An Analogy of Big five personality traits: a comparison across All Levels of Management in IT Industries

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Abstract-Purpose – The importance of analyzing the big five personality traits comparison across levels of management in the IT industry is to know the changes in employee behavior when compared with gender and years of experience. Despite this enhanced attention, little is known about its impact workforce in the IT industry. Addressing this gap in research, the purpose of this study is to empirically examine the impact of the workforce in the IT industry on work performance when compared with female employees and male employees, across levels of management in the IT private sector in Bangalore.

Design/methodology/approach – This study gives us the importance of literature on the big five personalities across levels of management in the IT industry. The scaler created by D. W. Fiske and later expanded upon by other researchers including Norman (1967), Smith (1967), Goldberg (1981), and McCrae & Costa (1987) have been used to measure the analysis. Pearson correlation, scatter plot, and hypothesis have been used to understand the degree of relation and workforce in the IT industry.

Findings – This research authenticate that by behavior employee when compared with levels of management and gender-based can be positively and significantly impacted. The results reflect the presence of motivation in the workplace, well-organized resources, positive, energy, compassion, mindfulness, and meaningful work as the employees are experienced. As a fresher to company employee will be more open to taking up new work, need more Centre of attraction. Compared to male and female employees, there is no significant difference in behavior changes.

Research limitations/implications – The interpretation of this study is subjected to certain limitations which can be addressed in future studies. Only five dimensions of the Big Five personality are considered i.e. openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism. Also, the impact has only to be studied on the IT industry in Bangalore.

Practical implications – The finding and research of this study would be a roadmap for IT industries to know and improve the work performance of their employees

Social implications – Retention of employees is critically important to achieving the excellence of human resources. It is need of time for these employers to be more focused on improving work efficiency. This is made possible through the development of an atmosphere that installs these big 5 traits. The observational findings of this research will enable managers to understand how and to what importance employees are at the workplace and their association with different outcomes.

Originality/value – Karnataka's capital, Bangalore, has the sobriquet of Silicon Valley of India, with total IT exports worth US$ 58 billion during the financial year 2021–22, employing 1 000 000 people directly and 3 000 000 lakhs indirectly.

Big5 traits are under-researched and neglected by organizations. It may further benefit those interested in preaching these traits in the workplace.

Keywords: Big 5, Productivity, Growth, Industry Turnover, retention, Organizational performance, Profit, Margin, Bangalore

INTRODUCTION

Personality traits reflect people's characteristics, behavior, thoughts, feels patterns. Personality traits show how a person behaves in a different situation and over time. (C. Reynold, 1987) Personality traits imply consistency and stability in someone who scores high on specific traits (Tu and D. Terzopoulos, 1987). Psychology tests the idea that people differ from each other in terms of where they stand on a set of basic trait dimensions that persevere over time and across situations (S.R. Musse and D. Thalmann, 1997). During the past decade, there has been a growing consensus that each personality is different from one other as described by a hierarchical system composed of many traits, among these approaches. (W. Shao and

D. Terzopoulos, 1997). But among many traits, "The Big Five Personality Traits" have gained more prominence. (John & Srivastava, 1999; Pervin, 1994). The big five personality includes five broad traits known as — Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism which have emerged and have been accepted from many decades of research and have been used to predict, their cross-cultural, health-relevant and other outcomes (Emmons, 1995).

Understanding what a trait is—that is, what one is describing when one solicits a trait construct or testimonial of a trait score—has important implications for building theory and construing research ((Egges, 2007)). Some traits theorists argue that some other traits cannot be completely captured by the big five personality model (R. McDonnell et al., 2008). Theorists argue that people do not act consistently from one situation to another, and they will be influenced by the situation and environment around them (Highberger, L.,1997). Researchers in the big five personality test are concerning the relative power of people's traits versus the situation in which they find themselves as an augur of their behavior (Highberger, L.,1997)). However, even among those who agree on the importance of traits and the Big 5 in particular there remains much debate regarding their conceptualization (Baumeister, R.F. and Leary, M.R., 2017). When we observe people around us, we think about why people are different from one another, some people are very talkative, some people are very quiet, some get anxious, a few people act differently in each situation, some just sit and relax, each time we think these words looking at people around us we are talking about person's personality. (MacDonald, (1995) describes traits as "motivational systems with an affective core". In the current scenario, the IT organization in Bangalore is trying to explore a more strategic way to face the current changing environment. It is expected their employees to take limited leaves and concentrate on more work, ensure commitment by completing deadlines on time, use innovative and creative methods of work, maintain reports, do an abundance of research work, organize hackathons, events/meetings, manage various deadlines and achieve the targets set by their management. But, all these expectations from management result in stress and anxiety, leading to poor performance by employees. In the absence of workplace big5 traits, it will in turn lead to problems such as low productivity, demotivation, attrition, and performance issues. As a result, IT organizations will not be able to fully trigger or utilize the full creativity and ability skills of their employees such as problem-solving, developing ideas, improving productivity, and viewing challenges from a new perspective. However, due to an increase in economic development and competition across the country, there is a need to sustain highly talented, innovative, and creative employees and their performance for the long term to gain a competitive advantage and capture the market (Van der Walt, 2018). It is observed by Naris and Ukpere (2010) that IT organizations have the desire to maintain their gamesmanship so that they can attract more customers, vendors, markets, and talented employees. Thus, there arises a need to make their employees feel more inclined toward their company, work, and co-workers. Although infusing and promoting the right roles imperative on the genders and experience will not only solve all the problems faced by them but also it will give them relief and make difference in their professional as well as personal lives. The research findings have indicated that the alignment of the big five personality test concerns the relative power of people's traits versus the situation in which they find themselves as an augur of their behavior (Highberger, L.,1997)). It can also lead to greater job satisfaction (Usman and Danish, 2010), retention (Pawar, 2009), and ameliorate performance at work (Duchon and Plowman, 2005)

