

## **Assessing the Impact of Big Five Personality Traits on Job Performance: A Study in Association with Insurance Agents in Northern Province, Sri Lanka**

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### **Abstract**

The flourishing life insurance industry in Sri Lanka underscores the pivotal role of insurance agents in advancing revenue streams and overall success. This study examines the nexus between the Big Five personality traits and the job performance of insurance agents in the life insurance companies in the Northern Province of Sri Lanka. The independent variables encompass the dimensions of openness to experience, conscientiousness, extraversion, agreeableness, and emotional stability, while the dependent variable comprises job performance. A stratified random sampling approach was employed to distribute 300 structured questionnaires among insurance agents in life insurance companies. The collected data were analyzed by using different statistical techniques. The outcomes of the multiple regression analysis underscore a substantial impact of all Big Five personality dimensions excluding agreeableness on job performance. These findings offer valuable insights for insurance agents, aiding them in making informed career choices. Simultaneously, life insurance company managers can leverage this research to refine their selection criteria, ensuring the recruitment of individuals whose personalities align with the dimensions that significantly impact job performance in the industry and identify the training needs for the personality development of the insurance agent in the life insurance companies in Sri Lanka.

**Keywords:** *Big five personality, Insurance advisors, Job performance, Life insurance company*

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## Introduction

The insurance industry plays a crucial role in the development of various sectors of an economy, contributing to the growth of diverse communities by providing compensation for customer losses. Insurance agents serve as essential assets in this industry, playing a pivotal role as revenue generators (Zoltners, Sinha, & Lorimer, 2008). Their contribution is indispensable for achieving organizational corporate objectives. Consequently, appraising the performance of insurance advisors is of paramount importance for proactive organizations (Xie & Fang, 2020). The Big Five personality dimensions, systematically explained, suggest that personality comprises five distinct dimensions that collectively offer a comprehensive taxonomy for understanding human behaviour (McCrae & Costa, 2019; O'Connor & Paunonen, 2019). These dimensions encompass openness to experience, conscientiousness, extraversion, agreeableness, and emotional stability. While the impact of the Big Five personalities on job performance has been extensively studied in industrial psychology (Zimmerman, Triana, & Barrick, 2020), there is a notable gap in research within the field of life insurance in the Northern Province of Sri Lanka. Assessing insurance agents' job performance can be qualitative or quantitative, often measured by closed business within specific periods, such as annually, semi-annually, quarterly, or monthly. Meta-analytic approaches by Li and Zhang (2021) and Churchill (1985) indicate increasing percentages (6% to 20%) of job performance being influenced by personality traits, emphasizing the increasing impact of personality factors on sales representatives' performance. Notably, insurance advisors frequently changing organizations pose challenges for life insurance companies, as customer

satisfaction is intricately tied to the quality of service provided by these advisors (Robinson & Rousseau, 2022). The dynamic nature of their employment negatively

affects customer satisfaction and the competitive advantage of the organization. Despite numerous studies exploring the relationship between personality and job performance, uncertainties persist regarding whether personality factors truly determine job performance (Smith et al., 2021). The few studies conducted in Sri Lanka have primarily focused on broader sectors such as banking or manufacturing, leaving the insurance industry relatively unexplored (Jayasinghe & Weerakkody, 2020). This lack of attention is critical because insurance agents operate under distinct performance pressures and customer interaction patterns, which may interact differently with personality traits (Liyanage & Rupasinghe, 2021). In the Northern Province of Sri Lanka, several researchers have investigated the impact of Big Five personalities on job performance, yet a specific study addressing the influence on a life insurance company's agents remains lacking in the insurance sector in Sri Lanka. Therefore, this study aims to examine the impact of Big Five personalities on job performance.

## Objective of the Study

### *Primary Objective*

- To find out the impact of Big Five personalities on the Job performance of Insurance agents of Life Insurance companies in Northern Province Sri Lanka.

