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Effective Employee Performance through Enhanced Agreeableness and Self-Image

Dr. Rishipal [α] & Nidhi Jain [σ]

Abstract - Fast and frequent change in technology has put the present day employee under pressure. This pressure has impact on employee's personality dimensions and consequently on employee's performance. So, one of the most critical issue of modern era is to study the impact of changing psychological dimensions on employee's performance. This research was aimed to study effects of improved psychological traits like self image and agreeableness on employee performance. Statistical universe for this study was the employees having experience of more than three year from governmental and non-governmental organizations. Employee Performance, Agreeableness and Self-image among managers were assessed by using the Employee Performance Inventory developed by researchers, Agreeableness Measuring Scale (AMS) (Rishipal & Jain, N., 2012) and The State Self-Esteem scale (SSES) (Heatherton & Policy, 1991) respectively. A cross-sectional and longitudinal study was conducted by using the before and after with control group research design to compare the performance of treatment group consisting of the low performer employees having lower tendency of agreeableness and self-image and control group consisting of the high performer employees having higher tendency of agreeableness and self-image. Control and treatment group were formed by adopting the sampling technique of randomization on availability basis. Before treatment both the control and treatment group were tested. The mean scores for employee performance (EP), agreeableness (Ag.) and self-image (SI) for control group were 24.27, 213.76 and 79.69 respectively, whereas, the mean scores of test group before treatment for employee performance (EP), agreeableness (Ag.) and self-image (SI) were 10.28, 90.23 and 33.98 respectively. There was significant difference between the pre and post treatment mean scores values of Employee Performance ($Mean_{pre\text{-}treatment}$ = 10.28 & $Mean_{post\text{-}treatment}$ = 23.57), Agreeableness ($Mean_{pre\text{-}treatment}$ = 90.23 & $Mean_{post\text{-}treatment}$ = 213.61) and Self Image ($Mean_{pre\text{-}treatment}$ = 33.98 & $Mean_{post\text{-}treatment}$ = 80.37) of treatment group. Before and after application of treatment to treatment group, relationship between the employee performance, agreeableness and self-image among treatment and control group were also tested and analyzed. Findings revealed that there was positive and significant relationship between the employee performance and psychological traits of agreeableness and self-image among control as well as the treatment group. Findings related to the personality dimensions and employee performance proved that the personality traits of agreeableness and self image were predictive of employee work performance and improved level of agreeableness and self-image among employees have enhanced their performance.

Keywords : agreeableness, behaviour modification therapy, employee performance, high performer, low performer, observation and suggestion technique, personality traits, self image.

Abbreviations : Ag. – Agreeableness, AMS – Agreeableness Measuring Scale, BMT – Behaviour Modification Therapy, EP – Employee Performance, SI - Self Image, SSES – State Self Esteem Scale, cg – control group, tg – treatment group.

I. Introduction

Corporate world is facing cut throat competition and organizational battle for successful accomplishment of their goals. Increasing technological change, competition, globalization and expansion of different organizational sectors demand effective performance by employees. Effective employee performance needs high degree of physical, mental and psychological involvement. The role of performance management has also undergone a sea change when total quality management programme and six sigma quality control techniques received utmost importance for achievement of superior standards and quality performance.

a) Employee Performance

Employee performance includes all activities related to job which organization expects from an employee and how effectively employee performs that. Employee performance evaluation is an ongoing process between the management and employees throughout the year. "Performance Management is both a strategic and an integrated approach to delivering successful results in organizations by improving the performance and developing the capabilities of teams and individuals" (Armstrong and Baron, 1998). An effective performance plan is essential for the smooth and predesigned running of organization, because employee performance is a critical resource to achieve the best possible results in this hyper-competitive, complex and global economy. Major elements of an effective performance design include clearly defined organizational strategies, identification of gap between current performance and targeted performance, work oriented employees behavior, effective psychological traits among employees and designing of effective performance management plan.