Significance of study

This study has significance because even though the interest, richness, importance, and literature on Big5 traits at work are expanding, there is puzzlement about how Big5 traits contribute to performance in the workplace and personal life (Karakas, 2010). Also, there is a rapid growth in the number of research studies conducted to study workplace Big 5 in management to know more about their employee and how to assign work. Therefore, in this paper, we aim to observational study the impact of Big5 traits on Organization performance among levels of management and gender in IT organizations. The findings of this study would be a strategy for IT organizations or their management to improve work performance among employees with the assistance of Big5 traits at the workplace.

Literature review

The Big Five personality would provide an outstanding result to help the managers in the organization to know what kind of employees are present in the team and how they would be recognized (Rothmann, S. and Cooter, E.P., 2003). IT companies are forecast to be among the rapidly growing recruitment field in the next decennary (Ganu, D. and Kogutu, C.N., 2014). The IT industry has become a major force in society. It is an industry field that many outsiders and even insiders have wrongly stereotyped (Judge, T.A et al., 1999). It is a common belief that to be a good software engineer it is necessary to like mathematics or a similar field (Rothmann, S. and Coetzer, E.P., 2003). People stereotype the behavior of software professionals, as introverts working alone in a corner of their office, hating interaction with others, a typical nerds (Komarraju, M et al., 2009). However, specialties within software engineering today are as diverse as the medical profession, with software engineers working as systems analysts, interface designers, programmers, testers, and maintainers (Picard, R.W., 2003). The Big Five has been applied to several studies that explore various dimensions of human factors in software engineering (Peeters, M.A., et al., 2006). Accordingly, this work reviews the results of these studies to explore existing trends. To attain a greater understanding of human resources in the software.

IT Indutry.

The focus of a Good IT company is to look for business growth, improving sales and revenues and margin growth (Sul, D.N., 2005). Maximizing profits and also shareholder value are two important goals of an organization (Sull, D.N., 2005). Each organization should have a High Mission and Vision statement aligned with the strategies of the Organization. Successful team building, which creates effective, focused work teams, helps in the growth of the organization in the right direction.

Characteristics of a Great Company to Look Out For are: -

Career Growth Opportunities is one of the main factors as all of us join a company with the hopes of growing and advancing our careers. Growth is an important factor to consider when we choose an employer (Bhaskar, P., Joshi, A.2021). We seek to find out the growth opportunities and measures our prospective employer is taking to ensure an upward trend for the employees. Inspiring and motivating Another element of a successful corporate culture is the company culture, according to Gaffney (2005). A good workplace culture should be welcoming, inclusive, and supportive. It gives employees the strong drive they need to get through challenging times (Inkson, K., and Arthur, M.B., 2001). Success and stability of the company depends on the culture of the organization. The fundamental duties include being aware of the company's financial situation and general wellbeing (Hitka, M., Tarcho, P et al. 2012). Joining a firm just before it closes is riskier. When searching for a job, be wary of a company's past and, if possible, information about its market share, rivals, etc. (Weng, Q., McElroy, et al. 2010, 2010). Values and goals are very much needed for motivating employees to achieve both organizational and personal goals (Nawaz, M. and Pangil, F., 2016). They are essential to the company's identity and purpose. Transparent and effective Management is another factor a great corporation should watch out for. There has to be transparency for the organization to run smoothly; hence management needs to be clear, consistent and thorough in the way it is run (Weng, Q. and McElroy, J.C., 2012). Prioritizing employee health and wellbeing is crucial since it increases productivity and lowers employee absenteeism, weariness, and stress. According to Dialoke, I. and Nkechi, P.A.J. (2017), it encourages retention.

