

Personality Traits and Voluntary Leaving Organization in Selected Government Establishments in Akwa Ibom State, Nigeria

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ABSTRACT: *This study was designed to examine the relationship between personality traits and voluntary leaving organization in selected government establishments in Akwa Ibom State. To achieve the study objective, a survey research design was used. The population of the study consisted 90 senior staff in personnel Department from the Ministries of Agriculture, Finance and Information in Akwa Ibom State. A total sample size of 60 respondents were selected using stratified random sampling technique. Data were collected through questionnaire titled "Personality Traits and Voluntary Leaving Organization Questionnaire (PTVLOQ)" carefully designed and administered to the respondents. A total of 60 copies of questionnaire were distributed to respondents, out of which 58 copies were returned and found to be correctly filled. Data collected were analyzed using tables, simple percentage and Regression. The result of the study showed a positive significant relationship between personality traits and voluntary leaving organization in selected government establishments in Akwa Ibom State. The findings also revealed that employees who scored high in openness to experience as well as neuroticism are bound to make a voluntary decision to leave their organizations. It was recommended from the study that, government establishments in Akwa Ibom State should introduce and maintain a fair and effective reward system for outstanding performances so as to motivate employees to always put in their best and remain in their organizations.*

KEYWORDS: Personality Traits, Voluntary Leaving Organization, Government Establishments, Akwa Ibom State.

INTRODUCTION

Background of the Study

Personality traits could be viewed as stable and consistent individual biological, cognitive and sociological factors that distinguish one person from others and are capable of influencing their behaviors within an organization, Barrick and Mount (2005). Generally, personality traits are best explained from the perspective of openness to experience, conscientiousness, extraversion, agreeableness and neuroticism, (Goldberg 1993, Costa and McCrae 1992). But in specific terms, factors such as job satisfaction, stress, insecurity, self – esteem, creativity and job performance have been also identified to have relationship with employees' personality traits within an organization, Judge and Hies, (2002). The concept of personality traits unarguably constitutes most critical and fundamental issue in the management of both public and private organizations since its first comprehensive attempt by Allport in 1897 - 1967. Since then, several scholars have also made remarkable efforts to demonstrate that individual personality traits are not only the identification of the characteristics that distinguish his behavior from another in an organization but those sensitive human factors that could positively or negatively influence the achievement of organizational productivity, (Jeswani and Dave 2012).

Evidently, this aspect of study has elicited more researches, seminars, and workshops than any other area recently. This however, underscores the importance of, and the urgent need for proper management of the human characteristics in organizations for the realization of the planned goals. To retain talented employees, check wasteful spending associated with recruitment of new employees and discourage voluntary leaving, a fair management of individual characteristics by the organizational managers should be effectively internalized, (Tuzun, 2007, Fitz-Enz, 1998). By implication, for any organization in this competitive economic - based era to achieve its goal(s) there is need for effective management of her employees' characteristics, Wurim (2012). This is because, as the world is rapidly moving in knowledge and information technology, high level skilled employees will become more practically relevant to organizations across the globe, thus the need for organizational commitment and creativity through training and retraining of highly talented and skilled employees. Ideally, it is expected that, employees should perform their responsibilities faithfully and remain with their organizations till retirement. But in practice, this is not always the case in many organizations, at least there must be cases of employee voluntary leaving (Akinyomi 2016). Some scholars contend that, even though, employee voluntary leaving is inevitable and a natural part in any business, it is not without unfavorable financial and non - financial consequences associated with it (Shamsuzzoha and Shumon, 2010).

Several studies have shown that, employee voluntary decision to leave an organization may not be unconnected to employees' personality traits. Thus, for organizations to be successful in their businesses, especially in this highly competitive business environment, the drivers of employees' voluntary leaving must be given adequate attention by the organizational managers. It is against this background that, this study was designed to examine the relationship between personality traits and voluntary leaving organization in selected government establishments in Akwa Ibom State.

Statement of the Problem

In spite many evidences where personality traits influence voluntary leaving in both private and public firms, the missing link in the literature is the lack of clear insight on how these personality traits (openness to experience, conscientiousness, extraversion, agreeableness and neuroticism) may influence employees' decision to remain with an organization or promote their voluntary leaving decision. Though, there are several studies done on this area, it is not known to the researcher whether any study is done in selected government establishments in Akwa Ibom State relating to personality traits and employees' voluntary leaving organization. It is against this background that, this study was designed to examine the relationship between personality traits and voluntary leaving organization in selected government establishments in Akwa Ibom State.

Objectives of the Study

The main objective of this study was to examine the relationship between personality traits and voluntary leaving organization in selected government establishments in Akwa Ibom State. Specific objectives include:

- i. To examine the relationship between openness to experience and voluntary leaving organization in selected government establishments in Akwa Ibom State.
- ii. To investigate the relationship between conscientiousness and voluntary leaving organization in selected government establishments in Akwa Ibom State.
- iii. To assess the relationship between extraversion and voluntary leaving organization in selected government establishments in Akwa Ibom State.
- iv. To determine the relationship between agreeableness and voluntary leaving organization in selected government establishments in Akwa Ibom State.
- v. To ascertain the relationship between neuroticism and voluntary leaving organization in selected government establishments in Akwa Ibom State.

Research Questions

- i. To What extent is the relationship between openness to experience and voluntary leaving organization in selected government establishments in Akwa Ibom State?
- ii. What has been the relationship between conscientiousness and voluntary leaving organization in selected government establishments in Akwa Ibom State?
- iii. To what extent is the relationship between extraversion and voluntary leaving organization in selected government establishments in Akwa Ibom State?
- iv. What is the relationship between agreeableness and ` leaving organization in selected government establishments in Akwa Ibom State?
- v. What has been the relationship between neuroticism and voluntary leaving organization in selected government establishments in Akwa Ibom State?

Research Hypotheses

- i. Openness to experience has no significant relationship with voluntary leaving organization in selected government establishments in Akwa Ibom State.
- ii. There is no significant relationship between conscientiousness and voluntary leaving organization in selected government establishments in Akwa Ibom State.
- iii. Extraversion has no significant relationship with voluntary leaving organization in selected

- government establishments in Akwa Ibom State.
- iv. Agreeableness has no significant relationship with voluntary leaving organization in selected government establishments in Akwa Ibom State.
 - v. There is no significant relationship between neuroticism and voluntary leaving organization in selected government establishments in Akwa Ibom State?