### *Secondary Objectives*

- To determine the impact of Openness to experience on the Job performance of Insurance agents in life Insurance companies in the Northern Province of Sri Lanka.
- To determine the impact of Conscientiousness on Job performance of Insurance agents in life Insurance companies in the Northern Province of Sri Lanka.
- To determine the impact of Extraversion on the Job performance of Insurance agents in Life Insurance



companies in the Northern Province of Sri Lanka.

- To determine the impact of Agreeableness on the Job performance of Insurance agents in life Insurance companies in the Northern Province of Sri Lanka.
- To determine the impact of Emotional Stability on the Job performance of Insurance agents in life Insurance companies in the Northern Province of Sri Lanka.

### Research Questions

- What is the impact of Openness to the experience of Insurance agents on their job performance?
- What is the impact of the Conscientiousness of Insurance agents on their job performance?
- What is the impact of the Extraversion of Insurance agents on their job performance?
- What is the impact of the Agreeableness of Insurance agents on their job performance?
- What is the impact of the Emotional Stability of Insurance agents on their job performance?

### Literature Review

#### Job Performance

Job performance is defined as "the degree to which an employee effectively executes the duties and responsibilities associated with their job role, thereby contributing to organizational goals." It is commonly understood as a multidimensional construct that includes task performance (the execution of job-specific duties), contextual performance (behaviours that support the organizational environment), and counterproductive work behaviours (actions that hinder organizational effectiveness) (Koopmans et al., 2014).

#### Big Five Personality

The Big Five personality traits, also known as the Five-Factor Model (FFM), is a widely recognized framework in psychology used to describe human personality. It consists of five broad dimensions, each encompassing a range of specific traits (John, Naumann, & Soto, 2008). These dimensions are:

##### *Openness to Experience*

This trait involves the extent to which individuals are imaginative, curious, and open to new experiences. Those high in openness tend to be creative and open-minded, while those low in openness may prefer routine and be more conventional (John, Naumann, & Soto, 2008).

##### *Conscientiousness*

This dimension reflects a person's degree of organization, dependability, and self-discipline. Highly conscientious individuals are typically goal-oriented and responsible, whereas those low in conscientiousness might be more spontaneous or careless (John, Naumann, & Soto, 2008).

##### *Extraversion*

Extraversion measures the degree of sociability, energy, and assertiveness. Individuals high in extraversion are often outgoing and enjoy social interactions, while those low in extraversion, or introverts, may be more reserved and prefer solitude (John, Naumann, & Soto, 2008).

##### *Agreeableness*

This trait reflects the extent to which a person is cooperative, compassionate, and trusting. High agreeableness is associated with being kind and empathetic, while low agreeableness may indicate a more competitive nature (John, Naumann, & Soto, 2008).

##### *Neuroticism*



Neuroticism refers to the tendency to experience negative emotions like anxiety, anger, or depression. Individuals high in neuroticism may be more emotionally reactive and vulnerable to stress, while those low in neuroticism tend to be more emotionally stable and resilient (John, Naumann, & Soto, 2008).

### **Openness to Experience and Job Performance**

Given the findings from previous research, it is noted that openness to experience does not consistently serve as a strong predictor for overall job performance (Griffin et al., 2010). Instead, the evidence suggests that openness to experience holds more utility in predicting training potential rather than immediate job performance (Hurtz and Donovan, 2000). The facets of openness to experience, including Fantasy, Aesthetics, Feelings, Actions, Ideas, and Values (McCrae and Costa, 2004), collectively contribute to these observations. While past studies on openness to experience yield conflicting results regarding its predictive power for job performance, there is a consensus that it tends to demonstrate consistent benefits in customer service-related roles (Hurtz and Donovan, 2000) and certain creative and innovative positions (Hau and Bing, 2018). Salgado (1997) specifically identified a significant relationship between openness to experience and performance in roles such as policing, sales, and skilled labour. Additionally, Richardson et al. (2012) concluded in their research that employee job performance exhibits a positive correlation with openness to experience. Furthermore, Yakasai and Jan (2015) found a significant positive relationship between openness to experience and customer orientation in their study involving logistics sales representatives and other lower-level employees. Based on these collective findings, the hypotheses for this research are formulated as follows:

**H1:** “There is a significant impact of Openness to experience on the job performance of Insurance agents.”

### **Conscientiousness and Job Performance**

Given the extensive research on personality traits and job performance, conscientiousness emerges as a particularly strong determinant of an employee's overall job performance, as indicated by Hurtz & Donovan (2000). Conscientiousness exhibits a positive correlation with job performance and reflects an individual's diligence and ambition in fulfilling organizational tasks, serving as a key indicator of their work ethic (Hurtz & Donovan, 2000). Conscientiousness, considered a broad personality dimension, encompasses two essential bases: achievement motivation and dependability. Individuals high in conscientiousness demonstrate traits such as self-control, self-discipline, and self-organization, showcasing their capacity for strategic planning, goal-oriented work, and task execution (McCrae & Costa, 2004; Barrick et al., 2001). The presence of these traits, particularly high conscientiousness, tends to foster positive employee behaviour within the organization. A large-scale meta-analysis conducted by McCrae and Costa (2004) across various occupational groups, including professional police, managers, sales professionals, and skilled/semiskilled workers, supported the hypothesis that conscientiousness positively correlates with employee performance across these diverse roles. Similarly, Barrick et al. (2001) reinforced their findings, highlighting that individuals characterized by dependability, persistence, goal-directedness, and organizational skills tend to be higher performers. Furthermore, Rai & Hornyak (2013) provided additional support by presenting evidence that greater conscientiousness contributes to superior performance in the service industry. In the context of the present study, these collective findings imply that sales workers who self-rate high in conscientiousness are likely to exhibit superior performance within the organization. Therefore, the refined second hypotheses for this study are as follows:

**H2:** “There is a significant impact of Conscientiousness on Job performance of Insurance Agent.”



### **Extraversion and Job Performance**

Extroverted employees exhibit distinctive characteristics, including heightened interaction, positive emotions, optimism, positive problem-solving tendencies, and a strong need for stimulation (Thoresen et al., 2004). Extraversion not only contributes to enhanced problem-solving abilities through rationality, positive appraisal, and seeking social support among employees but is also a valid predictor of job performance, particularly in roles that involve substantial social interaction (Bing & Lounsbury, 2000).

Specific jobs, such as sales agent and manager, benefit significantly from individuals with high extraversion. Those scoring high in extraversion are often sociable, active, talkative, person-oriented, fun-loving, and optimistic, while low extraversion may manifest as shyness, patience, laziness, and pessimism. The facets of extraversion encompass Warmth, Gregariousness, Assertiveness, Activity, Excitement Seeking, and Positive Emotions (McCrae & Costa, 2004).

Salgado (2019) supported the idea that extraversion predicts not only overall job performance but also sales performance. Other studies suggest that individuals with high levels of extraversion tend to excel in supervisory, police, and sales-related positions. Abbas et al. (2018) noted that individuals with high extroversion are well-suited for roles in the hospitality and services industry. Furnham & Fudge (2008) also emphasized the significant correlation between extraversion and sales performance in their research. Building upon these findings, the researcher formulates the following refined hypotheses for this study:

**H3:** - There is a significant impact of extraversion on the Job performance of Insurance agents.

### **Agreeableness and Job Performance**

Agreeableness, a dimension of personality assessing interpersonal orientation, becomes

evident in individuals who exhibit altruism, kindness, trust, forgiveness, and caring, showcasing a positive attitude towards others. High agreeableness signifies a person's cooperative values and the ability to foster positive interpersonal relationships. However, it may also lead to being perceived as overly trusting, potentially hindering one's inclination to drive hard bargains or pursue self-interest. Rothmann & Coetzer (2003) assert that agreeableness is a significant predictor of job performance, particularly in occupations emphasizing teamwork and customer service.

Individuals high in agreeableness tend to be trusting, helpful, forgiving, soft-hearted, and empathetic, while those low in agreeableness may display traits of selfishness, negativity, doubt, and distrust, often avoiding teamwork due to a lack of cooperativeness. Six sub-dimensions of agreeableness include Trust, Straightforwardness, Humanity, Obedience, Modesty, and Tender-Mindedness (McCrae & Costa, 2004).

