality and Job Engagement: A Study of Nursing Employees of Leading Private Healthcare Organizations in Colombo District, Sri Lanka

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ABSTRACT

Job engagement is considered as a significant topic in organizational research due to its many effects on the overall well-being of the organization. One of the most important management-focused concepts is Employee Engagement which helps to compete and perform in a turbulent and competitive environment in order to achieve organizational goals and objectives. Personality is one of the antecedents to job engagement. In this study, an attempt was made to identify the relationship between personality and job engagement in leading private healthcare organizations in Colombo district, Sri Lanka. A structured questionnaire with two instruments, including 47 questions was used to test the hypotheses. This research work was carried out covering a sample of 260 out of 800 nursing staff attached to the leading private healthcare organizations in Colombo district, Sri Lanka. Responses from the survey were statistically analyzed with Pearson's correlation coefficient and multiple regressions using 23.0 version of SPSS software. The results of the study expressed that there is a positive moderate relationship between personality factors (neuroticism, extraversion, openness to experience, agreeableness and conscientiousness) and job engagement of employees. However, Neuroticism also positively correlates with job engagement by opposing previous research findings. On the other hand, conscientiousness is considered as the most determinant personality trait on job engagement. This study will help to get a better understanding of nursing employee's personality and its relationship to their job engagement. This understanding can also better inform administrators to comprehend the importance of dispositional factor in determining job engagement.

1. Introduction

It is very important to study organizational behavior because it provides an understanding of why people behave as they do in organizations. Organizational behavior contributes to examine about the complex nature of humans as it plays a vital role in organizational performance and also it provides causes and effects for that behavior. Personality is a mechanism of shaping human behavior. According to Kartono, Hilmiana et.al (2017) personality can be defined as a whole thing where an individual reacts and interacts with other individuals as a function of hereditary or inborn and factor of environment or experience.

Personality is a complex psychological construct used for the discovery of the way individuals behave and as a general rule, shows different kinds of human behaviors in diverse situations (Ziapour, & Kianipour, 2015). Kahn (1990) gave argument in his directions for future research that individual differences mattered in engagement, supporting that the "personal side" of engagement may come from various sources such as gender, ethnicity, age or personality (Gulamali, 2017). As mentioned above definitions, personality can be viewed from different perspectives. Personality traits are differing from one individual to other individual. Therefore, different scholars have developed different theories for personality from their point of view.

Throughout several studies, more and more evidence suggest that virtually all personality measures can be reduced or categorized under the umbrella of a Five-Factor model of personality, which has consequently been labeled the "Big Five" (Gulamali, 2017). As cited on Gulmali (2017) the Big Five taxonomy of personality represents a comprehensive study which describes human personality (McCrae and Costa, 1996; O'Connor, 2002). Big Five model of personality traits can be described as follow.

Extraversion is showed by positive emotions and tendency to seek company of others. It represents a predisposition to be sociable, assertive, active, upbeat, cheerful, optimistic and oriented to the outside world (Gulamali, 2017).

Agreeableness is considered a socially based trait and people high on this trait are described as friendly, cooperative, altruistic, helping and generous (Costa and McCrae, 1992). Moreover, these individuals are considered flexible, forgiving and trusting (Goldberg, 1990).

The person who has Openness to experiences personality trait is more imaginative, intellectual, creative, open minded, curious (Kartono, Hilmiana et.al, 2017). Individuals who are open to experience tend to be creative, original in thinking, sensitive to beauty and unconventional (Costa and McCrae, 1992; John and Srivastava, 1999).

Conscientious people are determined and usually do everything with a purpose as they act dutifully and show self-discipline (Costa and McCrae, 1992). This trait is demonstrated in three related facets: achievement orientation (hardworking and persistent), dependability (responsible and careful), and orderliness (planned and organized) thus reflecting an individual's degree of self-control, as well as need for achievement, order, and persistence (Gulamali, 2017).

Costa and McCrae's (1992) measure of the big five traits breaks neuroticism into six facets: anxiety, hostility, depression, self-consciousness, vulnerability, and impulsiveness. When some person who possesses high level of Neuroticism are tend to be experience a diversity of problems, including negative moods (anxiety, fear, depression, irritability) and physical symptoms (Gulamali, 2017).