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b) Psychological Traits and Employee Performance

Organizational effectiveness and employee performance is very much affected by various factors like employee profile, technology, work environment, employer-employee relationship, physical fitness, psychological development, personal life, personality dimensions and health of employees. According to Rishipal (2012), managerial effectiveness and mature style of defense mechanism are positively associated. In another research, Rishipal (2012) has revealed that cognitive style is a predicator of managerial effectiveness. Employee performance could be influenced by psychological factors such as locus of control, agreeableness, need for achievement, cognitive style, neuroticism, self image, openness to experience, extraversion, emotional stability, conscientiousness etc. and interaction between these factors. An employee's personality will help to shape their reputation within the workplace and it may also affect teamwork or collaboration. Salgado J.F. (1997) indicates that agreeableness has close relationship with job performance. Other theorists and researchers have argued that agreeable people can better regulate their behavior (Graziano & Eisenberg, 1997; Jensen-Campbell, 2002) and self regulation has been causally associated with more constructive conflict resolution strategies (Finkel & Campbell, 2001).

Rishipal (2011) has pointed that individual's behavior is a function of the values and attitudes he/she holds. If value and attitude can be changed, behavior will change itself. Various personality traits may interact with each other to blend and result in desirable, as well as undesirable workplace behaviors. Goldberg (1993) also came across in his research that indicated personnel's personality traits are valid predictors for different dimensions of job performance. Psychological features describe and predict human behavior. Rishipal and Chand P.K (2012) have pointed that personality traits of middle and senior level managers in private organizations has positive relationship with work behavior. Although there are many psychological factors attributed to employee performance, this study will focus on impact of agreeableness and self image on employee performance. One of the personality traits that may indicate the success of an employee may be agreeableness. In the present study, researchers have found out the consequences of change in degree of agreeableness and self image upon employee performance.

c) Agreeableness

Agreeableness is a psychological trait or tendency which individual adjust and have the same opinion with others. The sub-traits of agreeableness include trust, morality, altruism, cooperation, modesty and sympathy. According to Rishipal & Jain N (2012) agreeable means, "being in harmony but it doesn't mean that the person will always agree with another's opinions". It does mean that individual will not show indifference to others and ready to listen even when others have conflicting views. Highly agreeable people are cooperative, warm and trusting. People who score low on agreeableness are cold, disagreeable and antagonistic (Rothman S, Contzer, E.P, 2003). Researchers have also suggested that agreeableness is the main concept to consider in the appraisal of individual differences (e.g. Havill, Besevegis & Mouroussaki, 1998). However, agreeableness seems to be most significant to job performance in situations where joint action and collaboration are required (Mount, Barrick & Stewart, 1998). In addition, agreeableness can push staff members to work together, which should result in effective working behaviors (Barrick and Mount, 1991).

d) Self Image

Self image is a term which includes the comprehensive perception, assessment, idea and observation about self. It is a judgment of oneself as well as an attitude towards the self. It is mental image or self-portrait. Self image also refers to an individual's overall self-evaluation of his/her competencies (Rosenberg, 1965). Employee's self image is how they perceive themselves. Elements of individual's self image may include:

- Perception about self and
- Others perception about individual

Baumeister (1999) defines self image as "The individual's belief about himself or herself, including the person's attributes and who and what the self is." Self image changes as a process taking place over lifetime. A healthy self image starts with learning to accept and love oneself. It also means being accepted and loved by others. Self esteem should be viewed as a continuum and can be high, medium or low and is often quantified as a number in empirical research (Saul Mc Leod, 2012). People with high self esteem consider themselves worthy and view themselves as equal to others. They do not pretend to be perfect, recognize their limitations and expect to grow and improve, whereas low self esteem people consider them-selves have little confidence in their abilities and question their self-worth (Clcurry, 2005).

II. Need for Study

In the competitive world, achievement of organizational success is very difficult. It requires effective and optimum utilization of all resources including employees. Employees performance is a major factor influencing organizational performance and it might be affected by various factors including the degree of various personality dimensions and traits such as locus of control, agreeableness, need for

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achievement, cognitive style, neuroticism, self image, openness to experience, extraversion, emotional stability, conscientiousness etc. According to Rishipal & Jain N. (2012) the individuals who are motivated by affiliation have an urge for a friendly and supportive environment. Such individuals are effective performers in a team. Most of the previous studies of employees performance have examined the moderating influence of mental ability (Wright, Kacmar, McMahan, & Deleeuw, 1995) or situational variables, such as autonomy (Barrick & Mount, 1993) and organizational politics (Hochwarter, Witt, & Kacmar, 2000) not the relationship among variables studied in present research. So, there was need to conduct such study which could analyze the impact of psychological traits on employee performance. Present study is an effort to investigate and understand the dimensions of effective employee performance, agreeableness and self image with a new perspective of enquiring the relationship among these and how they can influence each other. Besides this, present study has also investigated how Behavior Modification Therapy can affect the psychological traits of agreeableness and self image and consequently the impact of enhanced agreeableness and self image improves the employee performance.