Contrary to some earlier research findings, Barrick et al. (2001) found no correlation between agreeableness and overall job performance. Thoresen et al. (2004) emphasized the importance of salespeople-customer collaboration for sales-related employees, suggesting that agreeableness may positively influence salespeople's performance.

However, Rothmann & Coetzer (2003) found in their study that agreeableness is not a significant predictor of employees' task performance. Abbas et al. (2018) further explained that agreeableness has a negative and insignificant relationship with leadership and specific job performance. Based on these varying perspectives, the following hypotheses are formulated:

**H4:** - "There is a significant impact of agreeableness on the Job performance of Insurance Agents."



## **Emotional Stability and Job Performance      Methodology**

Emotional stability, as a personality trait, encompasses characteristics such as self-confidence, calmness, resilience, stress tolerance, and overall well-being. This dimension has demonstrated a correlation with overall job performance across various occupations, making it a potential universal predictor applicable to nearly all jobs (Barrick et al., 2001). Particularly crucial in roles involving customer interaction, emotional stability is a significant predictor of employees' interpersonal performance.

Individuals scoring high in emotional stability exhibit traits of steadiness, well-adjustment, and stress tolerance, contributing to higher-quality working relationships. Gangestad and Snyder (2000) found in their study that emotional stability is positively correlated with supervisory ratings of interpersonal performance. The six sub-dimensions of emotional stability include Anxiety, Angry Hostility, Depression, Self-consciousness, Impulsiveness, and Vulnerability (McCrae & Costa, 2004).

Previous research, including findings from Rothmann and Coetzer (2003), supports the notion that emotional stability predicts job performance. Additionally, Yakasai & Jan (2015) noted a significant negative correlation between neuroticism and employee performance. Yavas et al. (2010) suggested that emotional stability is particularly suitable for service sector employees, given its appropriateness in handling stressful situations tactically.

Arndt & Karande (2012) highlighted that highly neurotic employees may struggle with good customer orientation, leading to potential service issues and customer dissatisfaction. Based on this body of evidence, the following refined hypotheses have been formulated:

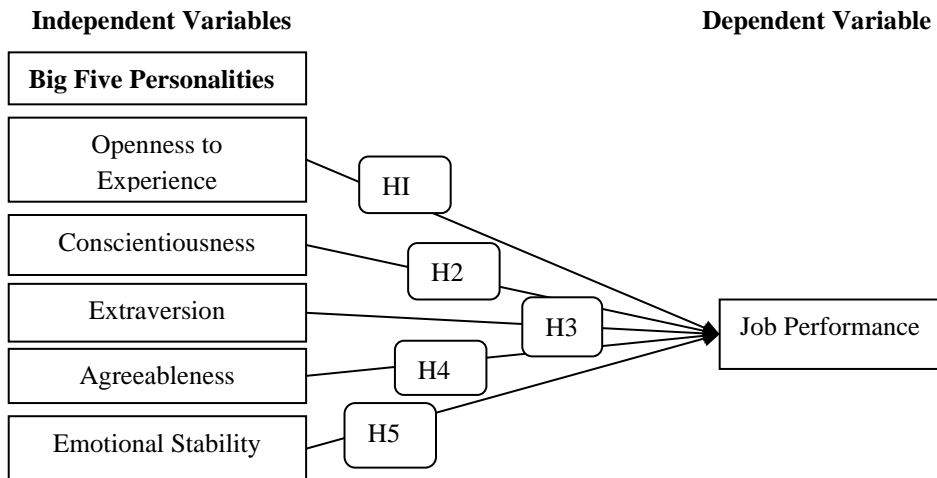
**H5:** - “There is a significant impact of Emotional stability on the Job performance of Insurance Agents.

### **Research Design**

In this research, the philosophy of positivism is adopted, which emphasizes objective observation and the use of empirical data to uncover truths about the subject matter. The study follows a deductive approach, starting with a theoretical framework and testing hypotheses derived from existing theories through systematic data collection and analysis. The objective of this study is to identify the impact of the independent variable (Big Five personalities) on the dependent variable (job Performance), hence quantitative research method is used in this study, which is the most suitable one to explain the impact of the independent variable on the dependent variable.



