St. Petersburg University

Graduate School of Management

Master in Management Program

IMPACT OF PRODUCTION EMPLOYEES PERSONALITY ON EXTRA-ROLE BEHAVIOR

Master’s Thesis by the 2nd year student

Concentration — general track

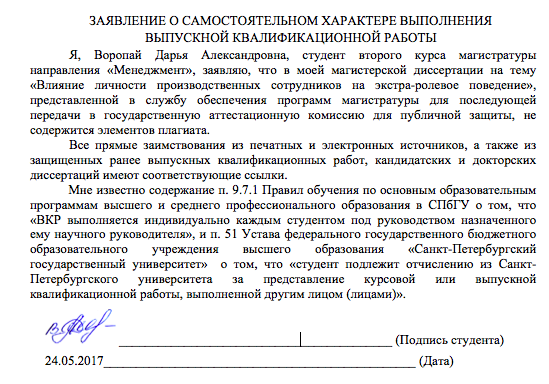
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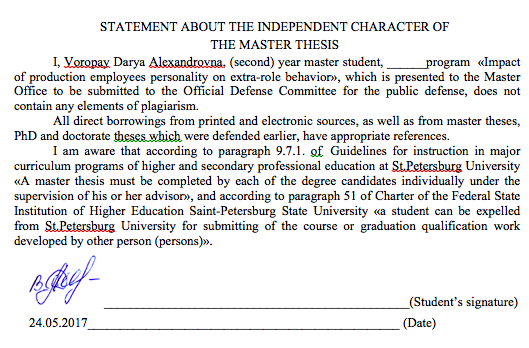
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**АННОТАЦИЯ**

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| --- | --- |
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| Название магистерской диссертации | Влияние личности производственного персонала на экстра-ролевое поведение. |
| Факультет | Высшая Школа Менеджмента |
| Направление подготовки | Менеджмент |
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| Научный руководитель | Замулин Андрей Леонидович |
| Описание цели, задач и основных результатов | Целью работы является исследование влияния личности производственных сотрудников на уровень вовлеченности и экстра-ролевое поведение, как результат вовлеченности.  Задачи: определить основные типы личности производственных сотрудников, выявить их уровень вовлеченности и уровень экстра-ролевого поведения. Сопоставить результаты и сделать выводы.  Основные результаты: большинство производственных сотрудников опрашиваемой организации входят в один тип личности (третий тип личности). Данный тип демонстрирует средний уровень вовлеченности. Экстра-ролевая активность данного типа также находится на среднем уровне, в то время как сотрудники других типов продемонстрировали высокий уровень экстра-ролевой активности. |
| Ключевые слова | Личность производственных сотрудников, вовлеченность в работу, экстра-ролевое поведение |

**ABSTRACT**

|  |  |
| --- | --- |
| Master Student's Name | Voropay Darya Alexandrovna |
| Master Thesis Title | Impact of production employee personality on extra-role behavior |
| Faculty | Graduate School of Management |
| Main field of study | Management |
| Year | 2017 |
| Academic Advisor's Name | Zamulin Andrey Leonidovich |
| Description of the goal, tasks and main results | Goal of this master thesis is to examine the impact of production employees’ personality on work engagement and it’s consequence in form of extra-role behavior.  Objectives: define personality types of production employees; explore their work engagement level and extra-role behavior. Compare results and make conclusion.  Main results: majority of production employees of the surveyed organization have the same personality type (sentinels). This particular type has demonstrated average level of work engagement. This personality type also has demonstrated average level of extra-role behavior; in the same time other types (analytics, diplomats and explorers types) have demonstrated high extra-role behavior level. |
| Keywords | Personality, work engagement, extra-role behavior |

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## 

## Introduction

There is a growing body of literature recognizes that in order to retain a successful position in a global business competition, organizations often rely on employee engagement as a competitive advantage. In recent years, there has been an increasing interest in employee engagement concept from both academics’ and practitioners’ perspectives. In this paper, we consider work engagement, as it is a major area of interest within the field of employee engagement. The theory of work engagement provides a useful account of how to increase willingness of employees to invest their cognitive, emotional and behavioral resources to a company success. Studies show that work engagement has its antecedents and consequences. Previous research has established that job resources and design, individual characteristics, Human Resource Development practices, workplace environment have significant impact on work engagement. From the other side, work engagement has potential consequences such as positive personal consequences, proactive behavior, extra-role behavior, Organizational Citizenship Behavior, intention to quit. In this master thesis we study link between personality, work engagement and extra-role behavior.

Goal of this master thesis is to examine the link between production employees’ personality, work engagement and it’s consequence in form of extra-role behavior. Although the role of employee engagement has been extensively analyzed and discussed in the literature, individual characteristics, which are equally crucial for the success of business, have been almost neglected. Therefore, the purpose of the present study is to add a different way of looking and working with employee engagement by focusing on personality traits and it’s effect on work engagement and extra-role behavior.

Following objectives should be reached in order to achieve goal. First of all: define personality types of production employees, explore their work engagement level and extra-role behavior. Compare results and make conclusions.

The first chapter of this master thesis presents theoretical background on personality, work engagement and extra-role behavior by specifying role of production employees’ personality as work engagement antecedents and role of extra-role behavior as consequence of work engagement. The second chapter describes methodology of this master thesis including justification of method of research has been chosen, types of data have been collected and tests have been used. The third chapter presents results of research made on example of Heineken brewery St. Petersburg and it proposed that results would be applicable for other companies, which encounter a problem with leveraging employees additional effort in order to get company success under market, budget and governmental constraints. Finally, discussion and practical and scientific implications would be presented.

## 1. PERSONALITY, WORK ENGAGEMENT AND EXTRA-ROLE BEHAVIOR

This master thesis centers on the antecedents and consequences of employee engagement. In this chapter overview of employee engagement concept is provided. Employee engagement is central concept of this research, so we want to begin from it. This chapter has an important role in establishing the context of research. The first chapter starts with presentation of different definitions of engagement it has to do with the fact that employee engagement construct has various interpretations, and it is essential to concretize it from what perspective we would use engagement term. After that, we explain main differences between major constructs existing in literature on topic of engagement. Giving a brief synopsis of the relevant literature we have highlighted importance of work engagement and its antecedents and consequences. Then we defined key terms and concepts such as personality and extra-role behavior. We have provided overview of existing literature whether personality influences on extra-role behavior and work engagement. Then we indicated research gap and questions by establishing relevance and importance of topic and illustrating previous research.

## Employee engagement concept overview

Topic of employee engagement has never been such popular on the agenda of many successful companies as it is now. However, there is no single and universally accepted definition of employee engagement. It should be noticed that there is great interest in engagement on the part of academics as well as on the part of practitioners. To date, there has been little agreement on employee engagement definition between these two sides. So, in this chapter definitions, origins and development of employee engagement have been discussed

* + 1. Definitions of employee engagement

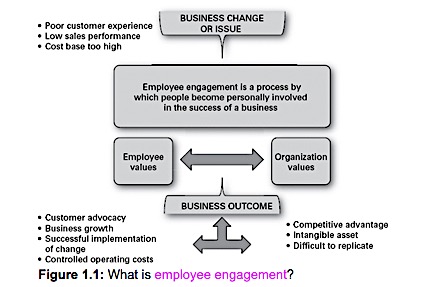
There are three points of view on employee engagement understanding such as company, academic or consultancy-based and research institutions models. Company-based engagement model implies that engaged employees demonstrate loyalty, commitment, work with the maximum effort and support company’s goals and values. Academic-based model concentrates on outcomes of employee engagement such as the psychological state and win-win relationship between employee and employer. The last model, consultancy-based and research institutions, consider psychological state as an outcome of employee engagement provided by the organization.

Companies define employee engagement differently. For example, IBM defines it as: degree to which employees want to invest in organizational success and are willing to perform discretionary effort in order to achieve organizational goals. Cisco has slightly different vision on employee engagement such as connection between employees and company's vision and strategy aligned with commitment to helping organization realize company's objectives. Cicso consider employee engagement closely related to productivity and job satisfaction. Johnson and Johnson define employee engagement as: the degrees to which employees are satisfied with their jobs, feel valued, and experience collaboration and trust (G. Robertson-Smith, Carl Markwick, 2009).

Academics are more interested in understanding of different aspects of employee engagement such as connection with performance, engagement drivers and company sustainability and competitiveness. However, there are different definitions among academics. For example, in a report, (MacLeod, D. and Clarke, N., 2009), have been descripted over 50 different definitions of employee engagement. Kevin Kruse in his article, «What is employee engagement» (2012) published in Forbes, had given a definition of employee engagement as “the emotional commitment the employee has to the organization and its goals». In the same time he highlighted that engagement does not mean employee happiness nor employee satisfaction. Author of book «The Essential guide to Employee Engagement: Better Business Performance Through Staff Satisfaction» gives a definition of employee engagement as «a personified by the passion and energy employee have to give of their best to the organization to serve the customer (Sarah Cook 2008). It is all about the willingness and ability of employees to give sustained effort to help the organization succeed». She points out that engagement is characterized by employee, being committed to the organization, believing in what it stands for and being prepared to go above and beyond what is expected of them. Emma Bridger, an author of «Employee engagement» book, gives a definition of employee engagement with the reference to a set of Human Resource Management concepts such as work effort, commitment to the organization, job satisfaction, motivation.