III. Objectives of Study

The study was aimed to investigate and understand the relationship between agreeableness, self image and employee performance. Conduction of present research has achieved the following three specific objectives.

1) To enquire the relationship of agreeableness and self image with employee performance.
2) To understand the difference of the relationship between agreeableness and employee performance of high and low performer employees and also the relationship between self image and employee performance among high and low performer employees.
3) To enquire the affect of Behaviour Modification Therapy on the psychological traits of self image and agreeableness and also their simultaneous consequential impact on the employee performance.

IV. Hypotheses of Study

1) Employee performance will be positively associated with agreeableness and self image.
2) High performer employees will have high degree of agreeableness and self image in comparison to low performer employees.
3) The Behaviour Modification Therapy will certainly enhance the degree of agreeableness and self image in treatment group of employees and as a result improved agreeableness and self image will further improve the employee performance.

V. Research Method

a) Research Design

Present research has been conducted by using before and after with control group type of research design. Research design can be better understood with the help of following table.

Table 1 : Research Design

Treatment Group	Before treatment (X_{t1})	Application of treatment for a period of 4 months ⟹	After treatment (X_{t2})
Control Group	Without treatment (Y_{t1})		Without treatment (Y_{t2})
Treatment Effect = $(X_{t2}-X_{t1}) - (Y_{t2}-Y_{t1})$			

To conduct the research a sample of 589 employees having experience of more than three year and working with various governmental and non-governmental organizations was taken randomly on availability basis. Selected employees were tested for their capability of performance and categorized as high and low performers. Subjects included in the category of high performers were employees whose score was twenty percent more than the mean employee performance score. Low performer's category included the employees whose score was twenty percent less than the mean employee performance score. After such categorization, subjects from high and low performers categories were tested for agreeableness and self image. After testing the subjects of both the high and low performer category for their personality traits of employee performance, agreeableness and self image, two groups were formed. From the high performer employees' category a group of 40 such subjects was selected which were having high agreeableness and high self image. Similarly from the low performer employee's category a group of 40 subjects was selected which were having low agreeableness and low self-image. For deciding the high and low agreeableness and self image tendency, same criteria was used as it was used in the case of employee performance i.e. twenty percent more and less than mean scores for high and low degree of agreeableness and self-image respectively. By this method two groups were formed each consisting of 40 subjects. First group of high performers was having higher degree of employee performance, agreeableness