How to Identify the Right Company to Work for Ourselves.

Many job searchers think it's impossible to choose the ideal employer in the first place (Kahya, E., 2007). However, they must comprehend that we have the last say and that applying for jobs at any organisation with a large number of open positions is a good idea. Workplace happiness translates into work satisfaction. Before selecting to work for a firm, job seekers should take various variables into account. The following are a few things to watch out for (Milovanska-Farrington, S., 2023).

Sometimes a job seeker will settle for a job, especially after searching for a while. If the growth becomes stagnant, job interest deteriorates (Altonji, J.G. and Spletzer, J.R., 1991). Thus, a proper place to work with basic amenities, and a place of collaboration creates execution excellence and promotes job

interest. This will turn out to be successful in my company.

Core Value Agreement

Companies are driven by ethics and values. To identify the right company, we should consider the core values of the company (Demerouti, E., 2006). The values and those of the company should be in alliance with the employer and employee (Mark, G. and Smith, A.P., 2012). No one is saying they should be the same, but they should not be in contrast. Working in this company should not make us overstep our values, and it is not fair to the company also that we would choose our values over theirs when situations arise (Caldwell, D.F. and Burger, J.M., 1998). Therefore, we should ensure that we are comfortable with the company and builds deeper interests in the organization.

Healthiness of Workspace

A safe working environment is a must need. No one should be subjected to toxic environments for work (McGregor, W., 2000). For this reason, we should confirm what it is like to work in the organization. Practices such as unhealthy rivalry, segregation, and favoritism all cause tension within the workplace. Once we discover any of these traits within the company, we should probably consider taking we apply elsewhere.

Employee Benefits

When we are checking out the right company, we should find out what we stand to benefit from if we work for that company (Vischer, J.C., 2012). To identify the right company, look out for welfare packages, travel allowances, bonuses, health insurance schemes, retirement benefits, and many more. The packages available differ from company to company. This is why we should find out if the benefits offered are helpful to the employees of the company. If we are a person that works better from home or in coworking spaces, we have to get informed whether the company allows us remotely. Unless proper benefits are provided to the employees, it is difficult to retain them.

Recruitment Process

Another significant point to help us identify the right company is the employment process. Recruitment should be as transparent as possible (Nawaz, N., 2019). We need to be sure that they are ready to recruit using the right prerequisites and shunning all forms of injustice, sidelining, or politics. We should understand that we should carry out my company's findings we want to work for as a job seeker. Exploring these possibilities could save us the strain of changing jobs too frequently (Upadhyay, A.K. and Khandelwal, K., 2018).

Good Places in Job Search

Choosing a great company to work for, the majority of job seekers, every job is a good one and every company that gives them a chance is a great one (Vischer, J.C., 2012).

A proper website should depict good places of availability of jobs. This will also show if we are the right fit for the organization with the right set of facilities and proper infrastructure. Their Employees should be happy at the end of the day (Dialoke, I. and Nkechi, P.A.J., 2017).

Table-1-Personality Trait Scoreboard

Your Personality Trait Scores

This Big Five assessment measures your scores on five major dimensions of personality: Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism (sometimes abbreviated OCEAN). Check out your scores on each of the five dimensions in the graph below, then read on to discover what each score means.

Dimension	Score
O	75%
C	81%
E	98%
A	37.5%
N	31%
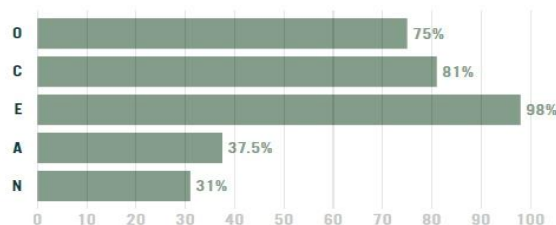
In Table 1, O indicates Openness. People with a high level of openness are generally very active and have an enormous aptitude for creativity and silk and they listen from their hearts. (Cobb-Clark, D.A. and Scherer, S., 2012).They are always into learning new things and trying to explore new skill sets and experiences (Schmitt, D.P et al, 2008). They follow their inner feeling. Employees who have scored high on openness are quite broadminded, think differently, and are modern in their outlook as compared to individuals who score low on the same demission (Komarraju, M, et al., 2009). Such individuals are conservative, reluctant to change, and have a traditional approach to life (Peeters, M.A et al., 2006). Table 1, C indicates Conscientiousness (Roccas, et al.,2002). As the name suggests, an employee with a high score in conscientiousness listens to their conscience and acts accordingly (Cobb-Clark, D.A. and Schurer, S., 2012). Such personalities are extremely cautious and self-disciplined, goal-oriented, and proactive. They never perform any task in haste but think twice before acting (Baumeister, R.F. and Leary, M.R., 2017). People with this personality trait are generally methodical and tend to become perfectionists in the long run. Individuals who score high on conscientiousness are self-disciplined and keen in their work (John & Srivastava, 1999; Pervin, 1994). They strive hard to accomplish goals, objectives, and vision and meet deadlines within the stipulated time frame. Individuals who scoreless are a little laid back, do not go methodical, and are not much goal-oriented (Shaver, P.R. and Brennan, K.A., 1992).