REVIEW OF RELATED LITERATURE

Personality traits could be viewed as stable and consistent individual biological, cognitive and sociological factors that distinguish one person from others and are capable of influencing their behaviors within an organization (Barrick and Mount, 2005). Generally, personality traits are best explained from the five big personality dimension such as openness to experience, conscientiousness, extraversion, agreeableness and neuroticism, (Goldberg 1993, Costa and McCrae 1992). Several studies have revealed that personality traits - the Big five personality factors do not only serve as drivers of voluntary leaving or work changes but work experiences also cause changes in personality characteristics. However, only very few studies are known to investigate the specific employees' personality characteristics that could influence or cause changes in organization. Voluntary leaving is generally described as a deliberate (voluntary) act of quitting or leaving a current job or an organization, (Milovanovic, 2017). Maertz, & Griffeth, (2004) believed that conscientiousness is likely to influence the moral and ethical motivation forces that influence employees' voluntary leaving.

Findings from a previous study by Christiane and Hannes (2015) revealed that, openness to experience is a significant driver or predictor of upward job changes in an organization. It was revealed from the study that, employees who scored high in openness to experience are liable to seek opportunities in other organization. A number of studies have been carried out on how conscientiousness and extraversion traits could influence employees' voluntary leaving. Among such studies is the one conducted by Mahfuz (2012) on conscientiousness and extraversion and intent to leave. The study investigated the effect of conscientiousness and extraversion on employees' voluntary leaving an organization. Questionnaire was used as an instrument for data collection from 500 respondents. The finding of the study showed that conscientiousness and extraversion had negative relationship with voluntary leaving. The study recommended that organization should adopt appropriate methods to enhance human resource practices in order to increased employees' retention rate. Zimmerman, (2008), believes that employees with higher level of extraversion have more contacts with others in the organization and are more likely to search for social relationships. According to McCrae, & Costa, (1997), Employees with this trait socialize easily within the organization and adapt faster to the organizational culture, thus have lower probability of voluntary leaving tendency.

Another related study is that conducted by Saket and Sumita (2014) on the impact of employees' personality traits on turnover intention. The finding of the study revealed that both extraversion and agreeableness have negative impact on voluntary leaving intention. The study recommended that organizations should adopt appropriate human resource practices methods that could increase employees' retention. Neuroticism as one of the big five personality traits is characterized by tension and irritability. Maertz, & Griffeth, (2004) discovered that, employees who are willing to abide by rules of their

organization rarely quit their job voluntarily. Several studies have established that, employees with high neuroticism scores are insecure and more likely to seek opportunities in other organizations, (Digman, 1990). Similarly, it was revealed from a study conducted by Abd. Ghani et al. (2008) that, neuroticism is a predictor or driver of employees' voluntary leaving. It was discovered from the study that, employees who are high in neuroticism are more prone to voluntary leaving due to fear and anxiety.

Farrukh, Ying and Mansori (2017) conducted a study on organizational commitment: an empirical analysis of personality traits. The study utilized SmartPLS software structural equation modeling technique. The study finding revealed that extraversion, agreeableness, and conscientiousness have positive relationship with affective commitment while neuroticism and openness were negatively related with affective commitment. Abaikpa, *et al.*, (2022) in Jam, et al (2012) on neuroticism and job outcomes. Data were collected from 212 employees of public and private sector organizations of Pakistan. The finding of the study revealed that there is a mediation between neuroticism and voluntary leaving intent. The study recommended that organizational practitioners should be well trained on how to handle the employee stress and intent to leave.

Cote (2005) found that employees with high negative emotionality such as sadness and anger are not likely getting social support from their colleagues, rather they always experience interpersonal conflicts and increased stress level which eventually lead to employees' voluntary leaving. Miroslava and Ondrej (2018) carried out a study on personality traits and turnover intentions of the manufacturing workers. The study sample consisted of 229 respondents, 63.3% (145) were men and 36.7% (84) were women, aged between 21 and 60 ($M = 35.39$, $SD = 9.50$). Pearson's correlation coefficient and linear regression were used as analytical tools. The finding of the study revealed that neuroticism is a predictor of voluntary leaving intention.

Below is the model of personality traits and employee voluntary leaving organization:

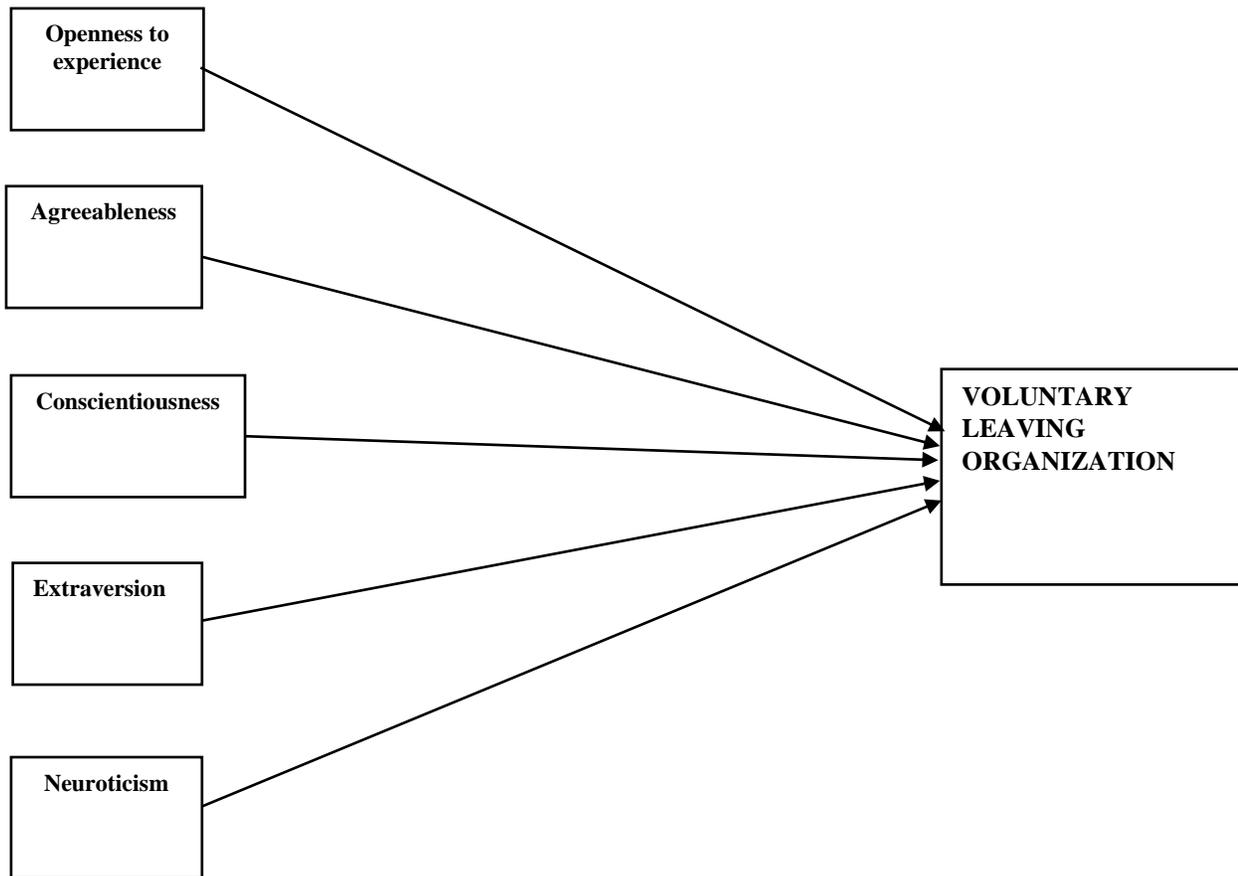


Figure 1: Personality Traits and Employee Voluntary Leaving Organization Model.

Openness to Experience

Openness characteristic could be described as the ability to adequately take ideas, situations and lifestyles, even if they are completely new and unusual. According to Barrick & Mount, (1997) imaginative, cultured, broad minded, intelligent and artistically sensitive employees are believed to be open. In support of this assertion, Deyoung, Quilty, Peterson and Gray (2014) aver that employees who are high in openness to experience always display skill and predisposition to seek, comprehend and utilize more information in an organization. There are a lot of controversies surround openness to experience over a period of time now. Some scholars view openness to experience as a two - edged sword which could influence employees' behaviors either to remain in an organization or make a voluntary leaving decision respectively, Costa and McCrae (1997). Unlike other traits, openness to experience is viewed to have a dependable correlation with employees' career performance, Barrick, Mount and Judge (1997).

Agreeableness

Employees with agreeableness traits would always like to maintain good and rewarding relationships with their organization and reciprocate their organization for providing them with an enabling social environment, Matzler et al. (2011). Agreeable employees are courteous, flexible, trusting, well-mannered, cooperative and tolerant, Barrick and Mount (1997). Agreeableness is strongly related to teamwork and has a positive relationship with performance. Thus, it may not be a major predictor of voluntary leaving, Matzler et al. (2011).

Neuroticism

Researchers have studied the employees' behaviors in terms of personality of traits and discovered that neurotic employees are always nervous, depressed, angry, emotional, and insecure (De Jong & Hartog, 2008). In their views, Judge and Hies (2002) submit that neurotic employees are limited in social skills and they always avoid conditions that seem to overwhelm them in an organization. To MacCrae & Costa (1992) neuroticism may predict voluntary leaving organization since employees who score high in neuroticism always express negative emotions to their organizations.

Conscientiousness

Conscientious employees are characterized as hardworking, careful, thorough, organized and persevering. MacCrae (1992) described an employee who is high in conscientiousness trait as organized, persistent and goal oriented. Conscientious employees are believed to be rationally loyal to their organizations by forming long term contracts in their exchange relationship with them, Barrick & Mount (1997). This makes conscientious employees dependable, responsible and achievement oriented, Barrick and Mount (1991). Matzler et al. (2011) argued that employees with high level of conscientiousness likely contribute to the achievement of organizational performance through documenting and sharing of their knowledge. To Kumar and Bakhshi (2010) conscientious employees always exhibit high sense of discipline, dutifulness, obligation and persistence. They believe that conscientious employees are hard - working group of employees. Rothmann and Coetzer (2003) discovered that conscientious employees are very resourceful to their organizations. Conscientiousness as employees' trait is not found to be effective driver of employees' voluntary leaving an organization, Barrick et al (2001).

Extraversion

Extroverts are sociable and expressive, Barrick and Mount (1997). They have always desire social recognition, status and power, MacCrae & Costa, (1997). According to Batey and Furnham (2006), extraversion is not described as a good predictor of employees' voluntary leaving but as a trait that promotes employees' creativity and innovation with strong positive relationship with affective commitment with their organizations. MacCrae (1992) identified characteristics associated with extraversion trait to include positive emotion, excitement seeking, gregariousness and warmth.

Theoretical Review

Theories are made to help to understand a concept or phenomenon. Accordingly, the relationship between personality traits and voluntary leaving organization is strengthened by the following theories:

Equity Theory

Equity theory basic concept is about the perception individual employees have on how they are treated as

compared to their coworkers. However, every individual employee wants to be compensated fairly according to his inputs or contributions to the work, Redmond (2010). Equity theory holds that employees' performance is based on what he considers as fair when compared his reward with his input (Redmond, 2010). In support of this principle, Gogia (2010) avers that equity theory explains employee's input – output relationship as well as their attempt to minimize any sense of inequity that might arise. Employees' perception of what is fair and what is not fair can influence their behaviors in an organization. However, it is not wrong to suggest that, employees' perception of inequity in an organization could influence their voluntary leaving decision by seeking opportunities where they feel they will be fairly compensated.

Expectancy Theory

Expectancy theory is a theory that offers a classic explanation of employees' behavioral pattern as regards choices, Lawler, Porter and Vroom (2009). The impression behind expectancy theory is that employees are motivated if they are assured that efforts will result in their desired reward or expectation, Redmond (2010). This means that expectancy theory is based on performance/effort and rewards/expectation. The expectancy theory believes that individual employees are pursuing different goals and they can only be motivated if they are assured that their performance/effort will result in a desirable reward or expectation, and the reward will satisfy their cardinal needs, Lawler, Porter and Vroom (2009). Thus, employees who feel their efforts do not result in desired expectations may be compelled to make a voluntary leave decision seeking better opportunities in organizations they think their performance or effort will be equitably rewarded.