Consultancy-based and research institutions models define engagement with several important attributes such as strong listening to employees, workforce well being, enterprise-wide in-depth analysis of engagement. Towers Perrin believes that engagement involves both emotional and rational factors relating to work and the overall work experience. The emotional factors tie to people’s personal satisfaction and the sense of inspiration and affirmation they get from their work and from being part of their organization … for instance … having a strong sense of personal accomplishment from one’s job (Towers Perrin, 2003). Gallup defines employee engagement largely as having a strong connection with one’s work and colleagues, feeling like a real contributor, and enjoying ample chances to learn—consistently leads to positive outcomes for both individuals and organizations. The rewards include higher productivity, better-quality products, and increased profitability.

So, employee engagement can be explained from different perspectives. The first factor influencing on the choice of employee engagement definition is the context in which it should be applied. From the other hand, there are supporters of understanding employee engagement as a behavior. For example, would employees make an extra effort in order to force company success? Other people accept that employee engagement is an outcome, for instance, would employees quit or stay. Majority of survey test all these three categories and it is difficult to separate it from each other. So, it is important to use a definition, which includes all these mentioned concepts in order to have more comprehensive picture (Emma Bridger 2014). Emma Bridger in her book uses following model:



*Source:* Bridger

Figure 1 Engagement understanding model

This model views employee engagement as an attitude, behavior and outcome. Also this model points out importance of alignment between an individual and organizational values (Bridger, 2014). It is important, because in case there is no match between employee and organizational values, employee unlikely will be engaged. This model also includes employee engagement as competitive advantage and unique intangible asset of the company, which is difficult to replicate. From the other hand employee engagement is based on employee values such as customer advocacy, business growth, successful implementation of change and controlled operating costs.

There is another perspective on employee engagement definition, namely employee engagement defined as person-organization relationship (Albrecht, S. (Ed.), 2010). In his article he explained that there are three major constructs serving as the description of the desired person-organization relationships. Organizational commitment, job involvement and organizational citizenship behavior three constructs that foster people to be loyal, more satisfied and commit to the organization success. Later on employee engagement is understood as redefinition for the individual-organization relationships. So, there is a discussion among researchers is employee engagement a new and unique construct or is it just a realignment of old existing constructs. For instance, Macey and Schneider argued that employee engagement consists from well-established concepts such as organizational commitment, job involvement and organizational citizenship. Other critiques of employee engagement as a new construct included doubts about distinction of organizational commitment, job involvement and organizational citizenship behavior in practice. So, in order to understand contribution of employee engagement to the three main constructs it is essential to understand meaning and borders of mentioned constructs

1.1.2 Employee Engagement Origins and Development

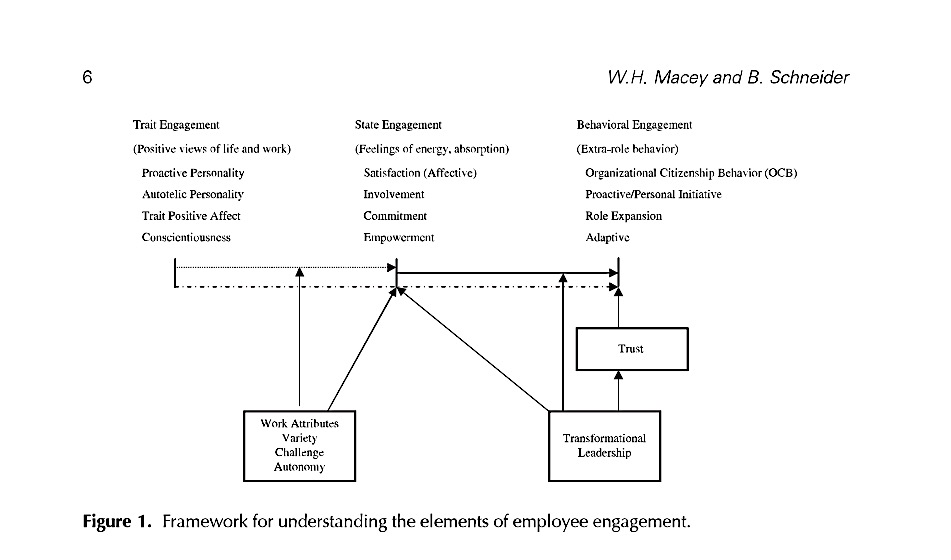
Employee engagement concept was introduced by Kahn (1990). His framework is based on the three antecedent psychological conditions such as experienced meaningfulness of work; psychological safety; and experienced availability. Kahn (1990) argues that these three conditions are influenced by the nature of the job, the social environment, personal resources and energy. Since Kahn introduced the concept of employee engagement, it has been attracting a lot of interest from academics as well as practitioners. From this moment, there were many studies conducted, however there are still many questions remain timely, even starting from definition of employee engagement.

Since that moment, many research and empirical papers have been conducted. Further development of employee engagement was conducted by the Utrecht group, who based their research on Kahn’s work. However, in contrast to Kahn’s understanding of engagement as qualitative and behavioral activities, the Utrecht’s group considered employee engagement through quantitative methods. They defined work engagement as “A positive, fulfilling work-related state of mind that is characterized by vigor, dedication and absorption” (Schaufeli et al. 2002). Vigor is defined as one’s energy at work and willingness to invest in the company through challenging times; dedication is a sense of meaningfulness, enthusiasm toward work and pride in work; and absorption is described as point of time when employees fully concentrated and cannot detach themselves from work (Schaufeli et al., 2002,). They designed test that measures employee engagement. This test is the most frequently used test in an academic field.

There are three main directions in employee engagement studies such as meaning of employee engagement, antecedents and outcomes of engagement (C. Bailey et al., 2017).

Huge numbers of articles and research papers have been designed to explain and understand the concept of engagement. In order to explain it, majority of researchers used Job Demand-Resources (JD-R) framework. This framework is based on the following idea: resources can energize employees and increase engagement, because in the same time job demand can possibly lead to employees' extra effort and exhaustion. So this framework explains a need for resources in order to foster employee engagement. Popularity of engagement concept based on the resource-based view of the organization.

Macey and Schneider (2008) argue that employee have their personal characteristics which influence on employee engagement. They proposed a conceptual framework for understanding the elements of employee engagement. It includes trait, state and behavior engagement. Trait engagement is a point of view on work that affects state and behavior engagement. Behavior engagement is understood as discretionary effort. Macey and Schneider also have shown that work attributes such as variety, challenge and nature of leadership have effects on behavior engagement.



*Source:* Macey and Schneider

Figure 2 Elements of employee engagement

## 1.2 Major Constructs

Employee engagement as a construct was developed twenty-seven years ago. However, this concept does not appear from nowhere. There are constructs of job satisfaction, organizational commitment, job involvement, organizational citizenship behavior that serve as a basis for employee engagement concept development. In this chapter, major constructs and link between these constructs and employee engagement are defined.

1.2.1 Job Satisfaction

The concept of job satisfaction was developed in 1930th. Since then many research articles and books has been published. Job satisfaction can be easily explained by how people like or dislike their jobs. Job satisfaction refers to the state in which employees take pleasure from their work, or the positive and emotional state of the employee after appraisal of his or her job and performance (Shaikh et al., 2012). Historically, the term job satisfaction has been used to describe a feeling, when what one expects from work is equal or even exceeds one’s expectations. The term job satisfaction has come to be used to refer to positive or negative feelings towards one’s job. If people believe that value that job offers exceeds contribution to this job, so people will be satisfied with their jobs. The definition of job satisfaction includes attitude of employees to their wage, work environment, opportunities for work and development and so on. Providing of interview of job satisfaction construct, it is important to highlight that despite the fact that the concept was established 87 years ago, the topic is still relevant and there are many research articles with this concept.

1.2.2 Organizational commitment

Most definitions of OC make reference to the fact that commitment is:

* Stabilizing or obliging force
* Gives direction to behavior (Meyer and Allen, 2001).

Meyer and Allen’s three components model of organizational commitment (OC) is one of the most cited theory framework devoted to OC. Researchers defined three types of OC, namely: affective commitment (AC), normative commitment (NC), continuance commitment (CC). Affective commitment is the employee emotional attachments to, identification with, and involvement in the organization. Normative commitment is a feeling of obligation to continue employment. Continuance commitment is an awareness of the costs associated with leaving the organization.