In Table 1, E indicates Extraversion. Extraversion refers to the tendency to focus on gratification obtained from outside the self (Zhang, L.F., 2002). Extroverts are characterized by warmth, positivity, gregariousness, and excitement seeking. (Tapes)Individuals with a high score of extraversion will be more talkative, energetic, assertive, and outgoing (Diener, E. and Seligman, M.E., 2002). They are very social interaction personalities. They often take on positions of leadership (Roccas, S, et al., 2002.)

Table 1, A indicates Agreeableness (Judge, et al., 1999). Individuals with Agreeableness as their high score in personality traits tend to be adjusting in almost all situations (Baumeister, R.F. and Leary, M.R., 2017). Such employees do not crib and are ready to face changes with a happy face and on good terms. They adapt themselves to all situations and are friendly and warm-hearted. People who score high on agreeableness are ready to help others and flash their smiles whenever a problem arises (Cobb-Clark, D.A. and Schurer, S., 2012). Individuals who score low on agreeableness, on the other hand, find difficulties in accommodating themselves with others, are not too friendly, and may crib to get adjusted to getting work them (Cacioppo, J.T. and Patrick, W., 2008).
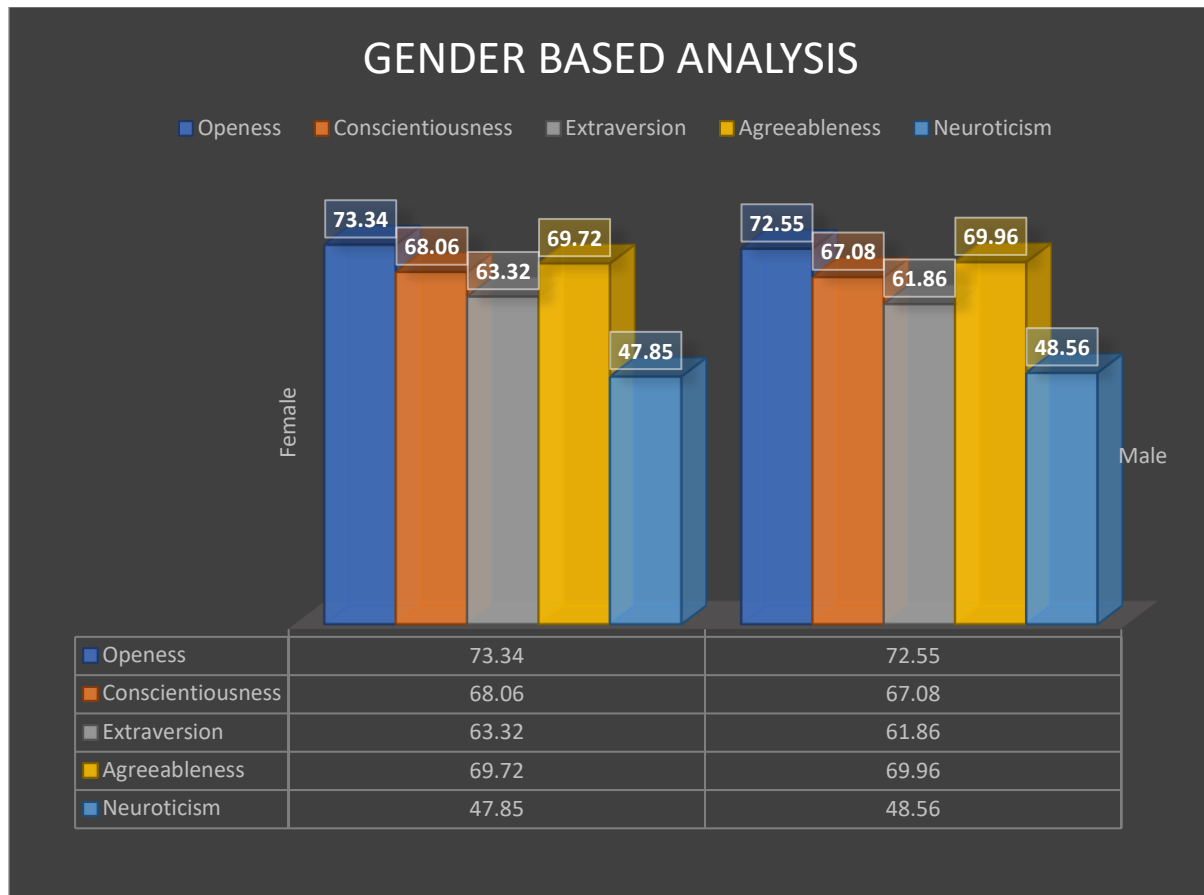
In Table 1, N indicates Neuroticism (Komarraju, M, et al.,2009). Neuroticism is a trait where individuals with negative thoughts such as anxiety, anger, guilt, and so on. Such individuals are often in a state of depression and do not know how to enjoy life (Cobb-Clark, D.A. and Schurer, S., 2012). They always look at the negative sides of life and find it extremely difficult to cope with stress (Zhang, L.F., 2002).