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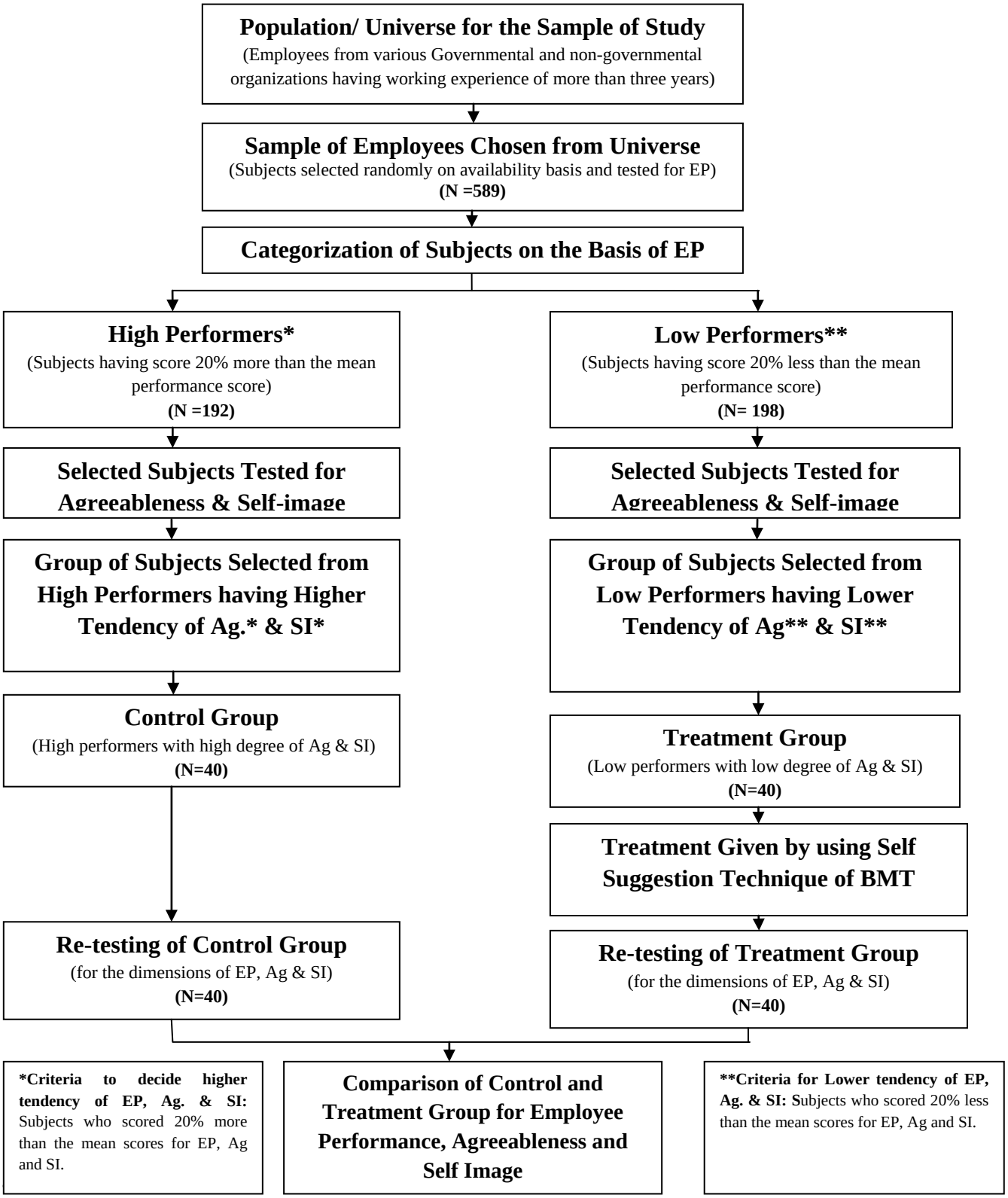
and self image. Second group was also having 40 subjects with lower tendency of employee performance, agreeableness and self image. The first group having the tendency of high employee performance, agreeableness and self image was declared as control group whereas second group i.e. the subjects having lower tendency of employee performance, agreeableness and self image was considered as

Figure 1 : Flow Diagram for the Presentation of Research Design



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treatment group. The treatment group was given the "Behavior Modification Therapy" based upon the techniques of observation and suggestion for a period of four months. On completion of the therapy, after four months, both the control and treatment group were re-tested for employee performance, agreeableness and self image by using the same research tools. Pre and post treatment results and findings of treatment and control group were analyzed and compared.

b) Description about Behaviour Modification Therapy Given to Treatment Group

Employees of test group were given treatment by using "Behaviour Modification Therapy" based upon the researcher's and subject's personal observation and suggestions during their work performance regarding tendency of agreeableness and self image. Subjects were also guided by the instructions of researchers and emplyee's self suggestion technique to improve the tendency of agreeableness and self image.

Subjects of the treatment group were also given counselling sessions, individually or in small groups, for the enhancement of their Agreeableness and self Image for a period of 4 months on a regular interval of one week by using. After giving Behaviour Modification Therapy to the treatment group, both the control and treatment groups were retested for all the three variables of Employee Performance, Agreeableness and Self Image. Results and findings worked out so for control and treatment groups has been given in the results and discussions.

c) Method of Data Collection and Research Tools Used

Data was collected by using questionnaire method. Agreeableness Measuring Scale (AMS) developed by Rishipal & Jain N (2012), State Self-Esteem scale (SSES) developed by Heatherton & Polivy (1991) and for measuring employee's performance an inventory type questionnaire consisting of 10 items, developed and prepared by the researchers were used for measuring agreeableness, self image and employee performance respectively. The reliability of items included in all scales used in the research has been measured by using Cronbach's alpha technique. The reliability of various scales was found 0.815, 0.830 and 0.795 for employee performance, agreeableness and self image respectively.