Organizational commitment is linked to performance by pioneering work of Mowday et al. (1979). They explained OC as: “the relative strength of the individual’s identification with and involvement in a particular organization … characterized by at least three related factors:

* Strong belief in and acceptance of the organization’s goals and values;
* Willingness to exert considerable effort on behalf of the organization;
* Strong desire to maintain membership in the organization”

It is known that the expected behavioral consequences of organizational commitment are lower employee turnover, reduced absenteeism, improved performance and increased OCB.

1.2.3 Job Involvement

JI is an important construct from both individual and organizational perspectives. Allport (1943) defined JI as a degree to which employees are participating in their jobs, meeting needs such as prestige and autonomy. Khan et al. (2011) argue that JI is a degree to which one is cognitively engrossed and engaged in one’s job to the point it becomes central to his/her identity. Literature review gives an understanding that JI is distant from job engagement. Former is the strict cognitive evaluation of one’s job, later includes emotions and behavior. Researchers and theorists have equated JI, directly or indirectly, with such constructs as work centrality, employee morale, intrinsic motivation, job satisfaction, and the Protestant work ethic (Rabinowitz & Hall, 1977)

1.2.4 Organizational citizenship behavior

Robbins (2005) defined OCB as voluntary individual behavior, which is not a part of job requirements. He suggested that successful organizations require employees, which are able to go beyond expectations, their formal requirements and duties. There are some obvious benefits to have good organizational citizens such as: volunteering and willingness to participate in additional work and other not work related activities; ability to support colleagues; avoiding conflicts. Other studies show that employees who demonstrate high OCB are more satisfied in the job, demonstrate higher commitment and job involvement (Podaskoff et al., 2000; Bolino & Turnley, 2003). According to Borman and Motowidlo citizenship performance model includes five dimensions such as: enthusiasm and effort to finish own work successfully, volunteering to job, which is not formally part of duties, helping and cooperating with others, following organizational rules, endorsing, supporting and defending organizational objectives.

1.2.5 Relationship between main constructs

Albrecht (2010) offers to consider employee engagement (EE) in a context of new psychological contract between individuals and organization. He submits an idea that new commitment between individual and organization is not lesser in its intensity, but shorter in its duration and more mobile among different organizational settings. So, in the new organizational context, employees who have high level of commitment to the organization may have more difficulties with changing their place of work. In the same time highly committed personnel might impact on the ability of company to make a decision about downsizing or rightsizing in times of changing market conditions. The new rules are based on the multiple careers with individual multiple commitments. Unlike OC or JI, OCB and EE are behavioral patterns that individuals can demonstrate in different settings. Albrecht compared OC, JI, OCB and EE on various dimensions. The following dimensions are:

1. Scope - The range of job-related performance, specifically intra-role, extra-role or both.

2. Source of behavior - The source of the individual behavior either voluntary or as a result of a certain attitude or disposition.

3. Personality type - The value driver for the individual’s behavior: respect of others or respect for authority.

4. Basic orientation - The individual’s basic orientation toward life.

5. Assistance target - Which is likely to benefit from the individual’s assistance: team, group, unit or the entire organization?

6. Situational compatibility - What are the situational requirements – inter-dependence or independence of units – facilitating or inhibiting individual behavior?

7. Inter-organizational transferability - Can an individual possessing this quality move freely between different organizations?

8. Guiding discipline - Academic domain that most frequently informed the writings on each quality.

As a result of comparison Albrecht concluded with uniqueness of EE: (i) its scope is larger than the other three, (ii) its source of behavior is related much more to work and organization, (iii) its personality type is high on “active coping”, (iv) its basic orientation is non-submissive (therefore making its management more challenging), (v) its situational compatibility is unlimited, and (vi) it is high on inter-organizational transferability. He doesn’t doubt that EE offers organizations a much more attractive profiles of positive attitudes, life-related optimism and work-related enthusiasm combined with energetic intra-role proactivity.

Data from several studies suggest that employee engagement is linked directly to job satisfaction. Many traditional measures of satisfaction are the same for employee engagement measures. For example, enthusiasm is considered as a measure for both concepts. What is now clear is that there is confusion between employee engagement and job satisfaction. There is a proposition that when job satisfaction measured as feelings of positive psychological state, it should be considered as part of employee engagement concept.

Some other researchers highlighted employee engagement as a combination of existing constructs. Also, in the literature on employee engagement, the relative importance of employee engagement as management practice is debated. Several studies propose to use employee engagement as a part of Human Resource Management strategy. The focus of HR is to provide appropriate climate for employees. More commonly, employee engagement has been defined as exhibiting discretionary effort, reflected in extra time, brainpower and energy (Towers Perrin, 2003) which is more close to Organizational Citizenship behavior.

## 1.3 Work Engagement

The concept of work engagement comprises the employee’s relationship with his/her

work and the strength of this connection. It is defined as a persistent, positive, affective-emotional state of fulfillment in the job and the experience of being energized and fully dedicated to one’s work (Hallberg and Schaufeli, 2006). It was originally described by Kahn (1990) as a motivational concept, where employees’ physical, cognitive and emotional energies are directed towards work. In recent research, the most frequently cited description has been that of Schaufeli et al. (2002), which characterizes work engagement as a combination of vigor, dedication and absorption. Vigor refers to one’s energy at work and the willingness to invest in the work during challenging times. It is consistent with the concepts of motivation and persistence. Dedication describes the feeling of the relevance or meaning of the work, as well as enthusiasm towards and pride in the work. Absorption refers to deep concentration during the work. This includes immersion in the work to the point where the time seems to pass quickly and the employee finds it difficult to detach from the work (Schaufeli et al., 2002).

Work engagement has a positive influence, for example, on the effectiveness of the work (Rich et al., 2010; Kahn, 1990), turnover intentions (Schaufeli and Bakker, 2004) and the proactivity of employees (Salanova and Schaufeli, 2008). One question that arises is why some employees engaged in the work, but others not taken into account one work environment.

1.3.1 Antecedents of work-engagement

Many empirical papers studied the antecedents of employee engagement. There are several types of the engagement antecedents defined through literature analysis such as individual psychological states, experienced job-design related factors, perceived leadership and management, individual perceptions of organizational and team factors, organizational interventions or activities (*C. Bailey et al., 2017).* Individual psychological state has the following attributes: self-efficacy, resilience and personal resources. Many studies found link between these attributes and employee engagement. Single studies have found positive links between the following factors and engagement: psychological ownership; enjoyment of work; proactive personality; situational motivation; moral identity centrality; work centrality; emotion recognition; achievement striving; extraversion; affective commitment; authentic functioning; core self-evaluation (*C. Bailey et al., 2017)*. Many research on individual perception of organizational and team factors have been done. The focus of these research and empirical papers has been on a positive link between perception of HRM practices, organizational climate, organizational behavior and engagement. Previous researchers have demonstrated interest in organizational activities and interventions on employee engagement. (Brummelhuis, L.L.T., Bakker, A.B., Hetland, J. and Keulemans, L. 2012). Below, in the table 1 we summarized main antecedents of work engagement.

Table 1 Antecedents of work engagement

|  |  |
| --- | --- |
| Antecedents | Author |
| *Job resources and design* (task variety, meaningfulness, autonomy, feedback, support from colleagues, high-quality relationship with supervisor, transformational leadership) | Christian et al., 2011; May et al., 2004; Fairlie, 2011; Fleck and Inceoglu, 2010; G agne´ and Bhave, 2011; Crawford et al., 2014; Schaufeli and Bakker, 2004; Shuck et al.’s, 2010; Rhokeun Park, 2016, Saks (2006) |
| *Individual factors* (emotional stability, extraversion, conscientiousness, proactive personality, self-efficacy, optimism, self-esteem) | Albrecht, 2010; Bakker et al., 2014; May et al., 2004; Ghorbannejad, Esakhani, 2016; Luthans, 2011; Xanthopoulou et al., 2007; Xiaohong Xu et al., 2016; |
| *Workplace environment* (supportive work climate, perceived level of safety, learning climate) | Shuck et al., 2010, V.Tyagi, 2014 |
| *HRD practices* (Having learning opportunities, employee trainings and developments, career development, organizational change, communication strategy, participating in decision making) | Tiina. Saari et al, 2017; McLean, 2001; Swanson and Holton, 2009; Vince, 2003; Shuck et al., 2010; Shuck and Rocco 2014; Gagne´ and Bhave, 2011; Mika Vanhala, Paavo Ritala, 2016; Brummelhuis, L.L.T., Bakker, A.B., Hetland, J., 2012 |

1.3.2 Consequences of work-engagement

Another cluster of studies has investigated the effect of engagement on outcomes. Drawing on (*C. Bailey et al., 2017)* it can be seen that engagement has an influence on morale and performance. Performance studied in context of organizational and individual performance. Analysis of studies has shown that there is positive linkage of engagement with higher level performance outcomes. There are two sub-categories in individual performance such as in-role task performance, extra-role task performance. In-role task performance means that employee makes only tasks specified by job description. All studies of relationship between in-role task performance and engagement have demonstrated positive correlation. It means that employees make not only their duties specified by job description, but also they perform extra duties by their own initiative. Extra-role performance includes different constructs such as innovative work behavior, citizenship behavior and job ownership. Many studies published on extra-role performance topic show positive relationships between engagement and extra-role performance from different perspectives. Other part of studies has investigated impact of engagement on morale from two different perspectives such as well-being and work related attitude. Nine studies found a link between engagement and general/psychological health, either through a positive association between engagement and positive health outcomes ( Yseult Freeney, Martin R. Fellenz 2013). Some of these (Shimazu, A., Schaufeli, W.B., Kubota, K. and Kawakami, N. 2012) used complex methods (*C. Bailey et al., 2017)*. The highest correlation between engagement and job satisfaction (0,57) and organizational commitment (0,52), then follows in-role and extra-role performance (0,36). Other constructs have low or negative correlation (*C. Bailey et al., 2017)*. Summary of main consequences are presented in the table 2.