This gives us a detailed comparison of how the traits affect individual behavior.

Impact of Big 5 Traits on Gender in IT Organizations: Study: Comparison between Female and Male Employees:

Out of 100 samples, we have 47 Female employees. In the below chart, we can understand that both Females and males who work in the organization have almost the same personality traits. Both Female and Males are higher in openness, they are open to exploring new things and are clever and sharp, and inventive. We can analyze that Agreeableness is almost the same, they are sympathetic, kind, and appreciative.

Table 2- Gender Based Analysis

GENDER BASED ANALYSIS

■ Openess ■ Conscientiousness ■ Extraversion ■ Agreeableness ■ Neuroticism

	Female	Male
■ Openess	73.34	72.55
■ Conscientiousness	68.06	67.08
■ Extraversion	63.32	61.86
■ Agreeableness	69.72	69.96
■ Neuroticism	47.85	48.56

We conducted a hypotheses test using Shapiro in Python tool, we analyzed female employees have more openness when compared to Male employees. z score is less than 2.33(1.38), the p-value is greater than 0.01(0.083), also the confidence interval contains the value in the null hypothesis (i.e. 0), thus we fail to reject (i.e., accept) the null hypothesis and we do not have enough evidence to conclude that the Male employee is more Openness when compared to Female. We can say that Female employees are more open. Below is the Right-Tailed Test Graph which shows Acceptance Region and Rejection Region.

Organizational performance

The concept of organizational performance has become a topic of criticism in the research field. It is mostly used as a dependent variable by various researchers in studies in any area of management (Singh and Gupta, 2016). However, there are different views from different people about this topic over the period Daft (2001) stated that organizational performance is the ability to accomplish goals and objectives, whereas Ogbonno and Harris (2002) viewed organizational performance as the potential of the organization to attain the ambition effectively set by them. According to Martinelli (2001), performance is an organizational state that results from numerous management decisions as well as the execution of such decisions by the employees working in the organizations. Javier (2002) presented the relativity of organization performance with three Es of work, particularly effectiveness, efficiency, and economy. According to Cascio (2006), the severity of accomplishment or eminence of the employee in the organization for the duties given to him/her based on intent or target to accomplish the ambition is called performance. Whereas Skerlavaj et al. (2007) interpreted parameters that bulked performance in the organization should not only be financial, but non-financial parameters also, Richard (2009) stated that a complex approach to performance in JOCM organization is broadly associated with a market outlook for different products, the extent, and the stakeholders. Although, Antony and Bhattacharyya

(2010) defined it as a measure used to gauge or evaluate the success of the organization to generate and deliver value to its external and internal stakeholders. Greenberg (2011) considered performance as a set of indicators that are financial and non-financial, helping the organization to accomplish objectives and generate results. Kotter (2008) explained the performance of an organization in various terms like revenue, net income, Gross margin, number of employees, physical expansion, increased sustainability in financial aspects, and market share elevation.

Objectives
To understand whether there exists a significant level of impact of workplace Big 5 personality traits on IT Organization performance among employees of different gender & work levels.

Sample
The sample constituted 100 employees of various IT companies, different levels of management (Top, Middle and Lower), divergent age groups, and Gender.
Python and Excel to prove our test by using Shapiro in Python and we got the following results.

Shapiro test:
This test is the most popular to test normality. It has below hypothesis:

H0= The sample comes from a normal distribution.
The sample is not coming from a normal distribution. In Python, SciPy. stats. Shapiro(x) is used. From the test, we can observe that all variables are normally distributed as the null hypothesis is rejected. Taking alpha as 0.05, the calculated p-values from the Shapiro-Wilk test are less than alpha. We have all these tests to test the normality. We can say that graphical representation through easy to understand, but statistical tests can be used to precisely conclude, and numerically explains well if one has an iota of confusion in understanding the graphs.

