

Do Employee Personality Traits Affect Employees' Intention to Stay? A Study on Sales Force of Pharmaceutical Industry in Bangladesh

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Abstract: Employee retention is a critical challenge for organizations, demanding a sound understanding of factors influencing employees' intention to stay. This study investigates the impact of the Big Five personality traits: openness, conscientiousness, emotional stability, agreeableness, and extraversion on employees' intentions to stay, addressing a significant research gap and offering insights into personality-based retention strategies. Employing a positivist paradigm and a quantitative approach, this research has utilized a causal-comparative design with data collected from 200 employees via a structured questionnaire. The analysis confirms data reliability through Cronbach's Alpha and assesses normality to validate parametric testing, including correlation and multiple linear regression. Results indicate that conscientiousness and openness significantly affect employees' intention to stay when emotional stability, agreeableness, and extraversion contribute to employees' intention to stay but to a lesser extent. This study highlights the critical role of openness and conscientiousness in enhancing employee commitment and reducing turnover. Organizations are encouraged in this study to focus on these traits in their HR practices to improve retention outcomes. Findings also provide actionable insights for developing effective retention strategies and enrich the understanding of personality traits in organizational behaviour.

Keywords: *Employee Retention, Big Five Personality Traits, Intention to Stay, Conscientiousness, Openness*

Introduction: With the pace of economic development, almost all industries are proliferating in Bangladesh. The pharmaceutical industry is no exception and represents a rising economic prospect for Bangladesh. At the same time, Bangladesh has ranked 71st out of 134 countries that are global pharmaceutical exporters [30]. There are 278 licensed pharmaceutical companies in Bangladesh, which offer 27,287 registered drugs to meet 98% of the domestic demand [32]. More than 30 companies in this industry are exporting their pharmaceutical products to around 130 countries [30]. In the 2021 fiscal year, pharmaceutical industry accounted for 1.83% of the national GDP with an 11.7% growth rate [52]. To support this demand pharmaceutical industry employs a large sales workforce, with 115,000 workers [64]. The pharmaceutical industry is highly dependent on human resources for both manufacture and sales. The success behind this industry can be attributed to its highly talented, skilled, and dedicated workforce [56].

At the same time, due to increasing competition, pharmaceutical companies are under pressure to operate within a rapidly changing environment. These changes require organizations to pay additional attention to their skilled staff to keep them engaged and loyal to the organization [7]. Globalization, economic fluctuations, and rising job market competition further make this challenge unpredictable [37]. Finding the right talent among a large number of job seekers is daunting, as talent is rare. It is also challenging for organizations to retain talented individuals once they have been hired [16]. Human resource management aims to ensure that employees remain with the organization [47]. Retaining qualified employees is crucial for an organization's survival, performance, and productivity [55]. To ensure employee retention, organizations implement various HRM strategies, such as training and development, promotional opportunities, attractive and fair compensation packages, and work-life balance [40]. However, these measures are not always effective in reducing employee turnover and management alone cannot guarantee employee retention [5]. An organization can make every effort to retain employees, but if the employees do not wish to stay, no strategy will be effective [13]. Employees must have a personal desire to remain with the organization [21]. Therefore, organizations must not only provide a supportive environment but also ensure that employees are motivated to stay [16]. Employees' intention to stay with an organization depends also on their personal characteristics, such as personality traits related to employment [49]. Although organizations can make efforts to retain employees, if employees are not willing to stay, no organizational strategy will be effective. According to Balasuriya and Perera, employees' intention to stay depends on their personality traits [9]. Thus, personality traits are a crucial factor in employee retention [50]. Key personality traits include openness, conscientiousness, emotional stability, agreeableness, and extraversion [72]. These traits influence an employee's intention to stay. No organization can offer perfect conditions, so employees need to possess personality traits that support retention [21].

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In this regard, this study differentiates the employee retention factors based on employee personality traits. This study focuses on the big five personality traits, as identified by Fiske [18], which include openness, conscientiousness, emotional stability, agreeableness, and extraversion [72]. These traits have been used to analyse their impact on employees' intention to stay. The findings will help pharmaceutical companies develop employee selection policies based on these personality traits.