Table 2 Consequences of Work Engagement

|  |  |
| --- | --- |
| Consequences | Author |
| *Job satisfaction* | Seppälä et al., 2012; Freeney and Fellenz, 2013; Hallberg and Schaufeli, 2006; Buys and Rothmann, 2010 |
| *Proactive behavior* | Bakker et al., 2012; Sonnentag, 2003; Macey and Schneider, 2008; Salanova and Schaufeli, 2008; Fu Yang, Rebecca Chau, 2016; Crant, 2000; Frese and Fay, 2001; Parker et al., 2006; |
| *Extra-role behavior* | Hakanen et al., 2008, |
| *Improved performance* | Demerouti and Cropanzano, 2010; Bakker *et al.* 2012; Bakker and Xanthopoulou 2013; Yalabik *et al.* 2013 |
| *Turnover intention* | Carmeli and Weisberg, 2006; Shuck et al.’s, 2010; Soane et al., 2012; Agarwal *et al.* 2012; |
| *Organizational citizenship behavior* | Rurkkhum and Bartlett, 2012; Rich et al. 2010; Kehoe and Wright, 2013; Mostafa and Gould-Williams, 2014; |

## 1.4 Personality

Personality plays an important role in understanding of human behavior (S. Yesil, F. Sozbiler, 2013). At the organizational level, personality inventories have been used to explore counterproductive work behavior and organizational citizenship behavior (Spector & Fox, 2002), team work (Peeters et al., 2006), and job performance (Tett et al., 2003). There is popular model of measuring personality called Five Factor Model of Personality (FFM) and based on five factors such as neuroticism (anxiety, insecurity and psychological distress), extraversion (the quantity and intensity of interpersonal interaction and activity level), openness to experience (the proactive seeking and appreciation of new experiences), agreeableness (the quality of one’s interpersonal interaction along a continuum from compassion to antagonism) and conscientious (the amount of persistence, organization, motivation in goal-directed behavior). Another tool is MBTI Personality Type Indicator. The MBTI classifies people along four dimensions such as Extroversion-Introversion (E-I), Sensation – Intuition (S-N), Thinking – Feeling (T-F), Judging-Perceiving (J-P) (16 personality types). The Extroversion-Introversion index defines whether a person directs his/her perception and judgment upon the environment (E) or upon the inner world of ideas (I). The Sensation-Intuition index (S-N) indicates whether a person relies on sensing (S) or intuition (N) processes in comprehending and dealing with the world. The Thinking-Feeling (T-F) dichotomous dimension indicates whether a person relies on thinking (T) or feeling (F) processes in making judgments. The Judging-Perceiving (J-P) index, indicates whether a person uses judging (J) or a perceptive (P) attitude in dealing with the environment. With the use of four indices, 16 types can be generated and the individuals in these types are presumed to differ in preferences, personality characteristics, value judgments, interests, and numerous surface traits (Gross, 1999).

## 1.5 Extra-role behavior

In order to gain competitive advantage, organizations must rely on employees to make improvement in processes, methods and operations (Shalley & Gilson, 2004).

Extra-role behavior (ERB) is simply explained as behaviors that are not formally required by any particular job (Abdu Ja’afaru Bambale, 2012). It is also can be described as descretionary effort that aims to benefit the organization. There are some examples of ERB such as supporting organizational values and acting according to it, volunteering and discretionary effort. It is clear that ERB coincides in some aspects with Organizational Citizenship Behavior (OCB). These both concepts have two main aspects in common such as behavior is not specified by job description and it is not recognized by formal reward system (Abdu Ja’afaru Bambale, 2012). However, ERP is broader concept and includes OCB. ERB can take the form of promotive, prohibitive, affiliated and challenging behaviors. Promotive behavior implies promotion changes in existing system. Prohibitive behavior means sustaining and prohibitive behavior from distractive factors. Affiliative behavior aimed at cooperation with other colleaques (Van Dyne, L., and LePine, J. A, 2008). Individual extra-roe behavior in the workplace is considered to be the main pillars of high-performing organizations. Evidence suggests that extra-role behavior is among the most important outcomes for organizations. Taken into account tough competition on the market, budget and resource constraints, people are treated as source for greater success. It is expected that for success of the company people would go extra mile. There are different factors that influence on employees extra-role behavior. In this paper we investigate how personality factor impacts extra-role behavior.

## 1.6 Impact of personality on Work Engagement and Extra-role behavior

Personality measures are stable over time and considered as a good predictor of outcomes. More engaged and less engaged workers are likely to differ in certain traits as well as in the nature of their jobs, but few studies or models of possible personality contributors to job engagement have been published (Ilke Inceoglu, Peter War,2012) .

Majority of research papers based on Five Factor Model. The five-factor taxonomy of personality is a systematic framework for distinguishing and naming different types and characteristics of people and it provides five replicable, broad dimensions of personality (John & Srivastava, 1999). In research paper of Maria Vakola, Ioannis Tsaousis, Ioannis Nikolaou (2004) studied impact of personal traits on attitude to organizational change. In the study Five Factor Model of personality was used. Result showed that there is a relationship between personal traits and attitude to organizational change. Personality variables have been linked to a number of organizational variables such as job satisfaction, organizational commitments, OCB.

Judge et al. (1999) argued that individual difference variables, such as locus of control, positive affectivity, openness to experience and tolerance for ambiguity play an important role in employees’ work attitudes (e.g. organisational commitment, satisfaction). Salgado (2002) argued that five factor model taxonomy predicts employee turnover. In the study of Andrew J. Wefald1, Rebecca J. Reichard , and Shawn A. Serrano, personality traits have investigated the role of work engagement as a mediator between personality traits and job outcomes. J. Muldoon (2017) explored relationship between emotional stability and OCB. The result showed that emotional stability is positively related to engagement to OCB. There two the most common personality traits that considered as predictors of OCB such as conscientiousness and extraversion.

There is relatively small body of literature, where Myers-Briggs Type Indicator was used. Adrian Thomas et al. (2004) studied impact of personality traits on job satisfaction. A series of hierarchical regressions indicated that personality had neither a direct effect on satisfaction nor a moderating effect on the job characteristics-job satisfaction relation.

In another study was used SHL Occupational Personality Questionnaire (OPQ32n). This questionnaire describes 32 aspects of individual preferred style of thinking, feeling and behaving at work. There are 230 statements on five-point scale of agreement and disagreement.

Taken together in the table 3 below, these studies support the notion that employees with certain personality types inclined to be more or less engaged with their work, in turn affecting their levels of job satisfaction, job commitment and intention to quit. Personality characteristics may predispose employees to invest heavily in their work and make additional effort for extra-role activities. Most of research papers devoted to role of personal trait in organization proposed that individual differences would predict engagement.