Research Methodology

Research framework
This study is conducted by two variables; one being independent, i.e... big five personalities in IT

employees when compared with male employees and female employees and levels of management alone with four dimensions openness, Conscientiousness, extraversion, Agreeableness and Neuroticism, and with other being dependent, i.e., performance in their workspace and behavior as the years of experience increases in IT industry. The first part of the study talks about the introduction to the two variables, research formulation, literature, and hypothesis formulation. Research procedures such as research framework, proposed theoretical structure, data collection, data analysis, and survey tools are thoroughly explored in this section. The results and findings are discussed in the conclusive part of the study.

The questionnaire used in this study was designed, analyzed, and developed by D. W. Fiske and later expanded upon by other researchers including Norman (1967), Smith (1967), Goldberg (1981), and McCrae & Costa (1987) i.e. measuring the human behavior, which coved all five-factor model: openness, Conscientiousness, extraversion, Agreeableness, and Neuroticism used in this study. It consists of questions that were based on a pre-established model, and this questionnaire was divided into three categories, which include inaccurate, neutral, and accurate.

Section 1 is talking about openness an employee will be more in exploring new things (Chapman, B.P.,2007), and most employees with less experience will likely have more openness. An employee with openness is good at learning new things and is an asset to the company as there are always ready to get new things done. (McCrae, R.R. and Costa Jr, P.T., 2008)

Section 2 is based on conscientiousness an employee with a higher score is self-disciplined and does the task in a methodical way Goldberg (1981). There are good perfectionists and resources in the company, as they take up tasks and methodically finish the task (Cobb-Clark, D.A. and Scherer, S., 2012).

Section 3 is based on Extraversion which says employees are always positive and excited seekers (Zhang, L.F., 2002). Employees are more talkative, energetic, and outgoing (Seibert, S.E. and Kraimer, M.L., 2001).

Section 4 talks about Agreeableness, employees with a high score will have a personality to adjust themselves to any situation (Judge, et al., 1999), and they are friendly and happy to help others.

Section 5 is based on Neuroticism, employees with this high score need to give more attention (Komarraju, M, et al.,2009). They are angry, and anxious and have negative throughs (Colémont, A. et al 2011).

Sample comprehended individuals employed in IT organizations in Bengaluru. Bengaluru which is India's Silicon Valley has numerous IT industries which give us samples to explore the different levels of management within the workforce.

Data Analysis/Findings:

Data analysis is a process that brings order, structure, and meaning to the mass of collected data (De Vos and Fouche, 2005). Pearson correlation, scatter plot, and regression were the statistical techniques employed to analyze the data. Correlation is the concept of a linear relationship between two variables (Sull, D.N., 2005). Using a co-relational research design, this study aims to investigate the relationship between males and females in the IT sector by testing hypotheses (Shiner, R.L. and DeYoung, C.G., 2013). Regression analysis produces a regression equation where the relationship between each independent and dependent variable is represented by the coefficients. A scatter plot is a graphical presentation that shows the relationship between two variables in a data set. Uses dots to represent values for two different numeric variables. Python is one of the programming languages of many human languages. It is a powerful, elegant, and friendly language that is easy to understand in reading writing, and implementation and a large community of hackers around it. It is very useful in real-world applications. Once an employee learns Python another language is easy to learn and should seem familiar.

A programming language is for thinking of programs, not for expressing programs you've already thought of. It should be a pencil, not a pen. (Paul Graham, author of Hackers and Painters).

Table 2 show the graphical representation of the gender-based analysis of employee. We can see that there are not many significant differences in the same. A women employee scored 73.34 whereas a male employee has 72.55. we can analyze that female employees tend to be open and want to learn new things Smith (1967). Female employees have a higher score in conscientiousness with a score of 68.0 whereas males with 67.05, female employees are more organized and self-disciplined Skerlavaj et al. (2007). A female employee has a higher score in Extraversion 63.32 and a male employee with 61.86 with a positive and attention seeker. There are very few changes in the Agreeable score between male and female employees male score is 69. 96 and female 69.72, both employees have adjusting behavior (Komarraju, M, et al.,2009). When it comes to neuroticism males have a higher score of 48.56 and female employees of 47.85.