Despite the introduction of various managerial approaches to employee retention, the field has continued to evolve [31]. Turnover remains a dynamic area of research, with numerous studies addressing this topic [1]. The focus on employee turnover and intention to stay has emerged as a significant research area [13]. Some studies have found that certain human resource strategies can enhance employee retention [2]. Additionally, career development opportunities, training, compensation, and rewards have been shown to support employee retention [40]. Though retaining employees is a serious challenge for many organizations, yet there is a lack of research on this topic, particularly regarding the impact of employee personality traits on the intention to stay. Furthermore, no study has explored employees' perspectives on retention within organizations. To the best of the knowledge of the researchers of this study, this is going to be the first attempt to examine how employee personality traits affect employees' intention to stay. At least, it will be making a ground-breaking contribution in designing strategy for retaining talent in the pharmaceuticals industry of Bangladesh. Hence, the broad objective of this study is to investigate the impacts of employee personality traits on employees' intention to stay in their current organization. This broad objective will be achieved with the support of the following specific objectives which contain five dimensions of employee personality traits as independent variables (openness, conscientiousness, emotional stability, agreeableness, and extraversion).

- a. To assess the impact of openness on employees' intention to stay.
- b. To evaluate the impact of conscientiousness on employees' intention to stay.
- c. To examine the impact of emotional stability on employees' intention to stay.
- d. To investigate the impact of agreeableness in employees' intention to stay.
- e. To analyse the impact of extraversion on employees' intention to stay.

The achieving the above five specific research objectives will basically answer the following five specific research questions respectively.

- i. Does openness have any impact on employees' intention to stay?
- ii. Does conscientiousness have any impact on employees' intention to stay?
- iii. Does emotional stability have any impact on employees' intention to stay?
- iv. Does agreeableness have any impact on employees' intention to stay?
- v. Does extraversion have any impact on employees' intention to stay?

Review of Literature: Employee turnover often results in valuable human assets being transferred to competitors [47]. It is a final outcome that employees face in any organization [5]. Turnover is inevitable, as employees may leave their jobs, retire, become disabled, pursue new opportunities, or be dismissed by their employers [57]. According to Thirupathy and Dhayalan, employee turnover refers to the number of employees leaving the organization before completing their service agreements [68]. However, a high turnover rate can lead to performance inefficiencies, negative consequences, and significant costs [15]. When employees leave, valuable knowledge, skills, and experience are lost [65]. Thus, retaining qualified and talented employees is crucial and more cost-effective for an organization than hiring new ones [23]. Employee intention to stay involves creating an environment where employees are engaged and committed to staying until the end of their service [19]. Organizations can gain a competitive edge by managing their employees effectively [7]. Retaining talented employees should be a priority, as failure to do so can negatively impact productivity and service delivery [58]. Therefore, it is essential to encourage employees to stay longer and contribute to the organization's success [5]. Employee retention involves steps to ensure employees remain with the organization for an extended period [37]. Ramya et al. described employee intention to stay as a strategy where organizations maintain an effective workforce by motivating employees and meeting operational requirements [57]. Literature highlights competitive salaries, a positive work environment, opportunities for promotion, and job security as key factors influencing employees' intention to stay [65]. Empirical studies also identify attractive pay and benefits, favourable workplace conditions, and good relationships with peers and supervisors as motivators [15]. Factors such as compensation, supervisory relationships, promotion, training, and work assignments influence employees' decision to stay [1]. Additionally, development opportunities, flexible work arrangements, rewards, supervisor support, and career growth are studied as determinants of employee retention [40]. Retention is only possible when employees have a genuine intention to stay [45]. An organization can invest significantly in retention strategies, but if employees do not wish to stay, no strategy will be effective [36]. Ultimately, the goal of an organization should be to foster employees' intention to stay [21].