The individual personality differences may influence on their job and their job engagement level either strongly or weakly. Employee job engagement has emerged as an important management-focused activity in order to compete and perform in a dynamic and competitive environment, having linkage with the organization's goals and objectives (Gupta & Sharma, 2016). As cited on Gupta & Sharma (2016) Employee engagement has been widely accepted in the last decade because organizations have realized that they can leverage it for higher employee retention, greater customer satisfaction and improved financial performance (Harter, Schmidt & Hayes, 2002) as well as overall organization performance (Rich, Lepine & Crawford, 2010). Employee job engagement has been defined as cognitive, psychological and behavioral state which is possessed by an individual directed towards desired organizational outcomes (Wollard & Shuck 2011). As cited on Kartono, Hilmiana et.al (2017) Schaufeli et al (2002) defined engagement as "a state of mind positively characterized by vigor, dedication, and absorptions".

Grounded in empirical evidence, there are well-researched axioms regarding the presence of employee engagement. For example, numerous studies suggest that the presence of higher levels of employee engagement significantly reduces turnover intention (Wollard & Shuck, 2011). In addition, empirical evidence suggests that the presence of high levels of employee engagement is also thought to enhance job performance, task performance, and organizational citizenship behaviors, productivity, discretionary effort, affective commitment, continuance commitment, levels of psychological climate, and customer service (Wollard & Shuck 2011). Therefore, the present research study attempts to investigate the relationship between big five personality traits and employee job engagement of nursing employees of leading Private healthcare organizations in Colombo

district, Sri Lanka and determine the most determinant personality trait of employee job engagement.

Personality is an important factor in forming employee engagement (Kartono, Hilmiana & et.al, 2017). There are some research studies that provide evidences for personality as a major factor in determining employee engagement. The study was done by Shukla & Adikari in 2014 found that almost 24% of employee engagement was explained by the personality of the employees itself. Many research studies have proven that personality traits influence on employee job engagement in differently in different fields. Among the different antecedents to employee engagement factors (Absorption, Available to engage, Coping style, Curiosity, Dedication, Emotional fit, Employee motivation etc.), the personality is very important to determine the employee job engagement. Wildermuth (2008) reported in a study of human services professionals and paraprofessionals that there is a significant correlation found between three personality traits (stability, extraversion and consolidation) and engagement.

Sri Lanka has been attributed as a unique position in South Asia as one of the first of the less developed nations to provide universal health, free education, strong gender equality, and better opportunity to social mobility. Sri Lankan healthcare system consists of two parts. One part is that Sri Lankan government provides free health care to the public, in keeping with international standards with the limited available resources. The second part is that private sector provides healthcare facilities to the public who can afford for the benefits and the services by paying hospital charges. Here Private sector healthcare organizations differ from government ones since they provide all facilities to the patients just like government ones, but with profit intention. And also they are continuously investing on their infrastructures in order to offer the latest medical service to the patients. Here leading

private healthcare organizations are basically based on Ranking Web on Hospitals. The Ranking Web of World Hospitals formally and explicitly adheres to the Berlin Principles of Higher Education Institutions. The workforce composition of healthcare organization includes several job categories (doctors, nurses, physician, therapist, medical assistant, pharmacists etc.). Among these the nurses are a very critical job category when considering patient care.

According to Dempsey & Reilly (2016) the concept of nurse engagement is often used to describe nurses' commitment to and satisfaction with their jobs.

Additional considerations include nurses' level of commitment to the organization that employs them, and their commitment to the nursing profession itself. Because of nurse engagement correlates directly with critical safety, quality, and patient experience outcomes, understanding the current state of nurse engagement and its drivers must be a strategic imperative. With urgency and passion, nurses found their collective voice and they used it to speak about nursing education, professionalism, and accountability (Dempsey & Reilly, 2016).

They were united in advocating for their rightful recognition as trusted, valuable members of the healthcare team. Nurse engagement with the organization and the profession reduces compassion fatigue, burnout, and turnover while improving teamwork, the patient experience, and organizational outcomes across multiple measures: clinically (fewer hospital acquired conditions), operationally (staffing and efficiency), culturally (positive work environment and empowerment), and behaviorally (ability to connect with patients and colleagues (Dempsey & Reilly, 2016). There are different types of personality traits. Therefore, there are different types of relationships between personality traits and employee job engagement. This may differ

according to job categories, industries and also countries. It seems that there is a gap in the empirical knowledge available, in Sri Lanka regarding the relationship between personality traits and employee job engagement of nurses. This gap exists especially in the Sri Lankan leading private healthcare organizations. Human behavior is more complex. It is difficult to predict. When we talk about individual and organization level antecedents to employee engagement, there are more factors that affect to employee job engagement. Among those, personality is a major determinant of employee job engagement. In case of Nurses, their personality traits heavily impact to their job engagement.