Table 3 Effect of personality on organizational variables

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Author** | **Title** | **Year** | **Measerment tool** | **Sample** | **Results** |
| Maria Vakola, Ioannis Tsaousis, Ioannis Nikolaou | The role of emotional intelligence and personality variables on attitudes toward organisational change | 2004 | Five factor model of personality | 137 professionals | Positive relationship between personality traits and employees’ attitudes toward change |
| Adrian Thomas, Walter C. Buboltz, Christopher S. Winkelspecht | Job Characteristics And Personality As Predictors Of Job Satisfaction | 2004 | Myer-Briggs Type indicator | 163 recent graduates | Personality had neither a direct effect on satisfaction nor a moderating effect on the job characteristics-job satisfaction relation. |
| Daniel J. Comeau, Richard L. Griffith | Structural interdependence, personality, and organizational citizenship behavior: An examination of person‐environment interaction | 2005 | Five factor model of personality | 128 undergraduates were from psychology classes | interdependence could act as a moderator on the relationship between agreeableness and OCB and conscientiousness and OCB. |
| Andrew J. Wefald1 , Rebecca J. Reichard2 , and Shawn A. Serrano | Fitting Engagement Into a Nomological Network: The Relationship of Engagement to Leadership and Personality | 2011 | Five factor model of personality | employees and managers at a midsized financial institution | engagement mediates the relationship between personality and organizational outcomes. |
| Ilke Inceoglu (SHL Group, London) and Peter Warr (Institute of Work Psychology, Sheffield) | Personality and Job Engagement | 2012 | Five factor model of personality, SHL Occupational Personality Questionnaire (OPQ32n) | 393 respondents | work engagement is significantly related with all Big Five personality factors; as predicted, work engagement was negatively related with neuroticism and positively with openness, conscientiousness extraversion, and agreeableness. |
| Cheng-Liang Yang, Mark Hwang | Personality traits and simultaneous reciprocal influences between job performance and job satisfaction | 2014 | Five factor model of personality | 392 employees | All Big Five personality traits significantly influence job performance |
| Josh J. Carlsen | An Investigation Of Work Engagement As A Moderator Of The Relationship Between Personality And Work Outcomes | 2015 | Five factor model of personality | 204 respondents | Positive relationship between Conscientiousness and affective commitment to engagement. However, engagement was not found to significantly moderate any other relationships hypothesized in the study. |
| Huynh Thao Tai, Nguyen Quynh Mai | Proactive personality, organizational context, employee creativity and innovative capability: Evidence from MNCs and domestic corporations | 2016 | Bateman and Crant’s scale for measuring proactive personality is modified and streamlined by Seibert et al. | 309 employees of MNC | Employees’ proactive personality, have significant impacts on employee creativity and ultimately organizational innovative capability |
| Wilmar B. Schaufeli | Heavy work investment, personality and organizational climate | 2016 | Five factor model of personality | Dutch workforce - n -1973 | Neuroticism is related to workaholism, while all personality traits are related to work engagement (predominantly openness to experience and neuroticism). |
| Jeffrey Muldoon, Jennifer L. Kisamore, Eric W. Liguori, I.M. Jawahar, Joshua Bendickson | Moderators of the personality-performance relationship: An investigation of job meaning and autonomy | 2017 | Eight self-report items taken from Goldberg’s (1999) emotional instability-MPQ Stress Reaction scale | 190 full-time employees | Emotional stability was significantly positively related to OCBO performance |

## 1.7 Research gap

The concept of employee engagement received enormous attention in few last decades since it was introduced by Kahn. Importance of employee engagement approved by many theoretical and empirical studies. Practitioners also find it important engaged employees, because engaged employees are able to go extra mile for company success.

Numerous studies mainly focused on antecedents of employee engagement, consequences of employee engagement, job resources and developments of the construct (Christian et al., 2011; Schaufeli and Bakker, 2004). Though antecedents and consequences of work engagement were broadly studied, there is relatively small body of literature investigating specific relationship of personality traits and extra-role performance mediated by work engagement (Wilmar B. Schaufeli, 2016). In addition, the strong need to explain how an individual can affects extra-role performance is determined (J. Muldoon, 2017). Moreover, there is lack of previous investigation of production employees work engagement and affect of their personality on extra-role behavior (C. Bailey et al., 2017).

The thesis aims to answer to the following research question:

* Whether personality impacts on work engagement and extra-role behavior of production employees?

## 2. EMPIRICAL STUDY OF RELATIONSHIPS BETWEEN PRODUCTION EMPLOYEES’ PERSONALITY, WORK ENGAGEMENT AND EXTRA-ROLE BEHAVIOR.

## 2.1 Research Strategy

The goal of the research is to examine the relationship between personality of production employees, work engagement and extra-role behavior, we propose that various personality would be engaged differently and have different levels of extra-role behavior. The results of this master thesis would allow us to draw conclusion about what kind of personality have production employees, how these personality types are able to be engaged and how personality affects extra-role behavior.

This research is deductive by nature, because the first step was analysis of historical theoretical and empirical research papers in the field of employee engagement, personality and extra-role performance. On the basis of literature we have formulated proposed relationship between mentioned above concepts. Finally, we test this relationship by case study strategy.

Main methodological strategy is case study research. Case study research has been advocated as appropriate research type for topics which are broad, complex and when “context” is very important (Jan Dul, Tony Hak, 2008). Case study research is a very useful method as it allows expanding and generalizing theories by combining the existing theoretical knowledge with new empirical insights (Yin, 1994). The application of this method can be useful for transcending the local boundaries of the investigated cases, capturing new layers of reality, and developing new, testable and empirically valid theoretical and practical insights (Eisenhardt, 1989; Eisenhardt & Graebner, 2007; Ghauri, 2004; Glaser & Strauss, 1967; Stuart, McCutcheon, Handfield, McLachlin, & Samson, 2002; Tsoukas, 1989; Voss, Tsikriktsis, & Frohlich, 2002). It provides holistic view on real business problems.

The domain of the theory or boundaries in which propositions should be considered as true is international FMCG companies that lead their business activity in Russia, have high competition level, declining market and seek employee engagement as a source for competitive advantage. Companies that have already implemented many HRD practices in order to foster work engagement and expect high level of extra-role behavior, but results still not as high as expected. The geography of the survey is limited to one country. The data for the research was collected in Russia.

One of the main advantages of case study is that there are many alternative sources of data. Data for this study were collected using three questionnaires, fourteen interviews with employees, climate survey from last and this years, personal observations.

In this paper the following research tools used:

* Unstructured interview
* Questionnaires
* Company data
* Personal observations

Production employees here are understood as operators of production lines, production lines’ supervisors, engineers, mechanics and others. Overall there are 40 employees were taking part in this research.

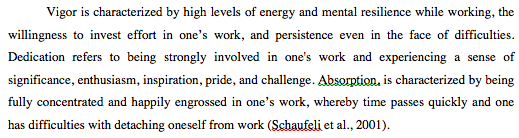
Data for this study were collected using three questionnaires. The questionnaires were structured in the following way:

* Personality measurement. This part defines personality type (Neris, 2011)
* Work engagement measurement. This part measures work engagement based on three sub-categories vigor, dedication and absorption (Schaufeli et al., 2012)
* Extra-role behavior. This part aimed at investigation of overall level of extra-role behavior and on particular parts such as creativity-oriented behavior and implementation-oriented behavior (Dorenbosch et al., 2005)

## 2.2 Measurement of variables

2.2.1 Work Engagement measurement

Work engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.



Based on previously mentioned definition Utrecht Work Engagement Scale (UWES) has been proposed as appropriate measure of work engagement taken into account that this test includes measurement of vigor, dedication and absorption. There are three different types of UWES test including 24, 17 and 9 item UWES tests. They differ by number of items asked for each of dimension of work engagement. In this paper we will use 9-item UWES test, significance of which is the highest and one more important aspect is saving time. It takes less than 5 minutes to complete this test by answering on 9 questions.

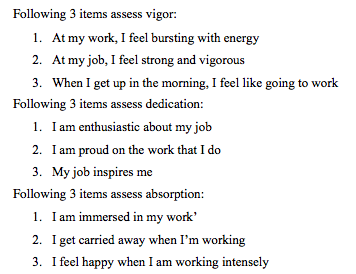


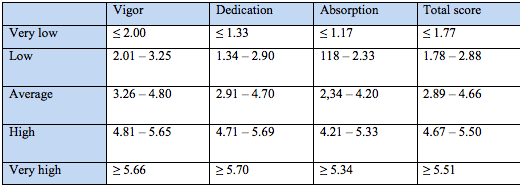
Table 4 Work Engagement test questions

|  |  |  |  |
| --- | --- | --- | --- |
|  | Work Engagement | | |
| Vigor | Dedication | Absorption |
| Number of question in the test | 1, 4, 8 | 2, 5, 7 | 3, 6, 9 |

UWES has demonstrated high internal consistency across many empirical studies. Cronbach’s alpha is 0,84 for vigor, 0,89 for dedication and 0,79 for absorption. Cronbach’s alpha for total score is 0,93 (N=9679). In the manual of UWES test gives translation of the test to various languages including Russian language. The mean scale score of the three UWES subscales is computed by adding the scores on the particular scale and dividing the sum by the number of items of the subscale involved. A similar procedure if followed for the total score. Hence, the UWES, yields three subscale scores and/or a total score that range between 0 and 6, where 0 – is never and 6 - always (UWES manual).

In order to have ability to compare results there is a table of norm scores (see table 5)

Table 5 Norm score of work engagement



To sum up, this test has been chosen because of the following reason:

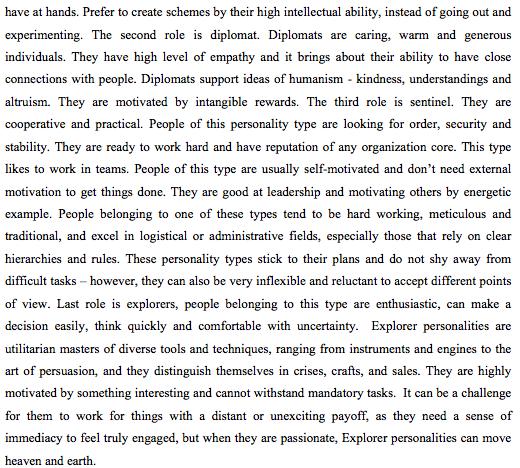
* All dimensions are internally consistent and stable across time
* Three factor structure is confirmed by various empirical studies from different countries
* Short 9-item version is has higher significance then standard 17 or previously developed 24-items tests.