Personality traits of an employee are defined as their different tendencies of them that make their stable pattern of opinions, feelings, and actions. In general, personality trait is the human characteristic incorporated with cognitive, biological, and social factors that make someone different from others [66]. These personality traits are natural by psychology and justified as an individual's behaviour [46]. Personality traits reflect any person and their thinking style, emotion, and possible initiatives [6]. In recent years, the management of organizations has been taking employees' personality traits more seriously than before [16]. Previously researchers argued that personality traits could bring various negative emotions, such as fear, anxiety, frustration, depression, and sadness [54]. However, it can be an effective way to measure a person through identifying his personality traits

[14]. The Big Five Personality Traits was initially developed by Fiske [18]. Later this theory was further expanded with proper research by Costa and McCrae [14]. Personality trait was named by Allport found as one of the most intellectual words in the English language [6]. According to Kim and Jeon, five factors model are responsible for the difference in personality traits [38]. This model then proposed five comprehensive factors: openness, conscientiousness, emotional stability (neuroticism), agreeableness, and extraversion. An employee's score based on these five personality factors provides a comprehensive understanding of his relational, motivational, attitudinal, and experiential styles [63]. At the early development stage of this model, many researchers have focused on the organizational behaviours mainly on the individual performance [8]. The Big Five Personality Traits model has a clear measurement framework from previous extensive research. Today these five personality traits are the most popular dimensions to psychologists for measuring individual personality [25]. According to this concept, we can distinguish one person from another even in terms of their intention to stay. This Big Five Personality Traits model provides a comprehensive framework to determine personal dissimilarities based on job attitude. Costa and McCrae's five factors model and its aspect are given below.

Openness is the collection of traits that makes employees sensitive and makes a rich imagination towards beauty and arts. Employees are likely to have flexible behaviours and bold emotions in their values and attitude [6]. A person needs to be more open to new experiences so that he is more curious, creative, open-minded, aesthetic, sensitive, intellectual, and has a need for diversity [22]. Employees who are more open to new experiences are more likely to involve them in new courses, training, and learning programs that benefit them along with their organization [39]. *Conscientiousness* is a socially desired human control that assists goal and target-directed behaviour. Conscientious person shows characteristics, such as thinking before taking any action, respecting the rules and regulations, never showing satisfaction, planning before acting, and organizing works [54]. According to Mount, persons having high degree of conscientiousness are more likely to be trustworthy, vigilant, accountable, determined, and systematic [51]. These people focus more on the achievement that is the primary need of performing a job [72]. Besides, individuals that exhibit conscientiousness tend to be responsible, industrious, and proficient time managers, resulting in reduced time limitations and conflict between their professional and personal lives [34]. *Emotional stability* is a behavioural factor that helps employees deal with real-life situations in their employment conditions [61]. People with high emotional stability are very much likely to be happy in their personal and work life. A study by Ren et al. depicts that 54% of employees lack an emotional connection to their jobs and employers [60]. These individuals consequently perform minimum before departing the organization [1]. Moreover, low emotional stability can negatively impact an employee's job preferences and influence them to quit [26]. *Agreeableness* refers to which an individual is concern for others and is sympathetic, cooperative, and understanding. Agreeable employees are supportive, naive, courteous, flexible, sympathetic, trusting, caring, and open-minded [72]. Agreeableness is the degree to which an employee is willing to work with other team members [51]. Because they are being cooperative, supportive, and self-sacrificing agreeable employees have a good relationship with their co-workers. An employee who is flexible with any situation feels easy and comfortable working with others [9]. *Extraversion* makes the way in which a person behaves and interacts with others. A person who is extrovert is also talkative, friendly, optimistic, determined, sociable, confident, and expressive [51]. Extroversion also contains the behaviours that influence employees' group setting, such as dominance, feeling comfortable around people, and talkativeness. Extrovert people always think and take their work in a positive way [71].

Employee Personality Traits and Employees' Intention to Stay: Personality traits of employees are also the main reasons that indicate employee intention to stay [12]. Some of these personality traits are work-related that employees shape after entering the organization or in the workspace [50]. A favourable work environment helps to create favourable work-related personality traits that further impact employee performance and overall organizational performance [26]. A highly engaged worker can also build citizenship behaviour and feel more comfortable at work [4]. Those traits employees achieve at the workplace can influence employees' intention to stay [49]. Almost all organizations expect that they will hire top talent by their personal attributes. These personal attributes can also be influencing factors for employee intention to stay [29]. Even the cultural boundaries of employees also influence them regarding job preferences [33]. Creative persons always look for new experiences and search for new job opportunities. So, these employee personal traits can influence employee retention rates [49]. Numerous researches found a connection between the Big Five Personality traits and employees' intention to stay [27].