## Conceptual Framework



**Figure 01: Conceptual Framework**

## Research Method and Instrument

The research methodology employs a closed-ended questionnaire to gather data for the study. The questionnaire will be distributed among respondents, predominantly insurance agents, to elicit their responses. It is structured into three sections for clarity and effective data collection.

### *Section A: Demographic Information*

This section aims to capture essential demographic details of the respondents. Questions are designed to gather information on gender, age, race, level of qualification, years in the current job position, job location, and current marital status. Respondents are requested to provide accurate details to provide a comprehensive overview of the sample.

### *Section B: Big Five Personality Traits*

Comprising five parts, each section addresses factors such as openness to experience, conscientiousness, extraversion, agreeableness, and emotional stability, all known to influence job performance. Each part consists of questions structured on a five-point Likert Scale (Likert, 1932), enabling respondents to express their viewpoints.

Participants are asked to select the response that aligns most closely with their perspectives. (John, Naumann, & Soto, 2008)

### *Section C: Dependent Variable - Job Performance*

This section assesses the dependent variable, job performance, among employees. It is divided into two parts: contextual performance and task performance. These dimensions will be evaluated to gain a nuanced understanding of the factors impacting overall job performance. Respondents are instructed to mark their answers using a checkmark (✓) for the relevant responses. Similar to Section B, Section C utilizes a five-point Likert Scale to measure responses. The use of the Likert Scale ensures a standardized and quantifiable approach to data collection, facilitating a comprehensive analysis of the factors influencing employee job performance. (Koopmans et al., 2014).

## Population & Sampling Procedure

Five life insurance companies were chosen based on their substantial market share and their representation in the districts listed in

the 2022 Annual Report of the Insurance Board of Sri Lanka. To ensure a representative sample, the researcher employed stratified random sampling. The Northern Province, comprising Jaffna, Kilinochchi, Vavuniya, Mullaitivu, and Mannar districts, was the focus area. All selected life insurance companies maintain branches within these five districts.

In line with the stratified random sampling method, the researcher aimed to capture a diverse representation of the population. Specifically, 300 sales representatives were selected from the total population of 1437 sales representatives in the Northern Province of Sri Lanka.

### Method of Data Analysis

To address the research problem, quantitative data will be utilized and analyzed using the

Statistical Package for the Social Sciences (SPSS) software. SPSS is a widely recognized tool for conducting basic and advanced statistical analyses, enabling researchers to draw meaningful conclusions and formulate recommendations. The software facilitates the organization, presentation, and summarization of data, making the results of the analysis more comprehensible.

In this study, various statistical methods will be employed, including descriptive analysis to summarize the data, validity and reliability checks to ensure the accuracy of the measurements, and correlation and regression analyses to explore relationships between variables and impacts. These methods will collectively contribute to a thorough and systematic examination of the research questions.

### Results and Data Presentation

**Table 01: Assessment of Construct Reliability**

	Variables	Number of Items	Cronbach's Alpha
Independent variables	1. Openness to experience	6	<b>0.89</b>
	2. Conscientiousness	6	<b>0.88</b>
	3. Extraversion	6	<b>0.90</b>
	4. Agreeableness	6	<b>0.88</b>
	5. Emotional stability	6	<b>0.89</b>
Dependent variable	1. Task Performance	4	<b>0.90</b>
	2. Contextual Performance	4	<b>0.88</b>
	3. Job Performance	8	<b>0.86</b>

Source: Survey data (2023)

Based on the statistical test, Cronbach's alpha value is greater than 0.7 which is considered good and acceptable (Nunnally & Bernstein, 1994). The above table shows that Cronbach's alpha values for Independent and

dependent variables are greater than 0.7 so the reliability is good and acceptable. Therefore, it can be concluded that the questionnaire design and development are reliable.

