The Impact of Personality Traits on Turnover Intention: The Mediating Effect of Job Insecurity

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ABSTRACT

Previous literature has acknowledged that it is essential to examine how employees' personality traits affect employment outcomes, particularly disparities in job performance. This study investigates the mediating effect of job insecurity on the individual's personality traits and turnover intention. The questionnaires were collected online between March and April of the same year. In addition, the study's intended audience included entry-level and mid-level workers. The survey was circulated using Google Forms, emails, and social media to gather the data. As a result of the questionnaires being distributed among the participants, the study took a snowball approach. This study also uses a sample size of 299 employees (N=299). Job Insecurity would mediate between Big Five personality characteristics and turnover intention, which would have a detrimental impact on employees' willingness to leave their jobs. It was shown that the Big Five personality qualities adversely predicted turnover intention, while job insecurity mediates the relationship between the Big Five personality traits and turnover intention. For Thai employees who voluntarily quit, traits such as affected feelings, toughness of mind, and shyness were found to be predictive of leaving; commitment was found to be associated with turnover intentions for low self-monitors, and external locus of control was found to be associated with intentions to leave.

KEYWORDS: *agreeableness, openness to experience, extraversion, neuroticism, conscientiousness, job insecurity, turnover intention.*

JEL CLASSIFICATION: *J1, J6, J28.*

1. INTRODUCTION

Information Communication Technologies (ICT) have enabled connecting anywhere to provide real-time data and information to businesses, organisations, and individuals. It has been shown to affect workplace characteristics such as the perception of work overload and information fatigue, resulting in demoralised, demotivated, and dissatisfied employees who provide subpar performance. Preliminary stress research has shown that individual personality traits strongly influence the perception and impact of stress (Hamza & Shatila, 2022). Organisational stress manifests itself differently for people of various personality types, as demonstrated by the fact that they use various coping strategies. Personality disparities in reaction to stressful conditions due to uneven choice of coping strategies play a crucial explanatory function in diverse psychological implications for people (Shatila & Jalloul, 2022). This information is critical for managers because it helps them determine if a candidate is a good match for the position and allocate resources accordingly (Kumar et al., 2022). As the prevalence of technological stress has expanded in today's workplaces, a more thorough theoretical understanding of how individual differences influence the effect of job insecurity on job results is required, according to Youn et al. (2017).

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2. PROBLEM STATEMENT

Research on job insecurity has highlighted the need to examine how personality traits impact employee performance, especially in relation to workplace performance inequalities. Decision makers continue to focus on the theoretical investigation since they continually overburden and irritate workers in organisations due to new and sophisticated technology. Preventative stress management approaches specific to the company and individual employee requirements may be developed using this study. The study aims to see whether job insecurity impacts a person's personality traits, which may be thought of as their typically stable attitudes. People studying the relationship between job performance and elements such as personality and job insecurity will be interested in learning more about this topic. This research focuses on the intention to leave one's job, which is significant to stress management in the workplace. Job Intention is a negative consequence that might result from work-related technology stress. Depending on the prevailing personality types of the personnel in the companies, job insecurity might be regarded as a threat (negative) or possibility (positive).

3. THEORETICAL FRAMEWORK

3.1 Trait Theory
The trait theory of personality was developed by Liu et al. (2015), who argued that a person's personality is a series of stable traits over time. The approach narrows a person's personality to five core traits: openness, agreeableness, extraversion, neuroticism, and conscientiousness. Personality traits are characterised under this concept as enduring styles of responding to the world that may be seen in various contexts. Traits are characterised by their effect on behaviour, individual variation in expression, and relative stability over time. According to Bianchi et al. (2018), most people are better defined by their core dispositions than by their cardinal ones (which are so dominating that they rule the person's life and cannot be disguised). According to Butucescu et al. (2020), a person's unique identity comprises no more than ten distinguishing traits, and all members of a given culture or country share these traits. Incorporating factor analysis has led to new advances in trait theory.