Openness and Employees' Intention to Stay: Knowledge, originality, curiosity, inventiveness, and a readiness to change rather than become enmeshed in tradition are all linked to being open to new experiences. Employees who are insightful, tolerant, and creative normally develop new behavior in the time of performing their job [44]. Employees who have a high degree of openness tend to deeply involve with their organization and get into their job more intensely. According to Yang and Hwang, openness is closer to the intention of employee engagement [72]. So, it can be thought that employees who are higher in openness are less likely to quit from an organization. Due to their openness to new experiences, readiness to accept change, and ability to handle difficult circumstances, people who possess these qualities are also less likely to resign from their positions. According to a study by Li et al., openness can encourage creative ideas, but if staff members feel their current position doesn't offer enough room for advancement, it may also be associated with higher turnover rates [42].

H₁: Openness is positively related with employee intention to stay.

Conscientiousness and Employees' Intention to Stay: Employees who are higher in conscientiousness are more committed and loyal to their organization. Conscientious people are sincere about careers, and they devote more to their jobs [49]. Additionally, Maertz and Griffeth added that if a conscientious employee intends to quit their job, they ask themselves if they have any

uncompleted duty that they would not be able to do if they leave the job [44]. Therefore, it is assumed that employees who are high in conscientiousness are more likely to stay in the organization because of psychological commitment [50]. Based on the fact that conscientious workers value job stability and are more likely to develop long-term relationships with their employers. Research by Zimmerman, identified a high positive link between conscientiousness and the intention to stay [41]. Their dependability and organizing abilities also frequently result in improved job performance, which raises their level of job satisfaction and need for consistency even more.

H₂: Conscientiousness has a significant positive impact on employee intention to stay.

Emotional Stability and Employees' Intention to Stay: Employees with low emotional stability often perform less than their actual job requirement [62]. Those employees who perceive their job and the environment incorrectly face a higher level of stress, and that create turnover intention [35]. Employees who are facing problems and have negative emotion need support from their peers, otherwise they will face interpersonal conflict and that will lead them to turnover [43]. According to Qazi et al., high-quality contact, effective listening, and readiness to participate in disagreement is an emotional attachment [55]. It can seem easy to pay close attention, letting other person's voices, and establishing a secure environment for emotional accessibility. Emotional stability has an impact on employee's thinking, behaviours, and eventually, overall employment retention choices [62].

H₃: Emotional stability has a significant positive impact on employee intention to stay.

Agreeableness and Employees' Intention to Stay: Agreeable employees can adapt easily with the organizational environment because of their flexibility and adaptability [63]. In addition, agreeable employees feel comfortable in a work environment as they build good relationships within the organization. It further helps to build employee intention as they stay in the organization [25]. Since agreeable people are usually happier with the social environment at work, these traits usually lead to fewer inclinations to leave. Due to their emphasis on harmony and connections with co-workers and supervisors, employees who score highly on agreeableness are more likely to have a stronger intention to stay, according to a meta-analysis by [53].

H₄: Agreeableness has a significant positive impact on employee intention to stay.

Extraversion and Employees' Intention to Stay: According to Meyer and Allen, this personality trait has a significant role in developing employee satisfaction [48]. Employees who feel more satisfied with their work are more likely to stay in their organization [44]. Extravert employees always feel an emotional bond with their organization, and they feel happy or upset when their organizations take any action [8]. Extroverts are more closely attached to others in the organization, so it is more likely that this type of people will stay in their organization for a more extended period [66].

H₅: Extraversion has a significant positive impact on employee intention to stay.

Organizations implement a variety of retention strategies that help them to retain their highly skilled employees. But every time, these retention strategies cannot ensure employee intention to stay [5]. The intention of employees to remain with a business is significantly influenced by the Big Five Personality Traits [36]. So, every time, retention policies cannot help the organization regarding employee retention. In that case, the most important measure for the organization is employee personality traits [59]. These are the most complex issues that an organization can measure as employee personality traits are employees' final decision regarding intention to stay [28].

Methodology: This study adopts a positivist paradigm, aligning with a quantitative approach to research. Positivism is grounded in the belief that knowledge can be obtained through observable and measurable facts, which in this study are derived from statistical analyses (e.g., descriptive statistics, correlation, and regression) of primary data collected from employees [69]. This approach is employed to verify theoretical propositions using a deductive reasoning framework. This quantitative study is categorized as a causal-comparative research, aimed at exploring cause and effect relationships between employee personality traits and their intention to stay in an organization. In terms of ontological considerations, this study follows an objectivist perspective [10]. Hypotheses are formulated and tested using a substantial sample size, enhancing the study's rigor. The primary aim is to establish causal inferences and examine cause and effect association between variables, specifically focusing on how employee personality traits influence employees' intention to stay [3].