Therefore, the research problem addressed under this study is to investigate the relationship between personality factors (Neuroticism, Extroversion, Openness to experience, Agreeableness, and Conscientiousness) and job engagement of nurses in leading private healthcare organizations in Colombo district, Sri Lanka.

The main objective of this study work is to examine the relationship between big five personality factors and employee job engagement of nursing employees of leading Private healthcare organizations in Colombo district, Sri Lanka. The following specific objectives which assist to achieve main objective of this study were identified.

- To study the relationship between Neuroticism and employee job engagement
- To study the relationship between Extraversion and employee job engagement.
- To study the relationship between Openness to experience and employee job engagement.
- To study the relationship between Agreeableness and employee job engagement.

- To study the relationship between Conscientiousness and employee job engagement.
- To identify the most determinant personality trait of employee job engagement.

2. Materials and Methods

There is some existing research on the relationship between some of the Big Five traits and employee job engagement in different jobs categories in different fields. A study which has been done by Shukla, et.al (2014), using the employees of one of the leading Indian web based B2C e-commerce companies located in the National Capital Region (NCR) with a sample size of 90 respondents in the year 2013, found that among the Big Five personality factors, three factors have a significant relationship with employee engagement. Shukla et.al (2014)

have proposed that: there is no significant relationship between neuroticism and employee engagement. As per Gulamali (2017) theory and evidence have suggested high Extraversion positively impacted Work Engagement. On the other hand, Gulamali (2017) has proposed that high levels of Openness to Experience as a significant predictor while Shukla, et.al (2014) have revealed that a significant positive but moderate relationship between openness to experience and job engagement. Shukla, et.al (2014) have proposed that there exists a positive and moderate relationship between agreeableness and job engagement while high Conscientiousness positively impacted work engagement.

The research model of the study is given below based on the above research findings.

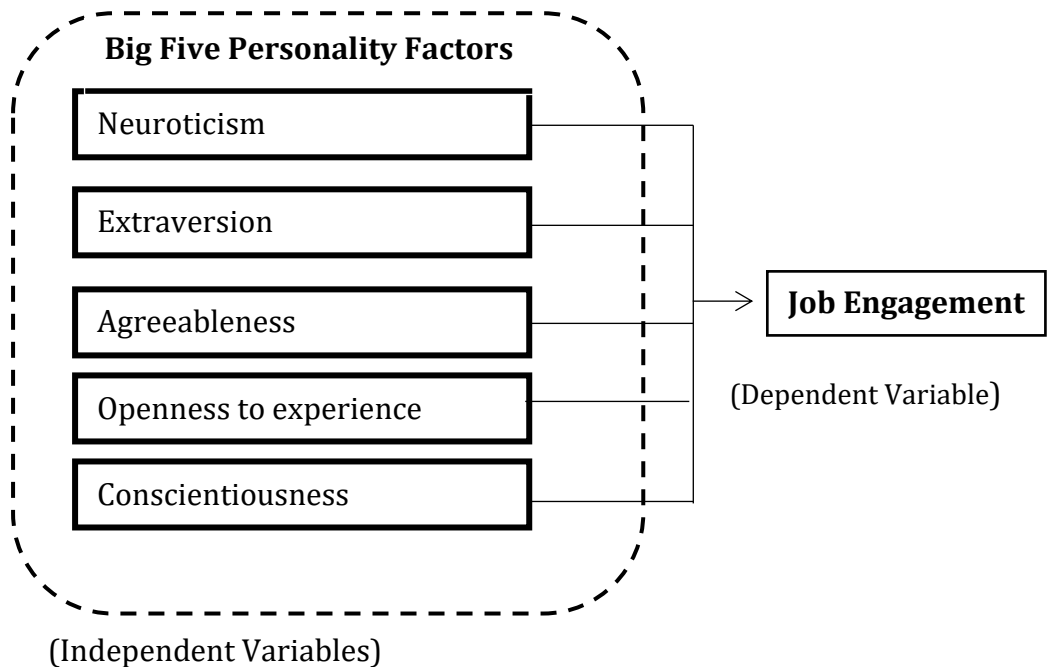


Figure 1. Conceptual Framework (Source: Developed by Researcher, 2019)

Considering above research findings in the different contexts, the following hypotheses were developed in this study.

H1: There is a positive relationship between neuroticism and employee job engagement of the nurses.

H2: There is a positive relationship between extraversion and employee job engagement of the nurses.

H3: There is a positive relationship between openness to experience and employee job engagement of the nurses.