d) Statistical Techniques and Methods

Collected data was analyzed by using various descriptive and inferential statistical techniques and methods to work out the results and findings for research. Statistical calculation and analysis was carried out with the help of SPSS software. Descriptive statistics such as mean and standard deviation etc. were used to analyze the results. Cronbach alpha coefficients and inter-item correlations were used to assess the internal consistency of the measuring scales. Karl Pearson correlation coefficient, coefficient of determination (r^2), regression analysis and t test were used to find out inter and intra group and variable relationship analysis. Multivariate regression technique was also used to analyze the relationship among employee performance, agreeableness and self image.

VI. Results and Discussions

Results and findings for the research were obtained by using descriptive and inferential statistical techniques.

Table 2 : Descriptive Statistics Showing Mean Score Values for Employee Performance (EP), Agreeableness (Ag.) and Self Image (SI)

Variables	N	Min.	Max.	Range	Mean	Std. Dev.
Employee Performance	589	7	26	19	16.44	4.15
Agreeableness	589	65	250	185	154.47	52
Self Image	589	22	89	67	55.22	13.64

Table (2) exhibits the statistical values of mean score, range and standard deviation calculated by using the data collected from 589 subjects (employees) chosen randomly on availability basis from different governmental and non-governmental organizations. Mean score values for Employee Performance (EP), Agreeableness (Ag.) and Self Image (SI) were found to be 16.44 for EP, 154.47 for Ag and 55.22 for SI. Higher value of mean score for EP, Ag & SI indicates the higher tendency of psychological traits of Employee Performance, Agreeableness and Self Image. Standard deviation calculated with respect to the mean scores of various psychological traits taken as variables for the research like Employee performance, Agreeableness and Self Image was 4.15, 52 and 13.64 respectively. Standard deviation measures the dispersion of individual scores around mean score of all the scores. Higher value of standard deviation with respect to mean score point out a wide spread of scores among data and considered as inconsistent data whereas low value of standard deviation shows the consistency of the data i.e. the scores of the subjects were scattered near to the mean score of the group.

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Table 3 : Co-relationship between Employee Performance & Agreeableness, Employee Performance & Self Image and Agreeableness & Self Image

Variables	N	Pearson Correlation (r)	Coefficient of Determination (r^2)	Adjusted r^2	Standard Error	t value	P value
EP & Ag	589	.864	.746	.502	10.1824	3.79	.031
EP & SI	589	.809	.654	.356	3.1343	3.04	.048
Ag & SI	589	.795	.632	.590	8.030	3.37	.043

Table (3) depicts the values of coefficient of correlation, coefficient of determination and adjusted r^2 calculated by using Karl Pearson method with t value, standard error and p value. The value of coefficient of correlation was found to be r = 0.864 between the variables of Employee Performance and Agreeableness and the r^2 value between these two variables was found to be 0.746 with adjusted r^2= 0.502, these values show a positive and significant relationship between the Employee Performance and tendency of Agreeableness. The t value between employee performance and agreeableness shown in the same table (3) was found to be (t = 3.79, p = 0.031) which supports the finding of positive and significant correlation between the Employee Performance and the tendency of Agreeableness.

The value of coefficient of correlation between the variables of Employee Performance and Self Image was found, r = 0.809 and the r^2 value between these two variables was 0.654 with adjusted r^2 = 0.356, which again shows a positive and significant correlation between the Employee Performance and Self Image. The t value between these two variables i.e. EP & SI shown in the table (3) was found to be (t = 3.04, p = 0.048) which supports the findings of a positive and significant correlation between Employee Performance and Self Image.

The value of coefficient of correlation among Agreeableness and Self Image was found to be r=0.795 and the r^2 value between these two variables was found to be 0.632 with adjusted r^2 = 0.590, this shows a positive and significant correlation between Agreeableness and Self Image. The t value between these two variables (t = 3.37, p = 0.043) also supports the findings of positive and significant correlation. Present research was an effort to find out the effect of enhancement in the tendency of Agreeableness and Self Image upon the Employee Performance. So, the subjects were divided into the two categories of high performer employees and low performer employees on the basis of their performance.