Herzberg Two Factor Theory

Herzberg two factor theory are two factors that influence employees' motivation and satisfaction in an organization. The theory explains certain factors in an organization that can lead to job satisfaction and those that can lead to job dissatisfaction, Boundless (2015). The relationship between these two set of factors may not necessarily be linear. Meaning that the factors that cause satisfaction may not necessarily contradict those that cause dissatisfaction. However, this theory has significant influence on how motivated or satisfied an employee is. The two factors involved hygiene factors and motivators. Hygiene factors refer to wages, salaries and other financial remuneration, company policies and administration, quality of interpersonal relationship, working conditions, job security and quality of supervision. It is an organizational responsibility to address the hygiene factors to avoid employees' unpleasant feelings which may result in voluntary leaving organization, Sincero (2008). Apparently, satisfaction of hygiene factors motivates employees to put their best in their work. The motivators comprise challenging work, status, opportunity for career/personal growth/achievement, responsibility, sense of personal growth/job achievement and recognition, Sincero (2008). Motivators arise from employees' desire to attain their personal growth. Job satisfaction, however, is attained with the presence of motivators. Nonetheless, effective motivators do not only lead to job satisfaction but also lead to better and superior performance. However, inability of an organization to address the hygiene factors and motivators may result in employees' voluntary leaving.

Human Capital Theory

Human capital theory is a theory that explains the key competences, skills, knowledge and abilities of the employees which could help an organization to maintain its competitive advantage over others. The

theory emphasizes attention on human resource planning, development and achievement of employee's needs and organizational performance through training and development. Human capital theorists believe that training, education and organizational achievement are correlated, which means, that the more trained and developed an employee is the more fulfilled and creative to an organization. This implies that an organization that invests in training and development of its employees will record low rate of employee voluntary leaving.

METHODOLOGY

Research Design: A Survey research was adopted adopted for the study.

Population: The population of the study consisted 90 senior staff in personnel Department from the Ministries of Agriculture, Finance and Information in Akwa Ibom State.

Sample Size and Sampling Techniques: A total sample size of 60 respondents was selected using stratified random sampling technique.

Sources of Data Collection: Data for this research work were collected through two sources primary and secondary sources. The primary data were obtained by the researcher through questionnaire administration and personal interviews also known as triangulation of methodologies. Secondary data were obtained from published reports, books, journals, newspapers, magazines and internet.

Instrument for Data Collection: The instrument for data collection was "Personality Traits and Voluntary Leaving Organization Questionnaire" (PTVLOQ). The Questionnaire was divided into two sections. Section A and section B. Section A sought for information on the demographic data of the respondents. Section B of the questionnaire comprised 20 items. The Questionnaire was constructed using a modified four – point Likert - typed scales ranging from Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD). This method was used because of its advantage of ensuring identical responses for the same items from all the respondents. Besides, it gave the respondents a wider opportunity to express their level of agreement or disagreement on personality traits and voluntary leaving organization.

Validity of Research Instrument: The validity is basically concerned on how a research instrument measures what it intended to measure, Field (2005). Face validity on the other hands is concerned on a subjective judgment or assessment on the operationalization of variables (Oluwatayo, 2012). Consequently, the researcher was concerned with the degree to which the instrument measured personality traits and voluntary leaving organization. Face validity of the questionnaire was established in order to make sure that the questionnaire items appear to take care of relevant information in the area of interest. The face validity of the questionnaire was established by the researchers and experts in the Department of Business Administration, Akwa Ibom State University. Each sub - section in the questionnaire had five items which were reviewed by the experts and all ambiguous items were removed and those found relevant were retained. The experts certified that the instrument was face valid and should be used for the study. Their opinions helped to strengthen the quality of the instrument.

Reliability of the Instrument: A test is said to be reliable if it measures what it is supposed to measure consistently (Huck, 2007). The reliability of the instrument was based on the premise that the measuring instrument would produce similar result when it is repeated. The internal consistency of the instrument was determined by Cronbach's Alpha (CA) analysis.

Methods of Data Analysis: Considering the nature of data collected the statistical methods adopted for data analysis was regression analysis which was used for testing the hypotheses to ascertain the relationship that exists between the identified variables. This tool was adopted based on non-parametric analysis – ordinal scale data. The data were analyzed with the help of a statistical tool using Statistical Package for Social Sciences (SPSS, Version 23 Outputs).

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

Data Presentation and Analysis

The data gathered using the questionnaire were presented below:

Table 4.1.1: Number of questionnaires returned (NQR)

S/N		Frequency	Percent	Valid Percent	Cumulative Percent
1	Number of questionnaires returned	58	96.7	96.7	96.7
2	Number of questionnaires not returned	2	3.3	3.3	100.0
	Total	60	100.0	100.0	

Source: SPSS version 23 outputs

From the above table, it is depicted that out of 60 copies of questionnaires administered to senior staff in Personnel Departments of the Ministries of Agriculture, Finance and Information, Akwa Ibom State, 58 copies were returned in a useable form representing 97% while 2 copies were not returned, which represent only 3%. We therefore use 58 copies of returned questionnaires as the bases for the analysis.

Table 4.1.2: Gender distribution of respondents (SEX)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	3.3	3.3	3.3
Male	35	58.3	58.3	61.7
Female	23	38.3	38.3	100.0
Total	60	100.0	100.0	

Source: SPSS version 23 outputs

Table 4.1.2 above depicts the gender distribution of the respondent. From the table, out of 58 questionnaires returned, 35 were male representing 58.3%, while 23 respondents were female representing 38.3%. This implies that the majority of the respondents were male.

Table 4.1.3: Age distribution of respondents (Age)

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
	2	3.3	3.3	3.3
25-30	10	16.7	16.7	20.0
31-35	15	25.0	25.0	45.0
36-40	17	28.3	28.3	73.3
41 & above	16	26.7	26.7	100.0
Total	60	100.0	100.0	

Source: SPSS version 23 outputs

The table above depicts that 16.7% of the sampled respondents are within the age bracket of 25-30 years, 25% are within the age bracket of 31-35 years while 28.3% of the respondents are within the age bracket of 36-40 years, 26.7% of the respondents are within the age bracket of 41 above years.

Table 4.1.4: Marital status of respondents (Marital)

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
	2	3.3	3.3	3.3
Single	12	20.0	20.0	23.3
Married	30	50.0	50.0	73.3
Divorced	8	13.35	13.35	100.0
Widowed	8	13.35	13.35	
Total	60	100.0	100.0	

Source: SPSS version 23 outputs

The above table shows that 12 respondents were single representing 20% while 30 respondents were married representing 50%. Also, 8 respondents were divorced and another 8 respondents were widowed representing 13.35% each respectively.