H4: There is a positive relationship between agreeableness and employee job engagement of the nurses.

H5: There is a positive relationship between conscientiousness and employee job engagement of the nurses.

This study was conducted in a quantitative design by collecting data through a questionnaire. This study focuses on hypotheses testing and identifying correlation between variables. These types of studies usually describe the nature of certain relationships and explain the variance in the dependent variable. The target population of the study is nursing employees including nursing sisters, senior nursing assistants, junior nursing assistants and masters in five selected leading private healthcare organizations in Colombo district, Sri Lanka. The population for this study is Eight hundred (800) consisting of all wards of selected leading Private healthcare organizations.

The sample size from a given population was determined by using Morgan sample table. According to the Morgan sample table, when population is Eight hundred (800), sample size should be Two hundred eighty (260) (When $N=800, S= 260$). Therefore, the sample size of this present research study is 260 and the simple sampling method was used to collect the primary data. In this study, the questionnaires and interviews were used as primary data and company information and management- related fields (full text journal articles) were used as secondary data as data collection techniques.

In this study the personality traits including neuroticism, extroversion, openness to experience, agreeableness, and conscientiousness were labeled as independent variables while the employee job engagement was labeled as dependent variable. Employee job engagement measured was done under the three dimensions as vigor, absorption and dedication by using Utrecht Work Engagement Scale (UWES) in 2004 developed by Schaufeli, W & Bakker, A (2004) consisting of 17 items. Independent variables are measured using NEO personality Inventories by McCrea & Costa (2010) which consist of 30 items. The independent and dependent variables were measured by using questionnaires with five-point Likert scale statements. All questions were measured under positive statements.

The internal reliability of questionnaires which is used for data collection of the variables is measured by Cronbach's Alpha coefficients and reliability of each variable was found to be greater than 0.700. Reliability of the 47-item personality and job engagement measurement was tested using Cronbach's alpha reliability test and revealed following results.

Table 1. Cronbach's Alpha Coefficients

Personality Factor	Cronbach's Alpha (α)
Neuroticism	0.895
Extraversion	0.894
Openness to experience	0.821
Agreeableness	0.872
Conscientiousness	0.885
Vigor	0.833
Dedication	0.929
Absorption	0.854

Source: Survey Data, 2019

Validity can be defined as that the data collection instrument measures correctly what it intends to measure (Sekaran & Bougie, 2010). This can be categorized under

three broad categories such as Content validity, Criterion-related validity and construct validity. Validity of 47 item instruments which is developed to measure personality and job engagement of nurses can be explained through several validity measures used in research methodology.

Content Validity of the personality instrument is measured by 5 dimensions (i.e. Neuroticism, Extroversion, Openness, Agreeableness, and Conscientiousness) and each dimension is further divided into 6 sub items to ensure the validity of measures. On the other hand, job content validity of job engagement is measured by 3 dimensions (i.e. Vigor, Dedication and Absorption) and each dimension is further divided into sub

elements (Vigor-6, Dedication-5 and Absorption-6). Therefore, content validity of the instrument is high.

Collected data were analyzed using Pearson's Correlation Coefficient and multiple Regression techniques for validity, reliability and hypothesis testing by using computer based statistical data analysis package, SPSS version 23.0.

3. Results

To investigate the responses for independent and dependent variables, univariate analysis was used. The results of the univariate analysis are given in table 02.

Table 2. Univariate Analysis

	Neuroticism	Extroversion	Openness to experience	Agreeableness	Conscientiousness	Job Engagement
Mean	2.8372	3.9936	3.9058	3.7596	4.2968	3.9615
Median	3.0000	4.1667	4.0000	3.8333	4.3333	3.8778
Mode	3.83	4.17	4.50	4.00	4.17	3.82
Std. Deviation	.84452	.46379	.56324	.58070	.48181	.49965
Variance	.736	.215	.317	.337	.232	.250
Skewness	.032	-1.588	-.801	-1.319	-.715	-.042
Std. Error of Skewness	.151	.151	.151	.151	.151	.151
Kurtosis	-1.608	3.207	.089	1.517	.647	.772
Std. Error of Kurtosis	.301	.301	.301	.301	.301	.301
Minimum	1.50	2.33	2.50	2.17	2.33	2.98
Maximum	4.33	5.00	4.67	4.67	5.00	4.89

According to table 02, neuroticism, extroversion, openness to experience, agreeableness, conscientiousness and Job engagement are normally distributed. As per

means conscientiousness is at a high level than other mean values of personality traits.