Table 4 : Categorization on the Basis of Performance

Category	Criteria	N	Score Range
High Employee Performance	Subjects having score 20% more than Mean Employee Performance, Agreeableness and Self Image Scores	192	EP = Score≥ 21.294 Ag. = Score≥185 SI = Score≥71
Low Employee Performance	Subjects having score 20% less than Mean Employee Performance, Agreeableness and Self Image Scores	198	EP = Score≤14.196 Ag. = Score≤124 SI = Score≤47

Table (4) shows the categorization of the subjects on the basis of their employee performance as high and low performers. Subjects scored 20% more than the mean Employee Performance score were taken as high performers and subjects having Employee Performance score 20% less than the mean performance score were categorized as low performers. Total 192 subjects were found high performers, 198 low performers and 199 were in others category. Subjects were further grouped on the basis of higher tendencies of Ag & SI as shown in Table (4). 192 subjects selected as high performers were further grouped on the basis of their higher tendency of Ag and SI. Subjects among high performers, who were having higher tendency of Ag & SI i.e. who scored 20% more than mean Ag. & SI score values were grouped as high performers group. Whereas from low employee performance category subjects with lower tendency of Ag. & SI i.e. who scored 20% less than the mean Ag. & SI score values were grouped as low performers group.

Table 5 : Selection of High Performers with Higher Tendency of Agreeableness & Self Image and Low Performers with Lower Tendency of Agreeableness & Self Image

Category	Subjects with Higher Tendency of Agreeableness & Self Image	Subjects with Lower Tendency of Agreeableness & Self Image
High Performers	168	24
Low Performers	16	182

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Table (5) presents the categorization of subjects chosen from high employee performance category with higher tendency of Ag. & SI and low performance category with lower tendency of Ag. & SI. Out of total 192 subjects of high performance group, 168 were found with higher tendency of Ag. & SI and from low performance group of 198 subjects 182 subjects were found with lower tendency of Ag & SI. Subjects selected so were asked to participate in the research and undergo the Behaviour Modification Therapy (for the treatment group) based on the observation, self suggestions and researcher's instructions. Only 110 employees from both the categories (60 from control group and 50 from test group) gave the consent to participate in the research. So, lastly two groups of 40 subjects each were formed both from the high and low performers on random basis by use of lottery draw.

Table 6 : Control and Treatment Group Formation on the Basis of High & Low Tendencies of Employee Performance, Agreeableness and Self Image

Groups	Criteria for EP, Ag & SI Scores	N
Control Group	Subjects having scores 20% more than mean score for EP, Ag. & SI	40
Treatment Group	Subjects having scores 20% less than mean score for EP, Ag. & SI as well as who gave consent to participate in research and undergo the treatment	40

Being the cross-sectional and longitudinal study, selected subjects were lastly divided into two groups i.e. Control Group and Treatment Group of 40 subjects each on the basis of degree of tendency for EP, Ag & SI. Control group was formed of the subjects having higher tendency of EP, Ag. & SI and treatment group was formed of subjects with lower tendency of EP, Ag & SI as shown in Table (6). Now the groups formed so, i.e. control and treatment group were re-tested for all the dimensions of EP, Ag and SI and finding were tabulated in the Table (7)

Table 7 : Descriptive Statistics for Pre-treatment Measure of Employee Performance, Agreeableness & Self Image

Groups	Variables	N	Min.	Max.	Range	Mean	Std. Dev.
Control Group	Performance	40	21	28	7	24.27	1.73
	Agreeableness	40	187	250	63	213.76	18.7
	Self Image	40	72	89	17	79.69	5.46
Treatment Group	Performance	40	7	14	7	10.28	2.0002
	Agreeableness	40	65	123	68	90.23	17.74
	Self Image	40	22	47	25	33.98	7.54

Table (7) shows the pre-treatment values of mean scores of EP, Ag. & SI as 24.27, 213.76 & 79.69 respectively for control group and for treatment group 10.28, 90.23 & 33.98 for EP, Ag & SI respectively. It is clear from the comparison of values of mean scores of control group and treatment group that the mean scores of control group were higher than the mean scores of treatment group for all the variables i.e. EP (Mean $_{cg}$ =24.27 & Mean $_{tg}$ = 10.28), Ag (Mean $_{cg}$ = 213.76 & Mean $_{tg}$ = 90.23) and SI (Mean $_{cg}$ = 79.69 & Mean $_{tg}$ = 33.98). The comparative analysis of pre-treatment values of Standard deviation in control group and treatment group for EP (Std. dev $_{cg}$=1.73, Std. dev $_{tg}$ = 2.0002), Ag (Std. dev $_{cg}$=18.7, Std. dev $_{tg}$ = 17.74) and SI (Std. dev $_{cg}$=5.46, Std. dev $_{tg}$ = 7.54) shows that there is difference in the dispersion of individual score values among control group in comparison to treatment group.