Sampling Procedure and Size: Convenience sampling was chosen due to logistical constraints, including the lack of a complete list of potential respondents and limited resources for extensive sampling. Daruhadi and Sopiati although mentioned this method introduces potential biases, systematic errors, and limits generalizability [17], steps were taken to mitigate these issues. Samples were selected carefully to control uncertainty and samples' representativeness, diversity of the sample was added by distributing the questionnaire at different times and locations to cross-section the target population, and more data was collected to control bias and uncertainty [11]. Finally, a total of 200 employees were surveyed, providing a manageable yet sufficiently robust sample for statistical analysis.

Data Collection Method: Primary data were collected using a structured questionnaire administered both physically and via Google Forms. This mixed-method approach was used to ensure broader reach and to accommodate different respondent preferences. The structured questionnaire allowed for standardized data collection, which is essential for statistical analysis. The data collection period was extended and all the questionnaires were not distributed at the same time to minimize sampling bias and improve the accuracy of the results [17]. Respondents were briefed about the study's purpose to ensure accurate and honest

responses. Secondary data was collected from different articles, books, notes, papers, and websites for further analysis in this article.

Instrument Design: The questionnaire comprised two main sections. Demographic section collected data on respondents' gender, age, education, job tenure, income, and designation related to the study's objectives. It used a mix of close-ended questions (simple-dichotomy and multiple-choice) and open-ended questions for specific identifiers, ensuring anonymity. Second section included 25 items measured on a 5-point Likert scale, divided into employee personality traits (four items each for openness, conscientiousness, emotional stability, agreeableness, and extraversion) and intention to stay (five items measuring employees' intention to stay). The use of a 5-point Likert scale allowed respondents to express varying degrees of agreement or disagreement, providing nuanced data on attitudes and perceptions. The questionnaire was developed basically using D. W. Fiske's big five personality traits that were addressed in 1948, and the items were adapted from established scales [22], ensuring reliability and validity in measuring the constructs of interest.

Data Processing and Analysing: Data were analysed using Statistical Package for the Social Sciences (SPSS) version 23.0. The analysis followed a causal-comparative design to assess the impact of personality traits on the intention to stay [20]. Cronbach's Alpha was used to assess the internal consistency of the questionnaire items, ensuring the reliability of the data. Descriptive statistics summarized respondents' demographic characteristics and provided an overview of the data. Normal distribution test was conducted to determine the appropriateness of parametric statistical methods. Correlation analysis was used to assess the direction and strength of the relationships between employee personality traits and intention to stay. Regression analysis was performed to identify the impact of each personality trait on employees' intention to stay, allowing for the examination of causal relationships. Correlation analysis helps identify relationships between variables, while regression analysis provides insights into the predictive power of personality traits on employees' intention to stay, the primary objective of this study. These methods are aligned with the causal-comparative design, facilitating the identification of significant predictors and causal inferences [3].

Results: Cronbach's Alpha is employed to assess the internal consistency of the questionnaire items. The Cronbach's Alpha coefficients for the scales are as follows: Openness (.706), Conscientiousness (.711), Emotional Stability (.709), Agreeableness (.624), Extraversion (.702), and Intention to Stay (.749). These values demonstrate that the scales exhibit adequate reliability, with all coefficients exceeding the threshold of .60 [3], indicating that the items within each scale are consistently measuring their respective constructs and are suitable for subsequent analysis.

The study comprises 200 respondents from pharmaceutical companies, predominantly male (95%), with 190 males and 10 females, reflecting industry gender dynamics. Age-wise, the majority (74%) are between 26-35 years, followed by 19.5% aged 36-45, while no respondents are above 46. Educationally, 77.5% hold master's degrees, 20.5% have bachelor's degrees, and 2% possess other qualifications. Job tenure shows that 59% have less than five years of experience, with the industry's rapid expansion. Regarding income, 11% earning less than 20,000 TK, with 41.5% earn between 20,001 to 30,000 TK, 29% earned between 30,001 and 40,000 TK, and 18.5% earned over 40,001 TK, indicating a diverse income distribution among respondents.