**Table 02: Pearson Correlation**

Independent Variable	Job Performance
Openness to Experience	0.645**
Conscientiousness	0.669**



Extraversion	0.657**
Agreeableness	0.594**
Emotional Stability	0.609**

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey conducted by the authors, 2023

The table above presents the correlation between the dimensions of the Big Five personality traits and job performance. The correlation coefficients for job performance with Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Emotional Stability are 0.645, 0.669, 0.657, 0.594, and 0.609, respectively. These results indicate that all the personality traits have a moderate positive correlation with job performance, though Agreeableness shows a slightly

weaker correlation compared to the other traits.

### Multiple Regression

Regression analysis is made to find out the equation which describes the impact between the variables. From the analysis, the dependent variable can be forecasted through the independent variables. The result of multiple regression is given below.

**Table 03: Result of Multiple regression of Job performance**

Variable	Coefficient	t value	Sig
Openness to Experience	0.943***	3.962	0.000
Conscientiousness	0.620**	2.369	0.018
Extraversion	0.954***	3.747	0.000
Agreeableness	-0.031	-0.126	0.900
Emotional Stability	0.912***	4.455	0.000
R2	0.565		
F statistic	76.263		

\*\*\* Significance at 1%

\*\*Significance at 5%

\*Significance at 10%

Source: Survey conducted by the authors, 2023

As per the findings presented in Table, the openness to experience variable exhibits a positive relationship with job performance. Notably, all variables were found to be significant except for agreeableness.

Additionally, the table highlights a significant F-value of 76.263 at the one per cent level. This underscores that the model effectively describes the relationship between employees' performance and the predictor variables. To put it differently, the independent variables significantly contribute to explaining the variance in employee performance.

The R-squared value, recorded at 0.57, signifies that approximately 57% of employee performance can be accounted for by the five dimensions of the Big Five personality traits. Conversely, 43% of the outcome variable is influenced by other factors not considered in this research study.

The estimated regression model can be summarized as follows;

$$Y = 2.418 + 0.943(X1) + 0.620(X2) + 0.954(X3) - 0.031(X4) + 0.235(X5)$$



**Table 04: Result of Adjusted R<sup>2</sup> of Independent Variables with Performance**

Variables	Adjusted R <sup>2</sup>	Decision
Openness to Experience	.408***	Marginally Supported
Conscientiousness	.449***	Marginally Supported
Extraversion	.285***	Low Support
Agreeableness	.362***	Low Support
Emotional Stability	.372***	Low Support

Source: Survey conducted by the authors, 2023

According to Field, 2013 Adjusted R<sup>2</sup> value is as follows.

*High: 0.7 or above*

suggests that a substantial proportion of the variance in the dependent variable is explained by the independent variables, indicating a strong model fit.

*Marginal: 0.4 to 0.69*

Indicates a moderate level of explanatory power, with some variability in the dependent variable not being captured by the model.

*Low: Below 0.4*

Suggests a weak model fit, meaning that the independent variables explain a relatively small proportion of the variance in the dependent variable.

The presented table displays the R-squared (R<sup>2</sup>) values for each independent variable concerning job performance. Notably, Openness to experience and conscientiousness demonstrated marginal support for the job performance of insurance agents in insurance companies and extraversion, agreeableness and emotional stability have low levels of support for the job performance of the insurance agents. Furthermore, when compared with other variables, openness to experience and conscientiousness stood out as highly influential factors contributing to the job performance of the sales representatives.

### Hypotheses Testing

The findings of this study reveal that all hypotheses have been accepted, signifying that the proposed impacts are substantiated by the collected data. However, it is noteworthy that one hypothesis has been rejected (H4), specifically the hypothesis positing, "There is a significant impact of agreeableness on job performance of insurance agents." The rejection implies that, based on the study's results, agreeableness may not exert a significant impact on the job performance of insurance agents in the specified context. This outcome invites further exploration into the dynamics of agreeableness and its potential implications within the unique setting of Northern Province, Sri Lanka.