Table 8 : Descriptive Statistics for Control Group and Treatment Group after Treatment

Groups	Variables	N	Min.	Max.	Range	Mean	Std. Dev.
Control Group	Performance	40	22	28	6	24.47	1.579
	Agreeableness	40	185	260	75	216.30	19.73
	Self Image	40	71	89	18	80.89	5.45
Treatment Group	Performance	40	20	26	6	23.57	1.39
	Agreeableness	40	185	250	65	213.61	19.02
	Self Image	40	71	89	18	80.37	4.752

Table (8) presents descriptive statistical results of control and treatment group after application of treatment on subjects of test group only by using the techniques of observation and suggestion based upon the Behaviour Modification Therapy. After giving the treatment to the specified group, both the control and treatment groups were re-tested after a period of 4 months for the dimensions of EP, Ag. and SI. When the results of control group were compared (this group was not given any treatment) with their mean scores recorded four months back, there was no significant difference in the mean scores of this group even after the duration of 4 months. Table (8) also shows that there was no significant difference between the mean score of

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EP, Ag. & SI among the control and treatment group which means that the employees performance of treatment group has improved because of positive impact of the Behaviour Modification Therapy. Comparison of score values shown at Table (7) and Table (8) exhibits that there was significant difference between the mean scores of pre-treatment and post treatment test results of treatment group for all the dimensions such as EP (Mean $_{pre\text{-}treatment}$ = 10.28 & Mean $_{post\text{-}treatment}$ = 23.57), Ag. (Mean $_{pre\text{-}treatment}$ = 90.23 & Mean $_{post\text{-}treatment}$ = 213.61) and SI (Mean $_{pre\text{-}treatment}$ = 33.98 & Mean $_{post\text{-}treatment}$ = 80.37). The increased mean score for EP, Ag. & SI of test group after treatment proved that observation and suggestion technique of Behaviour Modification Therapy has enhanced the tendency of Agreeableness and Self Image among employees and consequently it has improved Employee Performance. Rishipal, (2011) has also stated in his book that managers behavior can be changed by providing them with new knowledge for example in some aspect of their profession, by providing them with new skills, say in the area of human relations. From Table (8) the analysis of Standard deviation values of control and treatment group for EP (Std. dev_{cg}=1.579, Std. dev_{tg} = 1.39), Ag. (Std. dev_{cg}=19.73, Std. dev_{tg} = 19.02) and SI (Std. dev_{cg}=5.45, Std. dev_{tg} = 4.752) shows that there was no significant difference in the dispersion of individual score values among control and treatment group, this again means, the individual values in treatment group were more closer to the mean score value in comparison to the values of treatment group before applying treatment.

Table 9 : Inferential Statistics for Relationship between Employee Performance & Agreeableness after Treatment

Groups	Pearson Correlation (r)	Coefficient of Determination (r^2)	Adjusted r^2	Standard Error	t value	P value
Control Group	.862	.743	.657	12.67	2.10	.032
Treatment Group	.890	.792	.723	12.54	3.16	.027

Table (9) shows inter and intra group relationship between EP & Ag. in between the results of pre and post treatment score values among control and treatment group. The results revealed that EP & Ag were positively and highly correlated (r_{cg} = 0.862, r^2_{cg} =0.743 and r_{tg} = 0.890, r^2_{tg} = 0.792) among both groups findings. The t values (t_{cg} = 2.10 p = 0.032, t_{tg} = 3.16 p = 0.027) also supported that there is positive and significant relationship between EP & Ag.