2.2.2 Personality measurement

As a basis for this evaluation personality type test was taken. The test is based on Myers-Briggs theory and Big Five personality traits. There are many critiques about personality tests. Some argue that personality tests are not able to measure all personality types and it is not right to classify people only on several types even sixteen, when people are so different by nature. However, from the other hand, there is an opinion that personality test can give a tool to evaluate constant personal traits.. This test exists tested on 30 languages including Russian, so we don’t need special action to translate items of the test. This 16 personality test was chosen because it:

* measures stable traits that will not to change during long time of employees in the company;
* Has high reliability
* High test-retest check

Employees were offered sixty questions with seven point Likert scale from (1-absolutely disagree; 2 – disagree; 3 more disagree, than agree; 4 - difficult to say; 5 - more agree, than disagree; 6 – agree; 7 – absolutely agree; see attachment 1 in appendix)

Test defines four roles and four strategies (see table 6). The role layer determines goals, interests and preferred activities (16 personality types). There are four roles: analysts, diplomats, sentinels and explorers. The first role is analyst (intuitive and thinking types, both assertive and turbulent variants) – this type is open-minded, rational, approaching many things from utilitarian perspective. Excellent strategic thinkers, they use solutions-oriented approaches to whatever they 

The strategy layer shows preferred ways of doing things and achieving goals. From the literature review it is clear that people with optimistic, proactive, conscience personality type can more be engaged. According to theory there are four strategies such as confident individualism, people mastery, constant improvement, social engagement. Confident individualists prefer to work alone, believe in personal responsibility and are self-confident. People masters are opposed to confident individualists seek for social contact and tend to have very good communication skills. Constant improvers are individualistic people, high-achieving personality type. Finally, last type is social engager. They are high achieving, success-driven, energetic people and eager to succeed to everything they do (16 personality types).

Table 6. Personality type description

|  |  |  |
| --- | --- | --- |
| Role | Strategy | Main traits |
| Analysts  (type 1) | Confident Individualism | Introversion, Intuitive, Thinking, Judging, Prospective, Assertive |
| People Mastery | Extraversion, Intuitive, Thinking, Judging, Prospective, Assertive |
| Constant Improvement | Introversion, Intuitive, Thinking, Judging, Prospective, Turbulent |
| Social Engagement | Extraversion, Intuitive, Thinking, Judging, Prospective, Turbulent |
| Diplomats (type 2) | Confident Individualism | Introversion, Intuitive, Feeling, Judging, Prospective, Assertive |
| People Mastery | Extraversion, Intuitive, Feeling, Judging, Prospective, Assertive |
| Constant Improvement | Introversion, Intuitive, Feeling, Judging, Prospective, Turbulent |
| Social Engagement | Extraversion, Intuitive, Feeling, Judging, Prospective, Turbulent |
| Sentinels  (type 3) | Confident Individualism | Introversion, Observant, Thinking, Judging, Assertive |
| People Mastery | Extraversion, Observant, Thinking, Judging, Assertive |
| Constant Improvement | Introversion, Observant, Thinking, Judging, Turbulent |
| Social Engagement | Extraversion, Observant, Thinking, Judging, Turbulent |
| Explorers (type 4) | Confident Individualism | Introversion, Observant, Thinking, Prospecting, Assertive |
| People Mastery | Extraversion, Observant, Thinking, Prospecting, Assertive |
| Constant Improvement | Introversion, Observant, Thinking, Prospecting, Turbulent |
| Social Engagement | Extraversion, Observant, Thinking, Prospecting, Turbulent |

2.2.3 Extra-role behavior measurement

There is school of thought that innovative potential of employees could be used in order to gain competitive advantage. It is in line with quality management and continuous improvement. Majority of research about extra-role performance focused on OCB, personal initiative, proactive behavior. However, the concept of going extra mile is also presented in innovation management. It is known that it makes sense to leverage innovativeness in order to foster employee engagement. Innovative work behavior implies willingness of employees to upgrade their workplaces or the way of doing work. There are two types of innovative behavior such as creativity-oriented and implementation-oriented work behaviors (figure 9). In this study both sides of innovative behaviors were studied by distributing questionnaires among production employees. Problem recognition and idea generation relates to job ownership. The last two stages considered as extra-role performance. In order to analyze the reasons of why people do not demonstrate extra-role performance, the test and several interviews were conducted. The test was created by the author of this paper. Reliability of this test has been checked by Cronbach’s alpha and equals to 0,7, which is acceptable. There are two parts in the test related to creativity-oriented and implementation-oriented work behavior (see figure 3)

Figure 3 Four stages of innovative work behavior

Problem recognition

Idea generation

Idea promotion

Idea realization

Creativity-oriented work behavior

Implementation-oriented work behavior

So, there are two big parts of the test: creativity-oriented work behavior and implementation-oriented work behavior. Each block includes questions related to problem recognition (PR), idea generation (IP), idea promotion (IPr), idea realization (IRz). We marked each question according to mentioned above classification.

This test measured on 7 point Likert scale:

0 - Never

1 - Almost never (a few times in a year)

2 - Rarely (Once in a half year or less)

3 - Sometimes (once in a month)

4 - Often (several times in a month)

5 - Very often (a few times a week)

6 - Always (every day)

Table 7 Extra-role behavior measurement

|  |  |
| --- | --- |
| Stage of innovative work behavior | Question |
| Problem Recognition (1 item) | How often do you pay attention to the existing problems at the enterprise, the solution of which does not apply to your direct duties? |
| Idea Generation (5 items) | How often do you have ideas of improving production processes and the culture of production in general? |
| “My supervisor encourages me, when I tell him about my ideas for improving the production processes and the culture of production in general” |
| “My manager shows interest to ideas that I have” |
| “I know that I have the right to make mistakes, so I can freely offer my ideas, even if it turns out that I was wrong” |
| “The reasons that I do not demonstrate initiative (I do not put forward ideas) on the improvement of production processes and the culture of production as a whole is that (open question)” |
| Idea Promotion (2 items) | “If I have an idea(s) for improving production processes and the culture of production as a whole, then I know to whom should I turn to in order to get support in implementing the idea” |
| “If I have an idea(s) for improving production processes and culture of production in general, then I discuss my idea with colleagues” |
| Idea Realization (10 items) | "I managed to implement my ideas for improving production processes and the culture of production in general” |
| How often do you manage to realize your idea of improving production processes and culture of production in general? |
| " I will turn to the leader or colleagues for support"? |
| How often have you realize your idea of improving production processes and culture of production in general? |
| " I do know from what to start and procedures of idea implementation" |
| " I do have support from the leader and colleagues" |
| " I do have enough knowledge and skills" |
| " I have all material resources" |
| " I have enough time" |
| Complete the statement: "I faced the following problems when I tried to realize my idea ... (list problems) (open question) |
| Complete the statement: "I managed to realize my idea in practice, thanks to ... (list factors: for example, due to their knowledge and skills)" (open question) |

## 2.3 Company selection

The company surveyed was chosen on the basis of the full range of antecedents of employee engagement provided and unfavorable market conditions (declining market, government restrictions). Obligatory criteria: job resources and design, workplace environment, HRD practices. By job resources and design we understand: task variety, autonomy, feedback provided, support from colleagues, high-quality relationship with supervisor, leadership. Workplace environment criteria: supportive work climate, safety issues priority, learning climate. HRD practices criteria include: having learning opportunities, employee trainings and developments, career development, rewards and recognition, communication strategy, participating in decision making, involvement to other activities. The company chosen for this study is Heineken brewery St. Petersburg.

2.3.1 Market conditions

High competition, need for innovations, continuous change are main drivers on the current market. In this conditions it is required from employees not only make perfectly their in-role tasks, but to be able perform extra-role behavior and adapt to new organizational challenges. The climate is characterized by constantly changed environment and ability of employee to make with fewer resources available.

The Heineken brewery reported a 7-9% decrease in sales in Russia due to a planned reduction in stock in warehouses and a temporary lack of production in one of the networks. In general, the company increased beer sales by 0.6% in physical terms for the first quarter of 2017 due to good performance in Asia and Europe. In 2017, Heineken expects that the Russian market will fall by 2-5%.

So, market conditions are following: high competition based on cost control, declining market, government restrictions (prohibition of PET-containers of more than 1.5 liters and ban on advertising of alcohol beverages), craft beer growing popularity. All these influence negatively on financial results of the company and require extra-effort from employees to bring success to the company. For example, there is a plan of brewery development till 2020 in terms of WCBO (World Class Brewing Organization). At this moment number of personnel are 133 employees, however it is expected to have 97 employees in 2020 year.