Table 3 shows a strong relationship between how experience in work life improves work performance. There is a strong relationship between female employees who tend to be more open and agreeable in the correlation matrix.
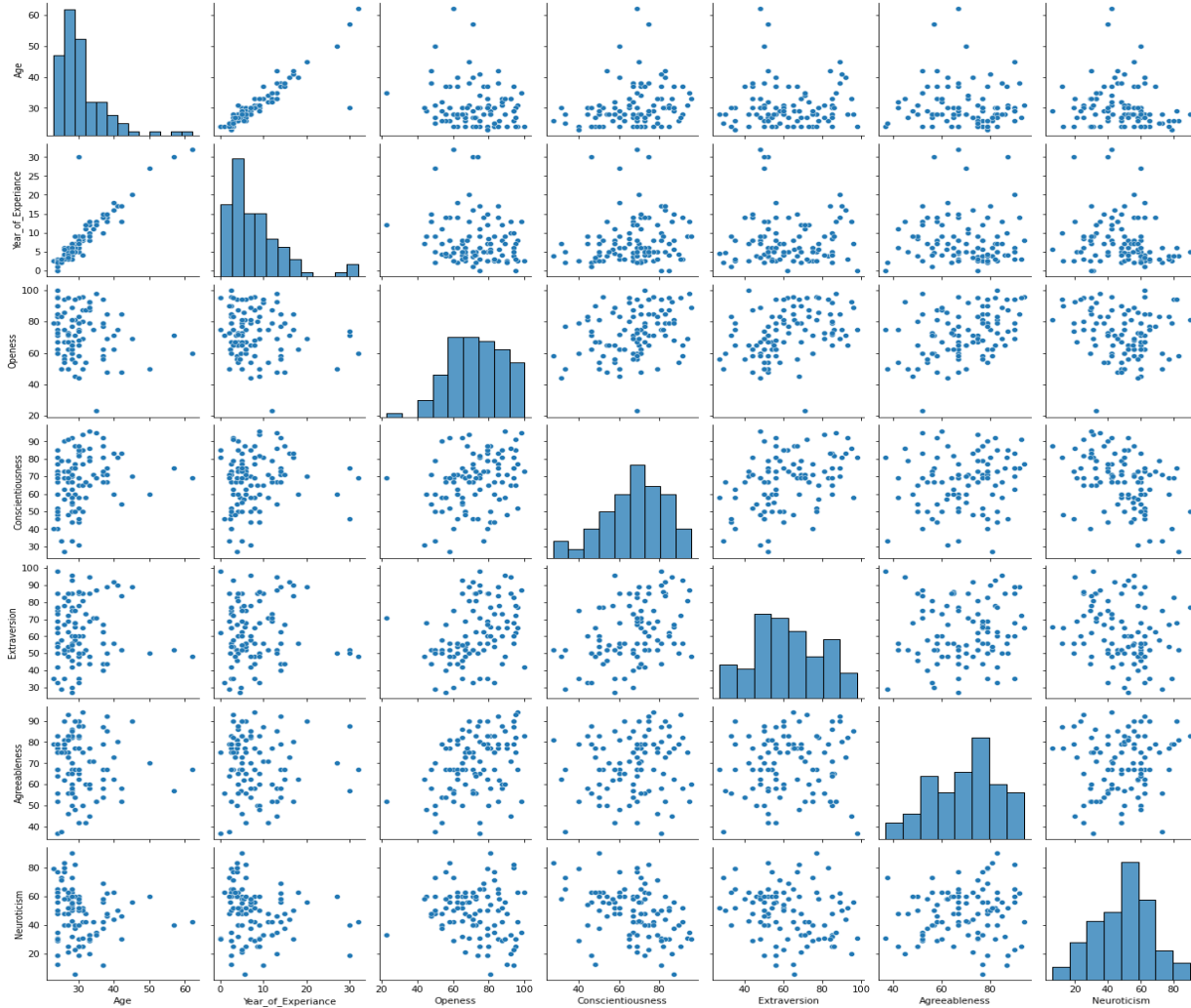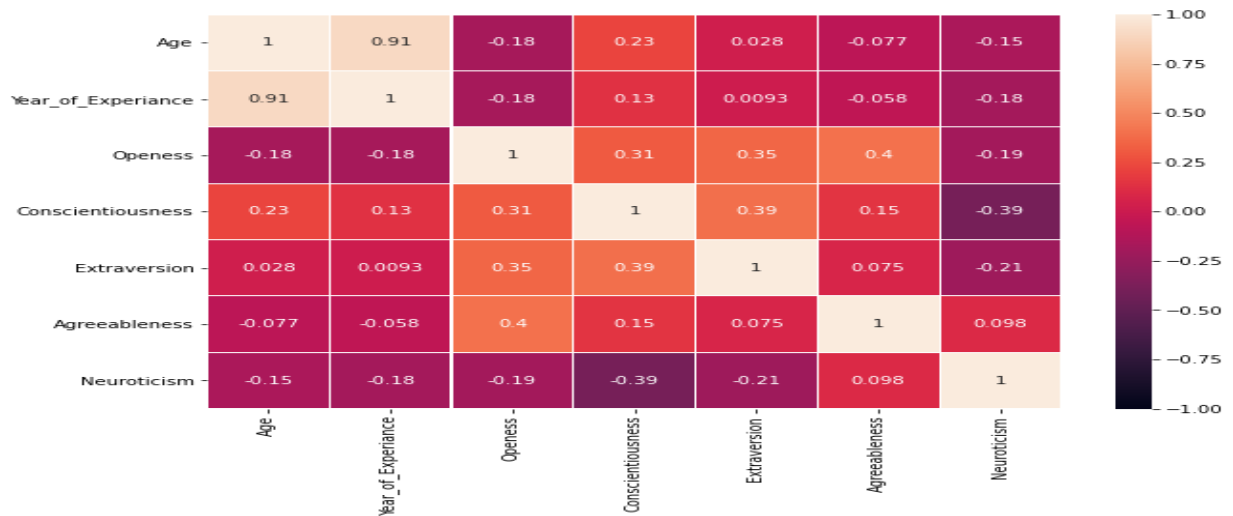
Table- 3 scatter plot