3.2 Social Cognitive Theory (SCT)
Originating from the social learning theory, which found that individuals learn both from their own experiences and by seeing those of others, SCT has become one of the most extensively utilised and viable theories for altering health-related behaviour. Personal variables (such as age, cognitions, experience with the activity, etc.), environmental factors (such as availability to resources, safety, family/friend support, etc.), and characteristics of the behaviour itself all interact to impact behaviour in SCT (vigour of the behaviour, outcomes achieved as a result of practising the behaviour, competence with the behaviour, etc.). Identification of the positive supports and the detractors in each of the three dimensions is crucial for effective behaviour modification initiatives, according to Andresen et al. (2018).

According to the Social Cognitive Theory of Personality, one's identity is formed via the interplay of one's social environment, one's thoughts, and their actions. Observational learning describes the social elements that influence a person. Cognitive elements originate in one's mental processing of the external social setting. The two previously mentioned aspects shape behaviour, which is a reflection of personality. Behaviour, thoughts, and other social aspects all affect and are affected by one another. As a result of their mutual influence, we say that they are mutually determined, according to Butenko et al. (2022).

4. VARIABLES CONCEPTUALISATION

4.1 Agreeableness

Character traits such as friendliness, trustworthiness, civility, and cooperation are all part of being agreeable. Being agreeable is having interactions with other people that are positive and rewarding. Others who lean toward collectivism are more attuned to the feelings of those around them, less likely to initiate or escalate conflict, and more willing to find a middle ground. Employees with a collectivistic mindset in Hong Kong's collectivistic culture reported better job satisfaction than individuals, mainly when they were part of cohesive teams. According to Greinacher et al. (2022), generally, well-liked people are more likely to value altruism, tradition, and conformity. They reasoned that people might be driven to act agreeably for one of two reasons: either out of concern for others or out of a desire to keep their word, play by the rules, and keep the peace. High-scoring individuals on the agreeableness scale should find it simpler to meet the job and social requirements of more closed and collectivistic cultures, according to Lee et al. (2020). It is crucial to make a positive impression on in-group members and to act while interacting with them. In close and collectivistic communities, members are praised for following the rules, keeping the peace, and doing what they are supposed to do, which should lead to happier workers. Although workers in Western societies are similarly rewarded for getting along with others, that is, being agreeable, helpful, and cooperative, there is a counterbalancing effect due to different cultural norms. Some people may be rewarded and promoted over others for being disagreeable and entering conflict with others if they are seen as performers by their superiors, according to Szabó et al. (2021). To some extent, the contradictory effect may explain why the correlation between agreeableness and work satisfaction varies so much in the West. Workers in collectivistic cultures, on the other hand, should be less satisfied with their jobs if they exhibit discordant conduct on the job, as those who disrupt the social order are subject to punishments like being cut off from resources for their trouble according to Ahmetoglu et al. (2021).

4.2 Openness to Experience

Openness to experience makes it more challenging to establish precise and consistent predictions about its effect on events connected with shifts in well-being. It indicates that the extent to which open people have a longer life span than their contemporaries depends on the specific dimension being studied. This means that openness to experience drives shifts in well-being that may be less stable. On the contrary, it may be expected that this characteristic plays the "opposite" function of conscientiousness, according to Szabó et al. (2021). To be more precise, being more open to new information may affect happiness trajectories less by changing their overall course and more by increasing their inherent volatility. However, this unstable impact may be hard to detect in regular moderation tests, much like conscientiousness. Thus, future studies must investigate personality characteristics as predictors of changing patterns and long-term stability in well-being, according to Evans et al. (2022).

4.3 Extraversion

Those classified as extraverts tend to be lively, confident, active, and friendly. It is thought that variations in the human body and the brain's most fundamental systems contribute to the emergence of extraversion. More extraverts than introverts report feeling happy in response to the same enjoyable occurrences. Extraversion has been linked to happy emotions. Participants who were in a good mood made more favourable evaluations and decisions and had more positive memories to recollect than bad ones, according to Tsaousoglou et al. (2022).