Table 4.1.5: Educational qualification distribution of respondents (Qualification)

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
	2	3.3	3.3	3.3
SSCE	8	13.3	13.3	16.7
OND/NCE	11	18.3	18.3	35.0
HND/B.Sc	32	53.3	53.3	88.3
MBA/M.Sc	4	6.7	6.7	95.0
Ph.D	3	5.0	5.0	100.0
Total	60	100.0	100.0	

Source: SPSS version 23 outputs

The above table shows that out of 58 questionnaires correctly filled and returned, 8 respondents representing 13.3% were holders of SSCE while OND/NCE holders were 11 representing 18.3% and 32

(53.3%) were holders of HND/B.Sc and 4 respondents representing 6.7% were MBA/M.Sc holders. Also, only 3 respondents representing 5% were holders of P.hD educational qualifications.

Table 4.1.6: Working experience distribution of respondents (Experience)

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
	2	3.3	3.3	3.3
0-5	5	8.3	8.3	11.7
6-10	25	41.7	41.7	53.3
11-16	16	26.7	26.7	80.0
17 & above	12	20.0	20.0	100.0
Total	60	100.0	100.0	

Source: SPSS version 23 outputs

Table 4.1.6 above shows that 5 respondents representing 8.3% have 0-5 years working experience, 25 respondents representing 41.7% have 6-10 years working experience. Also, 16 respondents (26.7%) have years of working experience between 11-16 years and 12 respondents (20%) have 17 years & above working experience.

Table 4.1.7: Rank distribution of respondents (Rank)

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
	2	3.3	3.3	3.3
Junior Staff	25	41.7	41.7	45.0
Senior Staff	20	33.3	33.3	78.3
Management Staff	13	21.7	21.7	100.0
Total	60	100.0	100.0	

Source: SPSS version 23 outputs

The above table depicts rank distribution of respondents. The table revealed that 25 respondents representing 41.7% are junior staff, 20 respondents (33.3%) are senior staff while 13 respondents representing 21.7% were management staff.

RESEARCH QUESTIONS

To what extent is voluntary leaving in my ministry?

Table 4.2.1: Responses on whether there is a voluntary leave in government establishments in Akwa Ibom State

OPTIONS	SA	A	SD	D	TOTAL
Employees voluntarily leave my ministry	14	5	0	1	20(34.48%)
My ministry witnessed voluntary leaving among employees monthly	7	3	3	0	13 (22.41%)
My ministry witnessed voluntary leaving among employees biannually	5	5	3	3	16(27.59%)
My ministry witnessed voluntary leaving among employees annually	3	4	1	1	9 (15.52%)
Total	29(50.00%)	17(29.31%)	7 (12.07%)	5(8.62%)	58 (100%)

Source: Field Survey, 2022

Table 4.2.1 above shows that out of 58 respondents, 29 respondents representing 50% strongly agreed that there is a voluntary leaving in government establishments in Akwa Ibom State. Also, 24 respondents (41.38%) agreed to the claim. Also, 17 respondents (29.31%) strongly disagreed to the claim while 7 respondents (12.07%) disagreed. We therefore conclude that there is a voluntary leaving in government establishments in Akwa Ibom State.

Research Question One

To what extent is the relationship between openness to experience and voluntary leaving organization in government establishments in Akwa Ibom State?

Table 4.2.2: Responses on the openness to experience and voluntary leaving organization

OPTIONS	SA	A	SD	D	TOTAL
People whose aspirations are not satisfied voluntarily leave my ministry.	9	5	2	2	18 (31.03%)
Employees with adequate opportunities to achieve their ambitions rarely quit job voluntarily in my ministry.	6	8	1	2	17 (29.31%)
People always quit job voluntarily in my ministry due to absence of experienced mentors of staff.	4	6	2	1	13 (22.41%)
Employees with lower risk perceptions are more prone to quit job voluntarily in my ministry.	3	5	0	2	10 (17.24%)
TOTAL	22 (37.93%)	24 (41.38%)	5(8.62%)	7(12.07%)	58(100%)

Source: Field Survey, 2022.

Table 4.2.2 above shows that out of 58 respondents, 22 respondents representing 37.93% strongly agreed that there is a relationship between openness to experience and voluntary leaving organization in selected government establishments in Akwa Ibom State. Also, 24 respondents (41.38%) agreed to the claim. Only 5 respondents (8.62%) strongly disagreed to the claim while 7 respondents (12.07%) disagreed. We therefore conclude that there is a relationship between openness to experience and voluntary leaving organization in selected government establishments in Akwa Ibom State.

Research question two

What has been the relationship between conscientiousness and voluntary leaving organization in government establishments in Akwa Ibom State?

Table 4.2.3: Responses on the conscientiousness and voluntary leaving organization

OPTIONS	SA	A	SD	D	TOTAL
Staff in my ministry are highly dependable.	4	10	6	4	24 (41.38%)
Staff in my ministry always avoid taking risk of quitting job voluntarily.	3	4	2	1	10 (17.24%)
Because employees in my ministry are hardworking, they do not quit job voluntarily.	2	2	4	1	9 (15.52%)
Staff in my ministry do not always persevere with the management hence they leave their job voluntarily.	2	3	6	4	15 (25.86%)
TOTAL	11(18.9%)	19 (32.76%)	18(31.0%)	10(17.24)	58 (100%)

Source: Field Survey, 2022

Table 4.2.3 above reveals that out of 58 respondents, 11 respondents representing 18.97% strongly agreed that there is a relationship between conscientiousness and voluntary leaving organization in selected government establishments in Akwa Ibom State. Also, 19 respondents (32.76%) agreed to the claim. However, 18 respondents (31.03%) strongly disagreed to the claim while 10 respondents (17.24%) disagreed. We therefore conclude that there is a relationship between conscientiousness and voluntary leaving organization in selected government establishments in Akwa Ibom State.

Research question three

To what extent is the relationship between extraversion and voluntary leaving organization in government establishments in Akwa Ibom State?