The bivariate analysis, Pearson's correlation between neuroticism, extroversion, openness

to experience, agreeableness, conscientiousness and Job engagement are illustrated in table 03.

Table 3. The Pearson’s Correlation between Independent variables & Dependent Variable

		Neuroticism	Extroversion	openness to experience	Agreeableness	Conscientiousness
Job Engagement	Pearson’s Correlation	.195	.215	.277	.205	.333
	Sig. (2-tailed)	.000	.000	.000	.000	.000
**. Correlation is significant at the 0.01 level (2-tailed)						

According to the person’s correlation coefficient of neuroticism, extroversion, openness to experience, agreeableness, conscientiousness and overall personality traits of nursing employees are positively and significantly correlated with the employee job engagement. There is a weak positive relationship between neuroticism and employee job engagement since correlation coefficient is between 0.01 and 0.20 whereas extroversion, openness to experience, agreeableness, and conscientiousness have moderate positive relationship with job engagement since correlation coefficient is

between 0.21 and 0.50. However, conscientiousness is the independent variable with the highest correlation coefficient from the overall personality traits when compared with other variables. The overall relationship between personality traits and employee job engagement is 0.451 at the correlation is significant at the 0.000(2-tailed).

The results of Multiple Regression Analysis of the independent variables against dependent variable are given in table 04.

Table 4. Results of Multiple Regression Analysis

Multiple R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig. F
0.467	0.218	0.203	0.44616	14.166	0.000

The square of the multiple R is 0.467, which indicates that 21.8% of the variation in job

engagement is explained by the five independent variables jointly. The F value is

14.166, which are significantly at 1% (p= 0.000), which suggest that the five independent variables have significantly explained 21.8% of the variation in the job engagement of nurses.

The strength of the influence that each of the independent variable had on the dependent variable (job engagement) can be determined

by using multi regression coefficient of the independent variables. As shown in table 05, all variables (Neuroticism, Extroversion, Openness, Agreeableness, and Conscientiousness) have strongly significant effect on the job engagement (p>0.005) of nurses of leading healthcare organizations in Colombo district, Sri Lanka.

Table 5. Influence of the Independent Variable on Job Engagement

Independent Variables	Standard Beta	Standard error of Beta	T	Sig. t
Neuroticism	0.162	0.035	2.748	0.000
Extraversion	0.137	0.063	2.356	0.000
Openness to experience	0.163	0.066	2.723	0.000
Agreeableness	0.191	0.051	3.754	0.000
Conscientiousness	0.205	0.62	3.398	0.000

Multiple regression results can be used in order to identify the most determinant personality trait (independent variable). Most determinant variable can be identified from the table 06 which represent the stepwise Coefficient Summary of Multiple Regression. According to this model 1Conscientiousness was used. In model 2 Openness to Experience variables was entered and Conscientiousness and Openness to Experience both were used. In model 3 Agreeableness was further added and Conscientiousness, Openness to Experience and Agreeableness all were used. In model 4 Neuroticism was further added and Conscientiousness, Openness to Experience and Agreeableness and Neuroticism were used. In model 5 Extraversion was further added and Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to Experience all were used.

Statistical model is written as follows.

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + E$$

Y= Job Engagement

b= Slope of the regression line; how much Y changes for each one-unit change in x
 x1= measures of Neuroticism
 x2= measures of Extraversion
 x3=measures of Openness to experience
 x4= measures of Agreeableness
 x5= measures of Conscientiousness
 E= is the error term; the error in predicting the value of Y
 Job Engagement= 0.728+ 0.96 (Neuroticism) + 0.147 (Extraversion) + 0.180 (Openness to experience) + 0.193 (Agreeableness) + 0.212 (Conscientiousness)

The most determinant variable can be interpreted from table 06, 5th row. The variable which has highest b value is considered as most determinant variable. According to the result of multiple regression analysis the highest b value is 0.212. Therefore, Conscientiousness is the most determinant factor. Hence the data support the hypothesis that Conscientiousness is the most determinant personality factor influencing on job engagement. The stepwise coefficient summary is presented in table 06.