Table- 4 correlation graphs

LIMITATIONS AND FUTURE SCOPE

The results of this study are subject to certain constraints, which can be addressed in future studies. Only four dimensions of workplace Big 5 traits, i.e., Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism, are taken into consideration. The causal relationship between IT company employees and individuals employed in another sector of the industry is also a field of further research. Also, the impact has only been studied on the workplace performance of IT employees. The results of this study cannot be used in a generalized context as the framework of this study is based on other professional roles in the IT industry. This relationship between the two can be analyzed in different sectors as well as in terms of different companies within a sector or comparison between employees of different companies or different sectors.

Implication:
The findings of this study would be statistical planning for IT industries and their employees to improve performance in their workplace and balance work life and personal life. Retention of employees is vitally important so that the supremacy of work performance is achieved. A company needs to invest more time and effort in improving work efficiency. This is made possible through the development of an atmosphere that installs personality development. The empirical findings of this research will enable companies as well as managers to understand how and to what degree employee experience is needed at the workplace and its association with different outcomes. Therefore, employers and policymakers may focus on encouraging personality development, which in turn can positively help in improving companies' performances.

CONCLUSION

The study shows that all 5 traits can significantly impact the workplace in the IT industry which has a dependency on gender, age, and years of experience (McAdams, D.P., 1992). During the study, we inferred that there is a positive correlation between age vs Neuroticism, Agreeableness, extraversion, conscientiousness, and openness (McCormack, L. and Mellor, D., 2002). The scatter plots and correlation graphs show a strong relationship between how roles

improve with years of experience. As the null hypothesis gets rejected, females tend to be more open to new ideas and also conscientious very organized, and responsive to impulses. From the statistical analysis, the p-value also shows female gender affects sociability, Assertiveness, and positive emotionality whereas Males are more towards agreeableness in cooperation, maintenance of social harmony, and consideration of the concerns of others. The z-score hypothesis testing does infer that males are neurotic in they display negative emotion writ quality, anxiety, depression, anger, self-consciousness, and emotional lability (Fung, L., and Durand, R.B., 2014).

Table 4 shows a predominantly correlation between Age and years of experience. As age progresses, he/she displays a high degree of Conscientiousness & neuroticism. The Correlation also goes negative for the younger generation which shows they are more open and innovative (Digman, J.M., 1990).

Table 3 shows scatter plots displaying various spreads and outliers towards various traits across employee levels.

The higher the spread from the mean, the better the employee retention across all genders and roles played.

An employee who believes that his/her work is a significant part of his/her life should have positive feelings toward his/her work. This research furthers empirical studies by explicitly indicating the significance of a meaningful job aspect of employee roles in an organization's success. Openness is all about being present in an employee's mind, not floating around with past, potential feelings, and acceptances (Souri, A., Hosseinpour, S. and Rahmani, A.M., 2018) Agreeableness results in optimistic work-related attitudes. An individual witnessing such a condition would have trouble explaining joy or satisfaction. Thus one becomes more mature in the organization with power and authority with greater years of experience, the organization sees good growth with a healthy workplace (Costa, J.R. and Paul, T., 1996).

Hence from the regression analysis and different graphical plots, we conclude that the Big 5 personality traits have a wide dependency on the critical roles played by gender, age, and years of experience. This also compares all levels of management across IT companies thus building strong execution excellence and job satisfaction.

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