Table 10 : Inferential Statistics for Relationship between Performance & Self Image after treatment

Groups	Pearson Correlation (r)	Coefficient of Determination (r^2)	Adjusted r^2	Standard Error	t value	P value
Control Group	.754	.568	.411	3.725	3.11	.028
Treatment Group	.801	.641	.631	3.74	2.59	.044

Table (10) shows inter and intra group relationship between EP & SI among control and treatment group after using the treatment on test group. The results revealed that EP & SI were positively and significantly correlated (r_{cg} = 0.754, r^2_{cg} = 0.568 and r_{tg} = 0.801, r^2_{tg} = 0.641) among both the groups. The t values (t_{cg} = 3.11 p = 0.028, t_{tg} = 2.59 p = 0.044) have also supported the findings.

Table 11 : Inferential Statistics for Relationship between Ag. & SI after Treatment

Groups	Pearson Correlation (r)	Coefficient of Determination (r^2)	Adjusted r^2	Standard Error	t value	P value
Control Group	.753	.567	.503	9.048	3.53	.043
Treatment Group	.689	.474	.362	8.89	3.59	.039

Table (11) shows inter and intra group relationship between Ag. & SI among control group and Treatment group after applying the treatment on test group. The results revealed that Ag. & SI were positively and highly correlated (r_{cg} = 0.753, r^2_{cg} = 0.567 and r_{tg} = 0.689, r^2_{tg} = 0.474) among both groups. The t values (t_{cg} = 3.53 p = 0.043, t_{tg} = 3.59 p = 0.039) also supported the results.

Table 12 : Inferential Statistics to Measure Inter-relationship between Employee Performance, Agreeableness and Self Image

Groups	Coefficient of correlation	Coefficient of determination r^2	Adjusted r^2
Control Group	0.785	0.616	0.596
Treatment Group	0.790	0.624	0.601

The interrelationship between Employee Performance, Agreeableness and Self Image was worked out by using multivariate regression technique. Agreeableness and Self Image were independent

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variables and Employee Performance was dependent. Coefficient of determination (r^2_{cg} = 0.616, adjusted r^2_{cg} = 0.596 and r^2_{tg} = 0.624, adjusted r^2_{tg} = 0.601) shows that employee performance was dependent on Agreeableness and Self Image and in both control group and treatment group.

VII. Hypotheses Testing

a) Hypothesis 1

Employee performance will be positively associated with agreeableness and self image.

Findings:

Table (7) shows that employee performance was positively linked to agreeableness and self image. So, the null hypothesis is true and accepted by the findings of research. Viswanathan R. (2011) states in his research that employee personality is closely linked with organizational performance through its effect on employees' behavior, attitudes and service performance. Research of Fisher D.c. and Boyle J.G. (1997) also supports that personality measures predict contextual and motivational aspects of performance. There is also evidence that personality sometimes interacts with ability to predict performance. (Hollenbeck, Brief, Whitener & Pauli, 1988)

b) Hypothesis 2

High performer employees will have high degree of agreeableness and self image in comparison to low performer employees.

Findings:

Table (7) exhibits that high performer employees were having high degree of agreeableness and self image whereas the tendency of agreeableness and self image for low performing employees was lower. So, Hypothesis 2 is accepted. The results are also supported by the research of Nariripour A.A., Tabibi J.S. and Beydokhti T.T. (2011), which found that there is positive significant relationship between performance of managers with extroversion, openness and agreeableness.

c) Hypothesis 3:

The Behaviour Modification Therapy will certainly enhance the degree of agreeableness and self image in treatment group of employees and as a result improved agreeableness and self image will further improve the employee performance.

Table 13 : Impact of Behaviour Modification Therapy on Treatment Group

Treatment Group	Before treatment ($X_{t1 = 10.28}$)	Application of treatment for a period of 4 months	After treatment ($X_{t2 = 23.57}$)
Control Group	Without treatment ($Y_{t1 = 24.27}$)		Without treatment ($Y_{t2 = 24.47}$)
Treatment Effect = $(X_{t2}-X_{t1}) - (Y_{t2}-Y_{t1})$ = (23.57-10.28) – (24.47-24.27) = 13.09			

Findings:

The critical analysis of Table (7), (8) and (13) shows that the mean scores of agreeableness and self-image have improved as a result of Behaviour Modification Therapy and accordingly this improvement in Ag. and SI has further improved the employee performance. Table (13) has also supported the approval and acceptance of Hypothesis 3 as there is significant impact of treatment on the test group (Treatment Effect = 13.09).

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