Table 4.2.4: Responses on the extraversion and voluntary leaving organization

OPTIONS	SA	A	SD	D	TOTAL
My ministry has ambitious employees who would not want to quit their job voluntarily.	10	4	3	1	18 (31.03%)
Employees always leave my ministry voluntarily due to lack of recognition by management.	1	2	6	8	17 (29.31%)
Staff in my ministry who are always sociable don't quit their job voluntarily.	6	4	1	2	13 (22.41%)
Employees in my ministry who are not active in their responsibilities always leave voluntarily.	4	4	1	1	10 (17.24%)
TOTAL	21(36.21%)	14 (24.14%)	11(18.97%)	12 (20.69%)	58 (100%)

Source: Field Survey, 2022

Table 4.2.4 above depicts that 21 respondents representing 36.21% strongly agreed that there is a relationship between extraversion and voluntary leaving organization in selected government establishments in Akwa Ibom State. Moreover, 14 respondents (24.14%) agreed to the claim. Additional 11 respondents (18.97%) strongly disagreed to the claim while 12 respondents (20.69%) disagreed. We therefore conclude that there is a relationship between extraversion and voluntary leaving organization in selected government establishments in Akwa Ibom State.

Research question four

What is the relationship between agreeableness and ` leaving organization in government establishments in Akwa Ibom State?

Table 4.2.5: Responses on the agreeableness and voluntary leaving organization

OPTIONS	SA	A	SD	D	TOTAL
Employees who are given serious commitments in my ministry rarely quit their job voluntarily.	5	9	0	2	10 (17.24%)
Good interpersonal relationships motivate employees to remain in my ministry.	8	6	2	1	13 (22.41%)
Employees who are adaptable to my ministry and adherent to rules are less likely to leave voluntarily.	6	4	1	2	17 (29.31%)
Employees' lack of willingness to abide by rules in my ministry causes them to voluntarily leave voluntarily.	5	3	2	2	18 (31.03%)
TOTAL	24(41.38%)	22 (37.93%)	5 (8.62%)	7 (12.07%)	58 (100%)

Source: Field Survey, 2022

Table 4.2.5 above shows that out of 58 respondents, 24 respondents representing 41.38% strongly agreed that there is a relationship between agreeableness and voluntary leaving organization in selected government establishments in Akwa Ibom State. Also, 22 respondents (37.93%) agreed to the claim. Only 5 respondents (8.62%) strongly disagreed to the claim while 7 respondents (12.07%) disagreed. We therefore conclude that there is a relationship between agreeableness and voluntary leaving organization in selected government establishments in Akwa Ibom State.

Research Question Five

What has been the relationship between neuroticism and voluntary leaving organization in government establishments in Akwa Ibom State?

Table 4.2.6: Responses on the neuroticism and voluntary leaving organization

OPTIONS	SA	A	SD	D	TOTAL
Employees would always leave my ministry voluntarily due to lack of job security.	8	6	2	4	20 (34.48%)
Staff in my ministry who always feel depressed due to poor welfare package always leave voluntarily.	5	5	3	2	15 (25.86%)
Staff in my ministry who always feel worried about poor remuneration would leave voluntarily.	6	3	3	3	15 (25.86%)
Employees in my ministry who always anxious for better opportunities elsewhere voluntarily leave.	3	2	1	2	8 (13.79%)
TOTAL	22(37.93%)	16 (27.59%)	9 (15.52%)	11(18.97%)	58 (100%)

Source: Field Survey, 2022

Table 4.2.6 above shows that out of 58 respondents, 22 respondents representing 37.93% strongly agreed that there is a relationship between neuroticism and voluntary leaving organization in selected government establishments in Akwa Ibom State. Also, 16 respondents (27.59%) agreed to the claim. 9 respondents (15.52%) strongly disagreed to the claim while 11 respondents (18.97%) disagreed. We therefore conclude that there is a relationship between neuroticism and voluntary leaving organization in selected government establishments in Akwa Ibom State.

Empirical Results

4.3.1 Descriptive Statistics Analysis Results

Table 4.3.1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std.	Skewness		Kurtosis	
					Deviation	Statistic	Std. Error	Statistic	Std. Error
VOLO	58	1	4	3.21	.969	-1.033	.314	.041	.618
OTEX	58	1	4	3.05	.981	-.915	.314	-.050	.618
CONS	58	1	4	2.53	.995	-.043	.314	-1.006	.618
EXVE	58	1	4	2.76	1.159	-.346	.314	-1.349	.618
AGRE	58	1	4	3.09	.996	-.950	.314	-.072	.618
NEUR	58	1	4	2.84	1.136	-.502	.314	-1.164	.618
Valid N (listwise)	58								

Source: SPSS version 23 outputs

Table 4.3.1 above shows that VOLO has a mean score of 3.21; this implies that the average score of voluntary leaving organization in government establishments in Akwa Ibom State in this domain is 3.21. VOLO has a standard deviation of 0.969, showing that the deviation from the mean is quite high hence; the data are clustered around the mean. The minimum value of VOLO is 1 and a maximum value of 4 was recorded. This statistic reveals that the level of deviation of the minimum from the maximum value is high. Thus, indicating much disparity in the number of employees with voluntary leaving organization in government establishments in Akwa Ibom State.

The average value for openness to experience (OTEX) is 3.05 with a standard deviation of 0.981. Therefore, there exists very significance variation among the values of openness to experience under study. The minimum value is 1 while the maximum value is 4. The statistics reveal that the level of deviation of the minimum from the maximum value is high. Thus, indicating a high disparity in the level of openness to experience among employees.

Conscientiousness (CONS) maintained the mean value of 2.53 and the value of the standard deviation is 0.995 which implies high variations among the conscientious employees. The maximum and minimum values were 1 and 4 percent respectively.

From the descriptive statistics results, it was further revealed that extraversion (EXVE), agreeableness (AGRE) and neuroticism (NEUR) showed much disparity in the number of employees with the above personality traits in government establishments in Akwa Ibom State.

Test of Research Hypotheses**Hypothesis one:**

H₀: There is no significant relationship between openness to experience and voluntary leaving organization in government establishments in Akwa Ibom State.

H₁: There is a significant relationship between openness to experience and voluntary leaving organization in government establishments in Akwa Ibom State.