To sum up, the market conditions are not favorable, this forces management to find other resources of competitive advantage. One of the potential resources of stable position on the market are employees who will be ready to perform extra-effort future success of the company.

2.3.2 Workplace environment

There is a quality control system called Total Productive Management (TPM). It is one of the main tools to increase competitiveness and production environment efficiency. According to the world experience, TPM is the most effective tool to afford this goal. The program involves increasing the efficiency of the production system by completely eliminating all losses, that prevent efficient work of employees, machines, energy, materials and tools. TPM is based on at least eight pillars: continuous improvements, autonomous maintenance, planned maintenance, training and standardization of the work, early (equipment) management, maintenance and change-over procedures are taken into consideration when new equipment is purchased and/or designed, quality management, optimization of office processes, safety and environment.

There are eight directions of TPM implementation such as:

* Autonomous Maintenance - independent maintenance of equipment by operators
* Planned Maintenance - establishment of a system of preventive maintenance and maintenance
* Focused Improvements – individual improvements in the production cycle
* Quality Maintenance - activities to maintain and improve quality
* Education and Training - staff development
* Initial Phase Control - monitoring and adjusting the initial phase of the TPM deployment
* TPM office - TPM in management and service structures
* Safety and Environments - Activities to maintain safety and safety of production for the environment

The reason why it is important to mention here TPM is this system requires engagement of employees. TPM methodology includes direction of focused improvements, which encourage people to make improvements. Safety is Heineken priority, so criteria about safety issues are exist here in the full extend. There are many activities and procedures devoted to safety issues such as days of safety, boards with safety requirements and so on.

2.3.3 Learning climate

In the study of Eldor and Harpaz (2016) has been stated that employee engagement plays mediating role between learning culture and extra-role behavior. An effective learning culture plays a crucial role in promoting sense of challenge, meaningfulness and variety. Also it suggests that learning culture gives to companies competitive advantage that competitors rarely could imitate. At Heineken is clearly learning culture environment. Employees have their personal development plans and eager to develop technical and soft skills.

2.3.4 Job Features

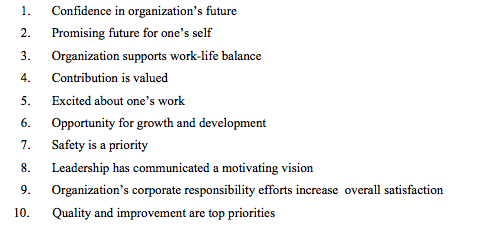
In this study we analyze a case of shop-floor employees such as production line supervisors, engineers, mechanics, shift master, technicians and hardware engineers. All this types of jobs require technical or analytical type of mind. Ability to work in intensive mode, because there are budget constraints and following from it limited number of people. So one person have to know and work on different machines and lines. As a result, their work is quite challenging, intensive and have great variety. Variety in work comes from often changes in production lines from one type of beer to another. The second reason is that Heineken want to achieve substitutability of people: one person should know as many as possible machines in order to be universal professional and change other employees if needed.

Resources availability is also important aspect of job feature. In this study employees were asked do they have time, material resources and knowledge in order to perform behavior engagement.

2.3.5 Employee voice

Employees have various types of showing their voice such as climate survey, chat in WhatsApp messenger, adaptation and development meetings with managers and supervisors, direct contact with brewery director and managers.

The first is climate survey, which is based on IBM’s model of measuring engagement. There are two forms of questions open and closed. Employee engagement surveys popularity has grown in the last 10 years because organizations believe they can leverage employee engagement for higher employee retention, greater customer satisfaction and improved financial performance (Harter, Schmidt, & Hayes, 2002). The survey based on equally weighted combination of four individual elements such as pride, satisfaction, advocacy and commitment. These four elements were chosen on the basis of IBM understanding of engaged employees. Thus, engaged employees are those who have pride in and are satisfied with their organization as a place to work, and who advocate for and intend to remain with their organization (IBM, 2014). It infers that in this conceptualization employee engagement is a result of organizational policies and practices, as well as leadership and managerial behaviors. IBM defines several employee engagement drivers using relative weights analysis (RWA) (Johnson, 2000) to identify the key drivers of employee engagement reveals that the top 10 drivers, across a study of 19 countries, are:



Based on this summary, it seems reasonable to conclude that employee engagement is based on senior leaders who build trust and confidence, direct line managers providing recognition and demonstrating respect, employee-perceived opportunities for growth and development and, finally, enthusiasm generated by the work itself.When organizations meet these conditions, employee engagement levels will be at their highest.

The questions of the survey are based on five-point Likert agreement scale. There are questions concerning strategy and aims, management team, my supervisor, my work, cooperation and team work, innovations, client orientation, rewarding and recognition, opportunities to grow, adherence, attitude to the company. The results are shown as a % and also include comparisons to other reference groups, namely: trends (results compared to last year), OpCo norms (results compared to OpCo overall results), HNKN norms (the company result compared to the overall global company average), External norms (the company result compared to IBM’s external norms).

The IBM High Performance Engagement Model is comprised of two elements: the Employee engagement index (EEI) and the Performance Enablement Index (PEI). The EEI assesses employee commitment and willingness to apply discretionary effort. Internal consistency of index is 0,91. The PEI provides employees’ views of the effectiveness of the organization and the extent to which it supports employee to perform. Internal consistency is 0,86. PEI includes the following items: quality commitment, clear quality standard, co-workers cooperation, customer problems, customer feedback used, receive needed training, participative decision making. According to IBM the combination of engaged and enabled employees’ set the conditions to produce superior business performance.

This is obvious that an employee engagement survey is not a solution to high employee engagement workforce, but just a beginning of the process. The main purpose of employee engagement is to hear employees voice and take actions in order to improve organizational climate. The first step after employee engagement survey is to communicate results of climate survey and take simple and clear actions. Also, it is useful for companies to compare results from past years and make conclusions about what changed from the last year and what still needs of improvement.

The second tool for employees to be listened is a chat in one of the popular messenger. Interviews with fourteen employees outline that all of employees use this messenger and find it as a really effective way of communication between colleagues and mangers. They can discuss anything about job; ask questions if they have; announce some news or important information. This chat gives an opportunity for employees to be informed about any changes even if this was not their shift and they were at home. So, they stay in touch with coworkers and supervisors in any time. Also it helps to promote informal communication between coworkers and supervisors.

The third opportunity for employees is adaptation and personal development meeting with their supervisor and HR executive as a facilitator of the meeting. On these meetings people are aloud to impress their opinion about their wants and needs. Also they will be asked about their desire to change something or their intentions to have soft or hard skills trainings.

The last but not least important fact is that office of brewery director is located directly in Packaging Department which means with direct opportunity for employees to meet their director.

2.3.6 Rewards and recognition

There are different type of rewards and recognitions such as TPM rewards and other organizational rewards. Quarterly the company awards their employees that achieved the best results for contribution to safety, people development, quality, customer service, continuous improvements.

* Reward for contribution to safety - one employee is rewarded, who took the first place in the overall result of eliminating and/or reducing the risks from implemented security solutions during a quarter.
* Reward for contribution to people development - a team or employee is rewarded who has achieved outstanding results in training and development of employees.
* Reward for contribution to quality - a team or employee is rewarded who has achieved outstanding business results in the field of product quality assurance.
* Reward for contribution to customer service - a team or employee is rewarded who has achieved outstanding business results in improving the service that the company provides to internal and external customers and consumers.
* Reward for contribution to continuous improvements - a team or employee is rewarded who has achieved outstanding improvements, high financial results through improved performance, economic gains, and other outstanding business results, showing the behavior of "Act as an Enterpreneur"

The next categories of rewards are:

* The best first line manager – defined quarterly by criteria on how many improvements his/her employees have made.
* The best department by improvements - defined quarterly by criteria on how many improvements employees in the department have made.
* Encouragement for participation in various organizational activities
* Holidays gifts: New Year, Women’s and Men’s days
* Recognition of five and ten years of working in the company
* The best employee of year

2.3.7 Communication

There are several tools, which are used to foster communication between leaders, supervisors and employees. For example, radio broadcasts, communicative sessions and weekly meeting with department managers.

* Radio broadcast – brewery director holds a weekly broadcast. He starts with production news and KPIs, OPIs and other important indexes and news. Finally, he congratulates people with their birthdays or with new appointments.
* Communicative sessions – this is a big meeting with all production employees. On this session, brewery director communicates important issue and news, congratulates with big achievements, announces news and ask for questions, interact with people.
* Weekly meetings with department managers – are also meetings for communicating important department’s news, issues and goals.

2.3.8 Opportunities to grow

Growth of employees is highly supported and there are training and development plans. Nowadays, Heineken launch a program of technicians - giving operators an opportunity to grow from just operator to technician who has some functions from mechanics and higher salary simultaneously. For people, who are tired from monotonous work and want to apply their technical skills it is an option have more interesting and challenging work with an opportunity for further growth.