4.4 Neuroticism

As with extraversion, it has been suggested that variations in fundamental human physiological and neurological systems are at the root of neuroticism. Lower happiness is connected with neuroticism (poor emotional stability); those lacking emotional stability are more likely to feel unpleasant feelings. They suffer from nervousness, anxiety, mood swings, guilt, and insecurity. Therefore, those with neurosis would have a harder time making friends and advancing their careers than those with a more balanced emotional life. Emotionally unstable people have a more intense negative affective response to bad experiences. Lack of positive emotional regulation is another name for neuroticism. High NA subjects are less affected by upbeat experiences and tend to have a more pessimistic outlook on the world. Their task performance (Youn et al., 2017) found a negative correlation between NA and work satisfaction.

In the same way that conscientiousness predicts success in the workplace, so does emotional stability. Neurotic people would be less happy in their jobs if they received less praise and fewer benefits. The estimated true-score correlation between neuroticism and work satisfaction was -.29, making it the most significant association among the Big Five personality Traits studied by (Tsaousoglou et al., 2022). Employees with higher levels of neuroticism have reported lower levels of job satisfaction in studies on core self-evaluations with samples from Israel and close, collectivistic Japan.

4.5 Conscientiousness

Conscientious people are well-organised, punctual, dependable, comprehensive, and hard-working. Overall productivity in the workplace may be predicted by a person's degree of conscientiousness. Workers feel more appreciated and satisfied when rewarded for doing a good job. According to the results of a meta-analytic regression study conducted by Youn et al. (2017), conscientiousness was a significant predictor of work satisfaction, with an estimated true-score correlation of 26. Those responsible at work should be rewarded in the same way in the collectivistic Asian workplace.

4.6 Job Insecurity

Youn et al. (2017) defined job insecurity as the perception of a possible risk of losing employment. The similarities between these definitions highlight that JI is a different kind of stressor, unlike comparable concepts like unemployment, job mobility, or other stressors in the workplace. First, it only applies to the person's current employment status, not to their history, future, or whole career. In addition to macroeconomic and sociological issues, the specifics of the present workplace, including the supervisory and organisational climates, have an impact. Previous studies have shown that JI is a phenomenon that occurs in almost every business and does not always need drastic measures such as reorganisation or layoffs. Each worker experiences varying degrees of job-related stress, even while working in the same ostensibly neutral setting. This is a subjective and perceptual experience, and its hallmark is uncertainty about the future, according to Bianchi et al. (2018).

4.7 Turnover Intention

The term turnover intention of workers is used to describe a worker's propensity to look for a new job. The potential for employee turnover is a significant problem for every company, regardless of its size, industry, or location. Voluntary and involuntary forms of turnover exist. According to Youn et al. (2017), estimating a link between turnover and a given metric like work satisfaction would be erroneous if applied to all leavers without distinguishing between voluntary and involuntary turnover. Voluntary turnover occurs when employees voluntarily

quit their positions and the company (Bianchi et al., 2018). Voluntary turnovers are expensive for businesses because of the time and money spent recruiting and training new employees and the stress put on the old workforce. Greinacher et al. (2022) distinguished voluntary and involuntary turnover to further categorise voluntary turns. The resignation of high-quality employees is a voluntary turnover, whereas the resignation of efficient workers is an involuntary turnover.