### Findings and Discussion

The results of the Multiple Regression Analysis indicate a significant overall impact of Big Five Personalities on Job Performance. However, among the individual dimensions of Big Five Personality, Agreeableness was found not to have a significant impact on Job Performance. On the contrary, the dimensions of Openness to Experience, Conscientiousness, Extraversion, and Emotional Stability were identified as significant influencers on the job performance of Insurance agents in Life Insurance companies. Further analysis, considering the R-squared (R<sup>2</sup>) value, revealed that Conscientiousness had the highest impact compared to other dimensions. This suggests that conscientiousness is a crucial factor influencing an employee's job performance.



The study investigates the impact of Big Five personality traits on the job performance of insurance agents. The findings reveal that openness to experience, conscientiousness, extraversion, and emotional stability significantly influence job performance. However, agreeableness shows no significant impact. The results align with recent literature on openness to experience, conscientiousness, and extraversion (Tadić et al., 2022; Salgado, 2019; Judge et al., 2022) and emotional stability (Ng & Feldman, 2020; Barrick et al., 2013; Robertson et al., 2016). Jackson, and Rothstein (1991) found that agreeableness has a weaker and sometimes negligible impact on job performance, particularly in sales roles where assertiveness and competitiveness might be more valued. This could explain why agreeableness did not significantly influence job performance among insurance agents in this study.

In conclusion, the findings suggest that for an Insurance company's Insurance Advisors, possessing Big Five personality characteristics particularly Openness to Experience, Conscientiousness, Extraversion, and Emotional Stability is essential. However, Agreeableness may not play a significant role in impacting task performance and overall job performance in this context.

### **Managerial Implications**

This research is poised to offer valuable insights to the management of Life Insurance companies, enhancing their understanding of how Insurance agents' personality factors impact their job performance. The findings can provide strategic guidance to Branch managers, particularly in the recruitment and selection processes for Insurance agents. Given the high turnover rate in the life insurance industry, the research underscores the importance of considering Big Five personality traits during recruitment to mitigate employment instability. Addressing turnover is crucial to maintaining customer satisfaction and trust.

By highlighting the significance of Big Five personality traits, this research contributes to shaping more informed decisions in hiring practices. Prospective job seekers can also benefit by reflecting on their suitability for a career in the life insurance field based on these personality traits.

Moreover, the findings pave the way for managerial interventions. Managers can identify specific personality factors crucial to job performance and tailor training programs, workshops, and seminars to address any deficiencies in these characteristics among employees. This proactive approach can contribute to enhancing the overall effectiveness and stability of the sales force within Life Insurance companies.

### **Recommendations for Future Research**

The research study gathered data from 300 employees in Life Insurance companies located in the Northern province of Sri Lanka. However, to enhance the generalizability of the findings, it is recommended that future researchers extend the study to cover the entire nation. A broader sample across various regions of Sri Lanka would contribute to a more comprehensive understanding of the relationship between Big Five personality traits and job performance.

Moreover, future researchers are encouraged to employ a mix of quantitative and qualitative methods to explore the phenomenon in-depth. Combining both approaches can provide a richer and more nuanced perspective on the impact of Big Five personality traits on job performance.

Additionally, while the present study focused on Life Insurance Companies, future research endeavours could incorporate general insurance settings. Exploring the relationship between Big Five personality traits and job performance in a broader range of insurance sectors would contribute to a more holistic understanding of the dynamics involved.



## Conclusion

The research clarifies how the Big Five personality traits impact the job performance of Insurance agents in life insurance companies within the Northern province of Sri Lanka. The findings highlight the crucial role of openness to experience, conscientiousness, extraversion, and emotional stability in influencing the job performance of Insurance advisors. This research contributes valuable insights by describing other than agreeableness all four personality traits deemed essential for Insurance advisors in life insurance companies.

The implications of these research findings are particularly beneficial for the management of both private and public

insurance companies. The study offers a clear understanding of personality-related concepts and issues relevant to sales performance, aiding management in strategic decision-making, especially in recruitment, training, and performance evaluation.

Furthermore, the study successfully aligns with previous research by affirming that all dimensions of the Big Five personalities other than agreeableness effectively determine employees' job performance in life insurance companies. Importantly, it provides strong evidence of the significant impact of Big Five Personality traits on job performance. This substantiates the importance of considering personality characteristics in the context of insurance agent roles within the life insurance sector.

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