Table 6. Stepwise Coefficient Summary of Multiple Regression

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.476	.263		9.408	.000
Conscientiousness	.346	.061	.333	5.680	.000
2 (Constant)	1.859	.320		5.810	.000
Conscientiousness	.287	.062	.276	4.591	.000
Openness to experience	.217	.066	.197	3.266	.000
3 (Constant)	1.230	.366		3.362	.000
Conscientiousness	.263	.062	.254	4.268	.000
Openness to experience	.234	.065	.212	3.582	.000
Agreeableness	.173	.052	.191	3.348	.000
4 (Constant)	1.119	.365		3.063	.000
Conscientiousness	.243	.062	.234	3.943	.000
Openness to experience	.203	.066	.184	3.079	.000
Agreeableness	.194	.052	.214	3.742	.000
Neuroticism	.085	.035	.144	2.437	.000
5 (Constant)	.728	.398		1.828	.000
Conscientiousness	.212	.062	.205	3.398	.000
Openness to experience	.180	.066	.163	2.723	.000
Agreeableness	.193	.051	.191	3.754	.000
Neuroticism	.096	.035	.162	2.748	.000
Extraversion	.147	.063	.137	2.356	.000

a. Dependent Variable: Mean value of job engagement

3. 1 Theoretical Implications

The study investigated the relationship between personality factors and job engagement of nurses in leading Private healthcare organizations in Colombo district, Sri Lanka.

This study's theoretical findings can be demonstrated as follows. First thing is its empirical confirmation of previously untested theoretical relationships between Personality traits and job engagement. In broadly, findings of the present study suggest that positive personality traits, which can result from top manager's individualized consideration of their employees and meeting the various psychological needs, can contribute significantly to employee job engagement. More specifically, highly conscientious nurses can exhibit significantly higher levels of job engagement than those less conscientious. Based on Gulamali (2017) has suggested that high Conscientiousness positively impacted work engagement while Shukla, et.al (2014) have proposed that there exists a significant positive and moderate relationship between personality factor Conscientiousness and job engagement. And also, an empirical investigation has been done by researcher Thavakumar (2018) in seven financial institutions in Trincomalee District to analyze the relationship between personality and job engagement. (Thavakuma, 2018). According to his finding's conscientiousness was found as the most determinant variable on job engagement. Therefore, the findings of present study are consistent with the previous research findings.

The main purpose of this present study is to investigate whether there is a positive relationship between personality traits (neuroticism, extraversion, openness to experience, agreeableness and conscientiousness) and job engagement. Specifically, the present study results suggest that the neuroticism also positively correlates with job engagement of nurses by opposing

the research findings of previous research studies. An empirical study was conducted by Hamid & Shah (2017) to investigate the relationship between personality and job engagement among nurses from eleven different hospitals/ nursing homes of Baramulla District of Jammu and Kashmir. The result suggested that neuroticism was found to be insignificant with job engagement (Hamid, & Shah, 2017).

And also, an empirical investigation has been done by researcher Thavakumar (2018) in seven financial institutions in Trincomalee District to analyze the relationship between personality and job engagement (Thavakuma, 2018). His findings have suggested that the influence of neuroticism is insignificant on job engagement. In other words, neuroticism is negatively correlated with job engagement. But present study suggests that neuroticism has a weak positive relationship with job engagement as most of nurses possess high level of fear, sadness, embarrassment, anger, guilt, anxiety, angry and depression. Therefore, this finding can be added to the current theoretical implications of relationship between personality and job engagement.

Lastly, findings of this present study suggest that personality traits can be an important source of employees' job engagement.

3. 2 Managerial Implications

Based on the current study's findings and the relevant previous literature, following practical implications were provided for managers of healthcare organizations which could be useful for improve job engagement of nurses in leading Private healthcare organizations in Colombo district, Sri Lanka. These recommendations are as follows:

According to the correlation analysis, there is a positive relationship between personality and job engagement of nurses in leading Private healthcare organizations in Colombo district, Sri Lanka. Therefore, it is very

important to consider about personality traits before taking decisions regarding employee recruitment and selection by HR professionals. The results of the present study can be beneficial to the organizations and consultants to design and deliver selection processes aimed at identifying employees who tend to be psychologically connected to their work. Sometime there has been a limited study devoted to understand and validate the links between personality at the facet level and engagement and self-efficacy : Therefore, they should assess the personality profile of nurses through psychometric testing and give the weightage at the time of recruitment and selection in order to keep the employees who are engaged in their work.

The results of this present study should be used in making decisions for the purpose of career development. Self-development programmes, which focus on interpersonal development, interpersonal skills and coping strategies, should be conducted to affect employees' job engagement.

The nurses of leading Private healthcare organizations should be trained to create circumstances conducive to job engagement. It is clear that the job engagement of employees is not only predicted by dispositional variables, but also by situational variables within the organization. Therefore, top managers should be aware about the organizational factors in low level job engagement. It is important to investigate about the workplace attributes which will result in low level employee job engagement. It may be included senior management's low interest in employee well-being, low career advancement opportunities and no employee decision making authority. Therefore, the top managers should control these unfavorable workplace attributes. And also, top managers should identify about the outcomes of employee job engagement. Which include productivity, employee retention, customer loyalty etc. Therefore, the top managers have the responsibility to educate the nurses about

the relationships and importance of these factors in order to manage these factors to promote the job engagement of nurses.