Using data from tables 4.2.1 and 4.2.2 using the model:

$$VOLO = \beta_0 + \beta_1 OTEX + u_t$$

The empirical results are presented in tables below:

Table 4.4.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.953 ^a	.909	.900	.306

a. Predictors: (Constant), NEUR, CONS, AGRE, EXVE, OTEX

Table 4.4.2: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	48.642	5	9.728	103.768	.000 ^b
	Residual	4.875	52	.094		
	Total	53.517	57			

a. Dependent Variable: VOLO

b. Predictors: (Constant), NEUR, CONS, AGRE, EXVE, OTEX

Table 4.4.3: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.468	.144		3.249	.002
	OTEX	.106	.041	.107	2.585	.027
	CONS	.190	.100	.196	1.908	.062
	EXVE	.113	.152	.135	.739	.463
	AGRE	.735	.225	.756	3.268	.002
	NEUR	.654	.165	.623	3.964	.000

a. Dependent Variable: VOLO

Decision:

As observed in table 4.4.3 above, since the calculated probability (Sig.) of 0.027 was less than the p-value of 0.05, the null hypothesis was rejected in favor of the alternative hypothesis which states that there is a significant relationship between openness to experience and voluntary leaving organization in government establishments in Akwa Ibom State.

Hypothesis two:

Ho: There is no significant relationship between conscientiousness and voluntary leaving organization in government establishments in Akwa Ibom State.

H₁: There is a significant relationship between conscientiousness and voluntary leaving organization in government establishments in Akwa Ibom State.

Using data from tables 4.2.1 and 4.2.3 using the model:

$$VOLO = \beta_0 + \beta_1 CONS + u_t$$

Decision:

Table 4.4.3 above shows that the calculated probability (Sig.) of 0.062 was greater than the p-value of 0.05, therefore, the null hypothesis was accepted, which states that there is no significant relationship between conscientiousness to experience and voluntary leaving organization in government establishments in Akwa Ibom State.

Hypothesis three:

Ho: There is no significant relationship between extraversion and voluntary leaving organization in government establishments in Akwa Ibom State.

H₁: There is a significant relationship between extraversion and voluntary leaving organization in government establishments in Akwa Ibom State.

Using data from tables 4.2.1 and 4.2.4 using the model:

$$VOLO = \beta_0 + \beta_1 EXVE + u_t$$

Decision:

As observed in table 4.4.3 above, the calculated probability (Sig.) of 0.463 was greater than the p-value of 0.05, therefore, the null hypothesis was accepted, which states that there is no significant relationship between extraversion and voluntary leaving organization in government establishments in Akwa Ibom State.

Hypothesis four:

Ho: There is no significant relationship between agreeableness and voluntary leaving organization in government establishments in Akwa Ibom State.

H₁: There is a significant relationship between agreeableness and voluntary leaving organization in government establishments in Akwa Ibom State.

Using data from tables 4.2.1 and 4.2.5 using the model:

$$VOLO = \beta_0 + \beta_1 AGRE + u_t$$

Decision:

Table 4.4.3 above depicts that the calculated probability (Sig.) of 0.002 was less than the p-value of 0.05, therefore, the null hypothesis was rejected in favor of the alternative hypothesis, which states that there is a significant relationship between agreeableness and voluntary leaving organization in government establishments in Akwa Ibom State.

Hypothesis five:

Ho: There is no significant relationship between neuroticism and voluntary leaving organization in government establishments in Akwa Ibom State.

H₁: There is a significant relationship between neuroticism and voluntary leaving organization in government establishments in Akwa Ibom State.

Using data from tables 4.2.1 and 4.2.6 using the model:

$$VOLO = \beta_0 + \beta_1 NEUR + u_t$$

Decision:

In table 4.4.3 above, it was observed that the calculated probability (Sig.) of 0.000 was less than the p-value of 0.05, therefore, the null hypothesis was rejected in favor of the alternative hypothesis, which states that there is a significant relationship between neuroticism and voluntary leaving organization in government establishments in Akwa Ibom State.

DISCUSSION OF FINDINGS

The five hypotheses tested revealed inconsistent results. In the five hypotheses tested, the regression results revealed that a regression coefficient of 0.468 in Table 4.4.3 indicates a positive relationship between openness to experience, conscientiousness, extraversion, agreeableness, neuroticism and voluntary leaving organization in government establishments in Akwa Ibom State. R² of 0.909 in table 4.4.1 implying that about 90.9% variations in the voluntary leaving organization in government establishments in Akwa Ibom State are caused by openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism while the remaining 9.1% are caused by other variables not captured by the model. However, in the first hypothesis, since the calculated probability (Sig.) of 0.027 in table 4.4.3 was less than the p-value of 0.05, we concluded that there is a significant relationship between openness to experience and voluntary leaving organization in government establishments in Akwa Ibom State. This finding is consistent with the findings of Christiane and Hannes (2015) who revealed that, openness to experience is a significant driver or predictor of upward job changes in an organization. It was revealed from the study that, employees who scored high in openness to experience are bound to make a voluntary decision to leave their organization.

In the second hypothesis, since the calculated probability (Sig.) of 0.062 in table 4.4.3 was greater than the p-value of 0.05, it was revealed that there is no significant relationship between conscientiousness and voluntary leaving organization in government establishments in Akwa Ibom State. This result is in line with Barrick et al (2001) who discovered that conscientiousness as employees' trait is not found to be effective driver of employees' voluntary leaving an organization. The finding is also in support with that of Barrick & Mount (1997) who stated that conscientious employees are believed to be rationally loyal to their organizations by forming long term contracts in their exchange relationship with them.

Consistently, hypothesis three, since the calculated probability (Sig.) of 0.463 in table 4.4.3 was greater than the p-value of 0.05, it was concluded that that there is no significant relationship between extraversion and voluntary leaving organization in government establishments in Akwa Ibom State. This finding is consistent with Batey and Furnham (2006) who revealed that extraversion is not described

as a good predictor of employees' voluntary leaving but as a trait that promotes employees' creativity and innovation with strong positive relationship with affective commitment with their organizations. Also, since the calculated probability (Sig.) of 0.002 in hypothesis four was less than the p-value of 0.05 as observed in table 4.4.3, it was concluded that there is a significant relationship between agreeableness and voluntary leaving organization in government establishments in Akwa Ibom State. This finding is consistent with Matzler et al. (2011) who revealed that agreeableness trait may not be a major predictor of voluntary leaving organization. The finding is also supported by Matzler et al. (2011) who averred that employees with agreeableness trait would always like to maintain good and rewarding relationships with their organization and reciprocate their organization for providing them with an enabling social environment. Further ANOVA regression analysis revealed that in hypothesis five, since the calculated probability (Sig.) of 0.000 in table 4.4.3 was less than the p-value of 0.05, we concluded that there is a significant relationship between neuroticism and voluntary leaving organization in government establishments in Akwa Ibom State. This finding is consistent with MacCrae & Costa (1992) who believed that neuroticism may predict voluntary leaving organization since employees who score high in neuroticism always express negative emotions to their organizations. The finding is also in support of Abd. Ghani et al. (2008) who revealed that, neuroticism is a predictor or driver of employees' voluntary leaving. They discovered that, employees who are high in neuroticism are more prone to voluntary leaving due to fear and anxiety.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary of the Findings

This study was designed to examine the relationship between personality traits and voluntary leaving an organization in selected government establishments in Akwa Ibom State. To achieve this objective, a survey research design was used for the study. The population of the study consisted 90 senior staff in personnel Department from the Ministries of Agriculture, Finance and Information in Akwa Ibom State. A total sample size of 60 respondents was selected using stratified random sampling technique. Data were collected through questionnaire titled "Personality Traits and Voluntary Leaving Organization Questionnaire (PTVLOQ)" carefully designed and administered to the respondents.