In this study, correlation and regression analyses are employed to investigate the relationship between employee personality traits and their intention to stay. Correlation analysis allows for the identification of strength and direction of these relationships, while regression analysis facilitates the prediction of employees' intention to stay based on various employee personality traits. This analytical approach was similarly used in previous research by Khatun et al. to represent the similar analysis by quantifying the impact of specific factors and providing actionable insights on employee retention [67]. As correlation and regression analyses are parametric techniques, appropriateness of these methods is assessed by examining the means of those variables [24]. Here is no extreme value as the difference between mean and 5% trimmed mean is very close. 5% trimmed mean is calculated after deducting extreme low and high values [24]. Additionally, skewness and kurtosis statistics for all variables are well within acceptable limits. All the datasets are significant for both Kolmogorov-Smirnov and Shapiro-Wilk normality tests, as the p-value (sig.) is lower than .05. This exhibits normal distribution with negligible skewness and kurtosis, and no significant outliers in data set [24].

Correlation Analysis: In the correlation matrix table, correlation coefficient values between two independent variables are not more than 0.80, it is expected that correlation analysis leads to correct assumptions as multicollinearity does not exist [3]. According to Harman's single-factor test, if the total variance extracted by a single factor exceeds 50%, it indicates the presence of common method bias [73]. In this study, the total variance extracted by one factor is 28.47%, which is below the recommended threshold of 50%, here is no concern regarding common method bias. This suggests that constructs are measuring different dimensions rather than being influenced by a single underlying factor.

Table 1. Correlations between Openness, Conscientiousness, Emotional Stability, Agreeableness and Extraversion with Intention to Stay

| | | Openness | Conscientiousness | Emotional Stability | Agreeableness | Extraversion | Intention to Stay |
|---------------------|---------------------|----------|-------------------|---------------------|---------------|--------------|-------------------|
| Openness | Pearson Correlation | 1 | .441** | .358** | .238** | .426** | .450** |
| Conscientiousness | Pearson Correlation | .441** | 1 | .310** | .277** | .476** | .965** |
| Emotional Stability | Pearson Correlation | .358** | .310** | 1 | .432** | .431** | .306** |
| Agreeableness | Pearson Correlation | .238** | .277** | .432** | 1 | .447** | .260** |
| Extraversion | Pearson Correlation | .426** | .476** | .431** | .447** | 1 | .469** |

** Correlation is significant at the 0.01 level (2-tailed) & N is 200

Table 1. results that the correlation between openness and intention to stay is 0.450, which indicates that there is a positive but moderate relationship between these variables. This aligns with the work of Kong et al., who found that employees high in openness are more likely to engage in continuous learning and adapt to changes, which can enhance their job satisfaction and commitment to the organization [39]. On the other side, the correlation between conscientiousness and intention to stay is 0.965, which indicates that there is a very strong positive relationship between the variables. This is consistent with Mount's research, who highlighted that conscientious employee is typically reliable, diligent, and goal-oriented, leading to higher job satisfaction and commitment [51]. Milovanovic also found that conscientious employees tend to exhibit greater organizational loyalty and are less likely to leave their positions, which is corroborated by our study [49]. The correlation between emotional stability and intention to stay is 0.306, which indicates that there is a weak positive relationship between the variables. Emotional stability was found to be a significant predictor of intention to stay, aligning with Sithiwarongchai et al.'s research who posited that emotionally stable employees handle stress and job-related challenges better, leading to increased job satisfaction and lower turnover intentions [66]. The correlation between agreeableness and intention to stay is 0.260, which indicates that there is a weak positive relationship between the variables. This supports the findings of Gumussoy, who suggested that agreeable employees tend to foster better interpersonal relationships and a supportive work environment, which can enhance job satisfaction and retention [25]. Results are consistent with this view, suggesting that while agreeableness contributes to retention, it is less impactful in isolation. The correlation between extraversion and intention to stay is 0.469, which indicates that there is a moderate positive relationship between the variables. This aligns with Maertz and Griffeth, who observed that extroverted employees are more likely to engage actively in their roles and maintain positive relationships with colleagues, which can support retention [44]. The p-value (sig.) of all correlations is significant at 0.000, which is less than .001 ($p < 0.05$), indicating that the correlation coefficients are statistically significant [19]. Findings suggest that conscientiousness and emotional stability are significant predictors of employees' intention to stay, while openness, agreeableness, and extraversion also contribute to retention, though to a lesser extent.