2.3.9 Trainings and Development

There is a wide program of trainings and developments at Heineken. Employees have plan od personal development plan. They choose a goal for development for a quarter and then work on it. There are different types of trainings such as technical or general trainings. Technical trainings aimed at development of hard skills needed to be more skilled at particular work and there are great varieties of soft skill trainings such as presentation skills or leadership skills.

2.3.10 Leadership

Interesting feature of this case is that brewery director’s office is located in Packaging Department, which means with direct proximity to production employees. He has genuine interest about his employees and always has conversations with them. He put his effort in order to help their employees in life or work problems. He participates actively in any kind of activities organized in the company with employees and supports spirit of employees for future success. He acts friendly and open-minded.

2.3.11 Participating in decision making

One of the important components of people’s feelings valued and engaged is participation in decision making. The company has a electronic system where people are able to set their goals for next period. This gives people feelings of ownership for their future tasks and responsibility to get things done, because it was their personal choice. Another example of employees participating in decision-making is situation, when employees were asked about their opinion about appropriateness of wearing of accessorizes during shift in production line. Majority of people propose to limit some of them, because managers explained them importance of safety food production issues. Finally, people stick strictly to the rule as decision was made actually by them. It is important to highlight, that they achieved higher level of introducing changes into workplaces while involving people in decision-making.

2.3.12 Involvement people to other activities

TPM implies engagement people to improvements of production processes, quality and safety. So, this policy brings about specific activities devoted to engage people into mentioned above improvements. For instance, there was organized a “Week of advanced quality”. Every day of the week had special event dedicated to quality improvement. There were different types of activities from games and trainings to visits of sales points with suppliers. As a result of this program, percentage of people participating in improvements of quality rose from 30% till 80%. Number of ideas increased from 24 till 88. One more interesting part of employees activities is participating in films about safety issues and TPM principals and rules. This involvement encourages people to stick to these rules and be more engaged. Another example of people’s involvement to organizations are volunteering activities such as blood donation or visits to children’s house.

## 3. DISCUSSION AND CONCLUSIONS

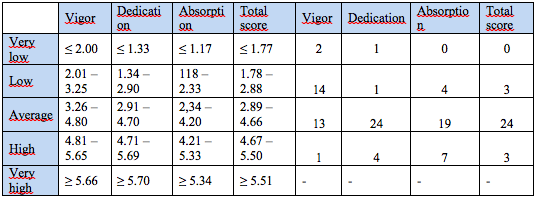
## 3.1 Findings

After analysis of employees’ personality types we have found that most of people belong to type 3 (sentinels). There are 15% of people who belong to type 4 (explorer role). Analyst type and diplomats type presented in amount of 5% each. From here we can see that the most suitable type of people for this environment is sentinel type, because they are practice-oriented, tend to feel satisfy with order, safety and stability. The most people follow people mastery or social engagement strategies.

Figure 4 Distribution by personality type

In order to check work engagement level of sentinel type employees we distributed Utrecht Work Engagement test. Results are presented in the table 8 below. Left part of the table from vigor till total score presents norm scores for work engagement level. The right part from vigor till total score demonstrates number of people in each category.

Table 8 Work engagement questionnaire results



From the table 8, we can observe that there are people in all groups presented with low, average and high level of engagement. Unfortunately there are no people with high level of work engagement. The highest number of people with sentinel personality type is in the average category. Average category is determined by the norm score and means that people who filled the questionnaire answered to the most questions as sometimes or rarely. Only three people demonstrate high level of work engagement. How it was mentioned before vigor characterized energy that people feel. From the table we can see that sentinel personality type characterized by low level of energy on work.

Then we conducted extra-role behavior questionnaire. We can see results in the table 9. As it was mentions in the previous chapter there are four part of extra-role behavior: problem recognition, idea generation, idea promotion and idea realization. In the left part of the table norm scores are presented from problem recognition till total score and the right part of the table presents observed results from the questionnaires.

Table 9 Extra-role behavior questionnaire results

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | PR | IG | IP | IR | Total score | PR | IG | IP | IR | Total score |
| Low | 0-3 | 0-3,25 | 0-3,33 | 0-2,13 | 0-3,34 | 23 | 7 | 2 | 8 | 7 |
| Average | 3,01 - 4,00 | 3,26 - 4,5 | 3,34 - 5,67 | 2,14 - 4,00 | 3,34 - 4,29 | 7 | 18 | 25 | 22 | 21 |
| High | 4,01 - 6,00 | 4,5 - 6,00 | 5,68 - 6 | 4,01 - 6,00 | 4,30 - 6 | - | 5 | 3 | 2 | 2 |

From the table we can see that sentinel personality type don’t demonstrate high level of extra-role behavior, namely: improvement of business processes, machines and safety issues. Another important finding was that there is a gap between the fact that employees notice problems and generate ideas, promote and realize it. In this study we link it to personal traits discussed above that set barriers between problem recognition of employees and idea implementation.

To sum up, in this paper we aimed to investigate the link between construct of work engagement, extra-role behavior and personality type. In the beginning of this master thesis we have identified main definitions of employee engagement as there is still no one agreed definition of employee engagement. As we defined there are three main approaches to define employee engagement: academic based method, company based and consultancy based method. In this paper we used mixed approach, because it gives broader understanding of the concept. Based on the literature, we identified different types of engagement such as organizational, work and team engagement. We focused on work engagement, its’ antecedents and consequences. Based on the literature, we have pointed out several drivers of work engagement such as job design and resources; workplace environment; personal traits and HRD practices. Also main consequences were also determined such as job satisfaction, proactive behavior, extra-role behavior, improved performance, turnover intentions, and organizational citizenship behavior. From the literature we identified research gap in examination the link between production employees’ personality on extra-role behavior. In order to examine relationship between these three concepts we conducted three questionnaires, which had been filled by production employees. The result shows that majority of production employees have the same personality type (sentinel), which characterized by average work engagement and extra-role behavior level. So, we can confirm that middle level of engagement is associated with middle level of extra-role behavior performed by sentinel personality type. However, we also checked work engagement and extra-role performance of other employees who were from other personality types and identified that they have the same level of work engagement as sentinels, but their extra-role behavior level is higher. From this fact, we draw a conclusion that personality type impacts on extra-role behavior. It is important to mention that this study is limited by time constraint and sample constraint. So, further investigation is needed in order to test other personalities impact on work engagement and extra-role behavior.

## 3.2 Managerial implications

The companies today experience tough market conditions. Hence, there exists demand for employees extra-effort as an driver of company success. Many companies have already implemented many management and HR practices aimed at increasing of discretionary effort of employees. However, there is still questions why some people demonstrate extra-role behavior and others not. The purpose of this study was to answer to the question: whether there is a link among personality as antecedent of work engagement and extra-role behavior as a consequence. The findings of this study have a number of practical implications. The results of this research showed that individual differences have a positive effect on work engagement and extra-role behavior. As this study showed some people with certain individual differences are more likely to perform extra-role behavior. So, this might mean the use of personality measures such as personality typology as a basis for workforce diversity. Practitioners should attempt to support climate for engaged workforce. There are several ways how to do it. First of all, need for hiring people not from perspective of technical skills for particular job, but also for further development. Knowledge of personality type not only helps to understand would this particular personality type fit to his job and team, but also helps to increase satisfaction and engagement of employees.

## Theoretical contribution

The study investigated link between personality of production employees, work engagement and extra-role behavior. Theoretical implications are discussed further:

* Based on careful literature review antecedents of work engagement were determined and classified. We proposed the following classification of antecedents such as job design and resources, individual factors, work environment, HRD practices.
* The same analysis was conducted in order to identify and classify main consequences if work engagement. Consequences might be divided into six big groups: job satisfaction, proactive behavior, extra-role behavior and OCB, improved performance, turnover intention.
* We developed theoretically and tested empirically link between personality type, work engagement and extra-role behavior. However, this research is not comprehensive because of not all personality type studied, thus provides topic for further investigation and development.

## Limitations

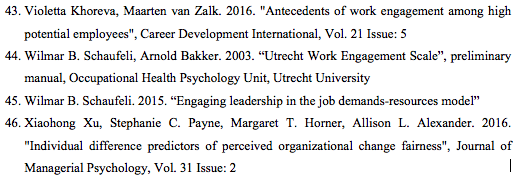
There are few following research limitations. First of all, in this master thesis we study only relationship of one antecedent type and one type of consequences of work engagement. The future research might address this gap by also introducing other antecedents and consequences in the model. The second limitation is relatively small sample, so future research are needed in order to confirm or oppose findings presented in this study. Moreover, future research could be extended to all categories of employees, not only production employees. The third limitation is generalizability. The results cannot be generalized to all production employees due to specific features of environment in the company surveyed.

## REFERENCE LIST

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## Appendix 1. Personality measurement questionnaire

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