The data collected were tested using Cronbach's Alpha Formula. A total of 60 copies of questionnaire were distributed to respondents, out of which 58 copies were returned and found to be correctly filled. This gave a response rate of 97%. Both descriptive and inferential statistics were used to analyze the collected data. Specifically, descriptive statistics were used to analyze the collated data while ANOVA regression analysis was used to test the research hypotheses. Descriptive analysis was used to produce mean, range of scores (Minimum & Maximum), standard deviation, skewness and kurtosis for each variable of the study. The ANOVA regression analysis was conducted to examine the strength of the relationship between each of the dependent and independent variables. The reported t-statistics or p-values would be used to test the significance of the stated research hypotheses. The ANOVA regression technique was adopted to specify the relationship between the variables in the hypotheses of the study.

The result of the study showed that there is a positive significant relationship between personality traits and voluntary leaving an organization in selected government establishments in Akwa Ibom State. The result of the findings also revealed that employees who scored high in openness to experience as well as neuroticism are bound to make a voluntary decision to leave their organizations.

Conclusion

In conclusion, there is a positive significant relationship between personality traits and voluntary leaving an organization in selected government establishments in Akwa Ibom State. The independent variables namely: openness to experience and neuroticism contribute significantly to voluntary leaving organization in selected government establishments in Akwa Ibom State. The study revealed that voluntary leaving is dependent to an extent on the employees' perception of equity and inability of an organization to address the hygiene factors as well as motivators.

Recommendations

From the findings of this study, the following recommendations were made:

- i. Government establishments in Akwa Ibom State should introduce a fair and effective reward system for outstanding performances so as to motivate employees to always put in their best and remain in their organizations.
- ii. A biased method of performance appraisal should be discouraged. The employees should be openly appraised and rewarded to ensure fairness and transparency.
- iii. Organisations particularly, government establishments in Akwa Ibom State should be more proactive in human capital management practice to ensure effective and improved performance of their employees, thus discouraging voluntary leaving.

Suggestions for Further Studies

This research study was conducted to examine the relationship between personality traits and voluntary leaving organization in selected government establishments in Akwa Ibom State. The findings of this study should not be generalized to all government establishments in Nigeria because of the socio-cultural differences of the people and environment. In view of this, the following areas are suggested for further researches.

- i. Same study should be carried out in other government establishments outside Akwa Ibom State.
- ii. Same study should be replicated in private organizations within and outside Akwa Ibom State.

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APPENDIX I

SECTION A PERSONAL INFORMATION

Please kindly tick where appropriate in the spaces provided below:

1. Gender: Male [] Female []
2. Age: 25-30 [] 31-35 [] 36-40 [] 41 and above []
3. Marital Status: Single [] Married [] Divorced [] Widowed []
4. Highest Educational Qualification: SSCE [] OND/NCE [] HND/B.Sc. [] M.Sc./MBA [] Ph.D. []
5. Years of Service/Experience: 0 – 5 [] 6 – 10 [] 11 – 16 [] 17 and above []
6. Rank: Junior Staff [] Senior Staff [] Management Staff []

SECTION B

QUESTIONNAIRE ON PERSONALITY TRAITS AND VOLUNTARY LEAVING ORGANIZATION IN SELECTED GOVERNMENT ESTABLISHMENTS IN AKWA IBOM STATE

S/N	OPENNESS TO EXPERIENCE AND VOLUNTARY LEAVING ORGANIZATION	SA	A	SD	D
A					
7	People whose aspirations are not satisfied voluntarily leave my ministry.				
8	Employees with adequate opportunities to achieve their ambitions rarely quit job voluntarily in my ministry.				
9	People always quit job voluntarily in my ministry due to absence of experienced mentors of staff.				
10	Employees with lower risk perceptions are more prone to quit job voluntarily in my ministry.				
B	CONSCIENTIOUSNESS AND VOLUNTARY LEAVING ORGANIZATION	SA	A	SD	D
11	Staff in my ministry are highly dependable.				
12	Staff in my ministry always avoid taking risk of quitting job voluntarily.				
13	Because employees in my ministry are hardworking, they do not quit job voluntarily.				
14	Staff in my ministry do not always persevere with the management hence they leave their job voluntarily.				
C	EXTRAVERSION AND VOLUNTARY LEAVING ORGANIZATION	SA	A	SD	D
15	My ministry has ambitious employees who would not want to quit their job voluntarily.				
16	Employees always leave my ministry voluntarily due to lack of recognition by management.				
17	Staff in my ministry are always sociable and don't quit their job voluntarily.				
18	Employees in my ministry are not active in their responsibilities hence they always leave voluntarily.				

D	AGREEABLENESS AND VOLUNTARY LEAVING ORGANIZATION	SA	A	SD	D
19	Employees who are given serious commitments in my ministry rarely quit their job voluntarily.				
20	Good interpersonal relationships motivate employees to remain in my ministry.				
21	Employees who are adaptable to your ministry and adherent to rules are less likely to leave my ministry voluntarily.				
22	Employees' lack of willingness to abide by rules in my ministry causes them to voluntarily leave my ministry.				
E	NEUROTICISM AND VOLUNTARY LEAVING ORGANIZATION	SA	A	SD	D
23	Employees would always leave my ministry voluntarily due to lack of job security.				
24	Staff in my ministry who always feel depressed due to poor welfare package always leave voluntarily.				
25	Staff in my ministry who always feel worried about poor remuneration would leave voluntarily.				
26	Employees in my ministry who always anxious for better opportunities elsewhere always leave voluntarily.				