Multiple Linear Regression: Multiple linear regression results the impact of openness, conscientiousness, emotional stability, agreeableness, and extraversion on employees' intention to stay.

Table 2. Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .966 ^a | .933 | .931 | .17007 |

a. Predictors: (Constant), Extraversion, Openness, Agreeableness, Emotional Stability, Conscientiousness

Table 2. shows that openness, conscientiousness, emotional stability, agreeableness, and extraversion have a coefficient of determination (R^2) value of 0.931. It means a 93.1% change in employee intention to stay can be explained by the changes in openness, conscientiousness, emotional stability, agreeableness, and extraversion [70].

Table 3. Coefficients^a Analysis

| Model | Unstandardized Coefficients | Standardized Coefficients | Sig. |
|-------|-----------------------------|---------------------------|------|
| | B | Beta | |
| 1 | (Constant) | .114 | .358 |
| | Openness | .350 | .019 |
| | Conscientiousness | .934 | .000 |
| | Emotional Stability | .002 | .909 |
| | Agreeableness | .019 | .493 |
| | Extraversion | .010 | .687 |

a. Dependent Variable: Intention to Stay

The main purpose of this study is to show the individual impact of openness, conscientiousness, emotional stability, agreeableness, and extraversion on employee intention to stay. In Table 3. coefficients analysis shows the relationship between openness, conscientiousness, emotional stability, agreeableness, and extraversion with the intention to stay. The results indicate a positive and statistically significant relationship between the independent variables with the dependent variable. The coefficient table also shows that intention to stay is influenced by openness when $\beta_1 = 0.290$, conscientiousness when $\beta_2 = 0.951$, emotional stability when $\beta_3 = 0.003$, agreeableness when $\beta_4 = 0.015$ and followed by extraversion when $\beta_5 = 0.010$. According to the p-value (sig.), only openness and conscientiousness have a statistically significant correlation with employee intention to stay, as these p-values (sig.) are less than 0.05, when emotional stability, agreeableness, and extraversion do not have a statistically significant impact on employee intention to stay, as these p-values (sig.) are more than 0.05 [70]. Among five personality traits only openness and conscientiousness have been found to have an impact on employee intention to stay.

Table 4. ANOVA^a

| Model | Sum of Squares | Df | Mean Square | F | Sig. | |
|-------|----------------|--------|-------------|--------|---------|-------------------|
| 1 | Regression | 77.982 | 5 | 15.596 | 539.252 | .000 ^b |
| | Residual | 5.611 | 194 | .029 | | |
| | Total | 83.593 | 199 | | | |

a. Dependent Variable: Intention to Stay
b. Predictors: (Constant), Extraversion, Openness, Emotional Stability, Agreeableness, Conscientiousness

In Table 4., F ratio is 539.252, and it is highly significant since the p-value (sig.) is 0.000, which is less than .001 ($p < 0.05$). It means the data fit the regression model as the p-value (sig.) is zero [3].

From the results, it can indicate that openness and conscientiousness have a more substantial impact on employee intention to stay compared to emotional stability, agreeableness, and extraversion. HR practices should prioritize openness and conscientiousness when designing retention strategies.

Discussion: This study investigates the relationship between employee personality traits and their intention to stay within an organization, utilizing a quantitative approach grounded in a causal-comparative paradigm. By employing robust statistical methods, including correlation and multiple linear regression analyses, this study uncovered significant insights into how specific personality traits impact employees' intention to stay.