The leading Private healthcare Organizations should strive to enhance the level of engagement of their employees and should encourage personality of nurses with agreeableness and openness to experience traits to work in teams so as to improve the overall engagement of teams. On the other hand, the organizations can sponsor higher education programmes that may lead to nurses' commitment and thereby total job engagement of employees.

Specially, the findings of the present study found that Neuroticism has weak positive relationship with job engagement. It is characterized by fear, sadness, embarrassment, anger, guilt, anxiety, angry, depression, self-consciousness, impulsiveness and vulnerability. Normally, the researchers suggested that Low neuroticism (emotional Stability) is good for employees who work with pressure. Therefore, the top managers should investigate about why nurses possess this type of pre-dispositional feelings. Not only that they should take necessary interventions to cope with high level neuroticism. For an example, when the organization design the job, they should concern about the behavioral elements. (skill variety, task identity, task significance, autonomy and feedback). Behavioral elements are concerned with the elements which lead to employee satisfaction. There are five major elements involved in job satisfaction and motivation. They are skill variety, task identity, task significance, autonomy and feedback. Therefore, the relevant managers should be aware about these elements in order to reduce the anxiety and depression. The top managers also can introduce training interventions for anger management.

According to the findings of the present study, it was found that conscientiousness is the most significant determinant/predictor

of job engagement of nurses in leading Private healthcare organizations in Colombo district, western province in Sri Lanka. Conscientiousness is characterized by people who do everything with a purpose as they act dutifully and show self-discipline (Costa and McCrae, 1992). Therefore, the top managers can improve the conscientiousness of nurses by educating nurses through training intervention in order to improve self-discipline of nurses.

4. Discussion and Conclusion

This section mainly focuses on discussing the relationship between big five personality factors (Neuroticism, Extroversion, Openness, Agreeableness, and Conscientiousness) and employee job engagement of nursing employees of leading Private healthcare organizations in Colombo district, Sri Lanka. It can be clearly understood by using correlation coefficient results.

Employee job engagement has been defined as cognitive, psychological and behavioral state which is possessed by an individual directed towards desired organizational outcomes (Wollard & Shuck, 2010). Higher levels of employee engagement significantly reduces turnover (Wollard & Shuck, 2010). In addition, empirical evidence suggests that the presence of high levels of employee engagement is also thought to enhance job performance, task performance, and organizational citizenship behaviors, productivity, discretionary effort, affective commitment, continuance commitment, levels of psychological climate, and customer service (Wollard & Shuck, 2010). There are different antecedents to the employee job engagement. Personality of individual is one of the significant antecedents to job engagement. As cited on Gulmali (2017) The Big Five taxonomy of personality represents a comprehensive study which describes human personality (McCrae and Costa, 1996; O'Connor, 2002). There is now reasonable consensus that the Big Five domains of

Extraversion, Agreeableness, Openness to Experience, Conscientiousness and Neuroticism represent most of personality (Shukla, et.al, 2014).

An empirical study was conducted by Hamid & Shah (2017) to investigate the relationship between personality and job engagement among nurses from eleven different hospitals/ nursing homes of Baramulla District of Jammu and Kashmir (Hamid & Shah, 2017). The result suggested that neuroticism was found insignificant for job engagement. There were other findings of correlation and regression analyses that empirically confirm the arguments given by Shukla, et.al (2014). They argued that there is a negative relationship between neuroticism and job engagement due to neuroticism is characterized by fear, sadness, embarrassment, anger, guilt, anxiety, angry, depression, self-consciousness, impulsiveness and vulnerability. Low neuroticism (emotional Stability) is good for employees who work with pressure (Shukla, et.al, 2014).

But in contrast, the present study has shown that have a low level of neuroticism with mean value of 2.8372 and standard deviation of 0.84452. Accordingly, it was found that, nurses in leading private healthcare organizations, in Colombo district, Sri Lanka have weak positive relationship between neuroticism and job engagement due to most of nurses possess high level of fear, sadness, embarrassment, anger, guilt, anxiety, angry and depression with their job nature.