The analysis reveals that among the Big Five personality traits, openness and conscientiousness significantly impact employee intention to stay, while emotional stability, agreeableness, and extraversion do not. For instance, Ariyabuddhiphongs and Marican highlighted that employee high in openness is more engaged and open to new opportunities, which can influence his commitment to the organization [6]. Similarly, Miroslava and Ondrej found that conscientious employees are more reliable and goal-oriented, leading to higher retention rates [50]. On the other hand, emotional stability, agreeableness, and extraversion do not significantly impact the intention to stay in this study, which aligns with some literature indicating that their effects can be context-dependent [53, 66]. For example, Kim and Jeon noted that while emotional stability helps in managing job stress, its impact on retention might be less pronounced in certain settings [38]. Sarwar et al. also suggested that agreeableness and extraversion may influence team dynamics but have a weaker direct effect on retention compared to other traits [63]. Based on the results, HR strategies should focus on enhancing traits like openness and conscientiousness to improve employee retention [25]. Ensuring that recruitment and development programs align with these traits can foster a more committed and stable workforce [53].

This finding suggests that organizations should prioritize traits associated with conscientiousness in their recruitment and employee development strategies to optimize employee retention. In conclusion, this study provides empirical evidence supporting the significant role of conscientiousness and, to a lesser extent, openness in influencing employees' intention to stay. These insights offer valuable guidance for HR practitioners aiming to enhance retention strategies. By focusing on the cultivation and leveraging of these personality traits, organizations can foster a more committed and stable workforce, ultimately contributing to long-term organizational success.

Given in this study that conscientiousness and openness are key predictors of employee retention, HR departments should integrate personality assessments into their recruitment and selection processes in support of employee retention. Specific tests or questionnaires that measure these traits can be used during interviews to gauge candidates' alignment with the desired personality profile. Prioritize candidates who score high in conscientiousness and openness. Organizations should create a structured work environment with clear goals and responsibilities that leverage the strengths of conscientious employees. HR department should design training programs that help employees develop traits associated with retention, such as conscientiousness and openness (e.g., time management, goal setting, and embracing innovation). They should regularly assess the personality traits of current employees through internal surveys and feedback mechanisms. Companies should foster a workplace culture that supports and values the traits associated with retention. This includes promoting a supportive work environment, recognizing and rewarding conscientious behaviour, and providing opportunities for employees to express and develop their openness to new ideas and experiences.

The findings of this study suggest some managerial implications, especially for HR managers. By using personality assessments HR managers can evaluate candidates' conscientiousness and openness. High scores in these traits are linked to better retention, making these assessments critical for hiring decisions. HR professionals in pharmaceutical companies can develop targeted retention strategies focusing on enhancing traits like conscientiousness and openness. Pharmaceutical organizations can implement career development opportunities and structured work environments to support these traits. They can design training programs that foster conscientious behaviours (e.g., goal setting, time management) and can encourage openness to new experiences and learning. Management can create a supportive work environment that values and nurtures conscientiousness and openness, thus reinforcing employees' intention to stay. Regularly assessing and monitoring employees' personality traits, organizations can proactively address potential turnover risks and tailor support mechanisms accordingly.

Conclusion: The study intended to examine the relationship between employee personality traits and intention to stay in their current organization. Five dimensions of employee personality traits (openness, conscientiousness, emotional stability, agreeableness, and extraversion) have been used as independent variables and intention to stay has dependent variable of the experiment. The study reveals that among the Big Five personality traits: openness, conscientiousness, emotional stability, agreeableness, and extraversion; conscientiousness stands out as the most influential predictor of employees' intention to stay. The strong positive correlation between conscientiousness and employees' intention to stay highlights the crucial role of traits such as reliability, diligence, and goal orientation in fostering job satisfaction and organizational commitment. Conscientious employees exhibit a pronounced commitment to their roles, which translates into higher retention rates. Openness also shows a notable positive relationship with the intention to stay, though less than conscientiousness. Employees high in openness are more adaptable and engaged, which can enhance their job satisfaction and willingness to remain with the organization. However, the effect of openness on employees' intention to stay is overshadowed by the stronger impact of conscientiousness. Conversely, emotional stability, agreeableness, and extraversion, while contributing to retention, do not exhibit significant direct effects in this study. Emotional stability in managing stress and fostering job satisfaction, and agreeableness on interpersonal relationships and supportive work environments, are valuable but less directly influential on intention to stay compared to conscientiousness and openness. Extraversion, despite its moderate correlation with retention, does not emerge as a significant predictor in this context. The comparative analysis further underscores the superior impact of conscientiousness over openness on employee retention. Conscientiousness alone explains a substantial portion of the variance in retention, and its inclusion in the model significantly enhances explanatory power.

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