The positive moderate relationship between extraversion, indicating mean value of 3.9936 and standard deviation 0.46379, openness to experience, indicating mean value of 3.9058 and standard deviation of 0.56324 employee job engagement among nursing employees of leading Private healthcare organizations in Colombo district, Sri Lanka was found by this study and these findings are similar to the empirical investigations have been done by researcher Thavakumar (2018) in seven

financial institutions in Trincomalee District to analyze the relationship between personality and job engagement (Thavakumar, 2018). His findings have suggested that Extraversion and openness to experience are significantly influence on job engagement. A quantitative review regarding the relationship between personality and job engagement by Hamid and Shah (2017) has reported that extraversion and openness to experience were found significant predictors/ determinants of job engagement (Hamid & Shah, 2017). As per the findings of this present study suggests that extraversion and openness to experience have moderate positive relationship with job engagement due to nurses possesses pre-dispositional characteristics such as sociable, assertive, active, upbeat, cheerful and optimistic (extraversion characteristics) and high level of imaginative, intellectual, creative, open minded and curious (openness to experience characteristics).

Hamid & Shah (2017) in their study, they wanted to investigate the relationship between personality and job engagement among nurses from eleven different hospitals/ nursing homes of Baramulla District of Jammu and Kashmir (Hamid & Shah, 2017). The result suggested that conscientiousness was a significant predictor/ determinant of job engagement of nurses whereas agreeableness was found as insignificant predictor/determinant of job engagement. However, according to the results of this present study, it was found that they have a favorable level of agreeableness with mean value of 3.7596 and standard deviation of 0.58070. Therefore, it was found that, nurses in leading Private healthcare organizations in Colombo district, Sri Lanka have a moderate positive relationship between agreeableness and job engagement due to nurses possess pre-dispositional characteristics such as friendly, cooperative, altruistic, helping and generous. On the other hand, it was found that there is a positive relationship between conscientiousness and employee job engagement of nurses in

leading Private healthcare organizations. The correlation between these variables was 0.333, which is significant at 0.000 level. This correlation was found to be moderate as it is between 0.21 and 0.50. Therefore, there is a moderate positive relationship between conscientiousness and employee job engagement due to lot of nurses possess high level of achievement orientation (hardworking and persistent), dependability (responsible and careful), and orderliness.

When taking all variables jointly, this present study has found that personality has a positive impact on job engagement with the strength of b value of 0.451. The multiple regression analysis also revealed that 21.8% of employee job engagement (r^2 value = 0.218) can be explained by personality of employees only. An empirical study was conducted by Shukla and Adhikari et.al (2014) to investigate the relationship between personality and job engagement among employees of one of the leading Indian web based B2C e-commerce Companies located in the National Capital Region (NCR). The result suggested that 23.3% of employee engagement (r^2 value = 0.233) can be explained by personality of employees only (Shukla, et.al, 2014). According to the study was done by Hamid and Shah (2017) with the purpose of investigating the relationship between personality and job engagement among nurses from eleven different hospitals/ nursing homes of Baramulla District of Jammu and Kashmir, stated that 18.9% of variation in job engagement of nurses can be attributed to their personality traits.

When considering the most determinant personality factor on job engagement, this present study was found that conscientiousness has high level of B value than other variables and states that one unit change of conscientiousness generates 0.212 variations on job engagement. Therefore, conscientiousness is considered as the most determinant variable on job engagement which is similar to the empirical investigation

has been done by researcher Thavakumar (2018) (Thavakumar, 2018) in seven financial institutions in Trincomalee District to analyze the relationship between personality and job engagement. According to his finding's conscientiousness was found to be the most determinant variable on job engagement.

The organizations should start to think about what the measures could be to secure the long-term commitment of their workforce. To encourage the employees towards organizational goals, there is a requirement of developing and implementing the strategies to retain, engage and satisfy them (Gupta & Sharma, 2016). The present study focused on personality factors which affected job engagement. But there are other variables which are correlated with job engagement. The sense of feeling valued and involved is the key driver of engagement which indicates the employee involvement in decision-making; his/her autonomy to express the views, opportunities to develop their jobs and organizations concerned about health and well-being. This positive feeling depends on the many aspects of working life, such as training, development and career, immediate management, performance appraisal, communication and family friendliness (Robinson et al., 2004). The components of feeling valued and involved and the relative strength of each driver is highly organization specific (Gupta & Sharma, 2016).

According to the findings of present study it can be concluded that there is a positive correlation between personality traits and employee job engagement. However, neuroticism has a weak positive relationship with job engagement by opposing the previous research findings. On the other hand, conscientiousness was found as most determinate variable when determining job engagement of employees.

5. References

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