5. EMPIRICAL LITERATURE AND HYPOTHESIS DEVELOPMENT

5.1 Impact of Personality Traits on Turnover Intention
The research of Lee et al. (2020) aims to analyse the influence of faculty members' personalities on their intentions to leave their positions at Indian technical schools. The Personality Big-Five Factors were used to identify five personality antecedents. Using the Turnover Intention Scale and the Ten-Item Personality Inventory (TIPI), a 13-item measure was created A non-probabilistic convenience sampling strategy was used to obtain data from a sample of 261 faculty members utilising a questionnaire designed and delivered online. Scale internal consistency was determined using Cronbach's coefficient alpha and principal component analysis with varimax rotation, according to Ahmetoglu et al. (2021). The association between the determinants of personality and turnover intention was studied using regression analysis. Extroverts and agreeableness were shown to have an inverse effect on turnover intention. According to the findings, management should implement effective methods and improve human resource procedures to promote faculty members' positive personality qualities and boost retention. (Hang-Yue et al., 2007).

5.1.1 Impact of Agreeableness on Turnover Intention
One of the five Big Five personality traits of hotel employees strongly predicted their intention to quit: hospitality expertise and job happiness. Research on Thai hotel employees found that Big Five personality traits negatively predicted turnover intention and hospitality competence did not buffer the relationship between Big Five personality traits and turnover intention. However, according to Szabó et al. (2021), job satisfaction did. Their affected sentiments predicted employee turnover among Australian police officers; tough-mindedness, shyness, and commitment were linked to their desire to leave among low self-monitors. Additionally, an external locus of control was related to their intent to leave. According to Ushakov & Shatila (2021), a study examining personality qualities such as the will to remain and maintain power, high levels of assertiveness, and emotional intensity are associated with greater participation in helpful behaviour and organisational commitment. According to Evans et al. (2022) findings, the Big Five personality traits negatively influence turnover intention and support the validity of the Big Five concept. Big Five personality characteristics were correlated with the hotel staff's ability to perform their hospitality responsibilities. It may be advantageous for employers in the hospitality business to combine our Big Five personality traits with measurements of hospitality expertise, according to Cho et al. (2014).

5.1.2 Impact of Openness to Experience on Turnover Intention
Medical physicians (MDs) working in Ghana's two most stressful areas are the focus of this study, which examines the link between openness to experience (OTE) and turnover intention (TI) and examines the moderating influence of openness to experience (OPE) on this link according to Song et al. (2021). The responses of 214 physicians were analysed. Self-administered questionnaires were used. It was a cross-sectional study with a positivist philosophy, a quantitative research technique, and an explanatory design. The normality test, sample adequacy measure Kaiser-Meyer-Olkin, and Bartlett's sphericity test were used.

Structural modelling, as well as reflective measurement, were evaluated. The partial least squares (PLS) algorithm tool was used to analyse path coefficients, and the product indicator technique was used to examine the moderating impact. The threshold for significance was established at 5%. It was run on Smart PLS 2.0 M.3 software. OTE and TI seem to have a considerable impact on each other, according to Tsaousoglou et al. (2022). They are more likely to like their work if they are self-sufficient, creative, self-reliant, experimental, and visionary. The PLS-structural equations modelling, a superior and rigorous analytical approach, is used to provide healthcare literature on the moderating influence of the OPE personality dimension on the connection between PCB and JST (Park & Min, 2020).

5.1.3 Impact of Extraversion on Turnover Intention

An organisation's productivity suffers greatly when there are many turnovers. Due to decreased morale, those who stay may be less productive because they are less motivated to do their best work. The entire performance and results of an organisation may be affected by turnover, according to Shatila & Alozian (2019). Large manufacturing firms have emerged in the Slovak Republic, one of the most developed nations in the world, for manufacturing. Instead of studying ways to improve job satisfaction, a significant predictor of turnover, Lee et al. (2021) have concentrated on minimising the likelihood of employees leaving their jobs. Those more extroverted are more likely to have moral and ethical motivations that impact their decision to leave. Extroverts are more inclined to seek out social connections and, hence, have a more significant number of colleagues in their workplace. Consequently, extroverts can assimilate more easily into an organisation's culture and lower the risk of fluctuating. (Udo et al., 1997).

5.1.4 Impact of Neuroticism on Turnover Intention

It is difficult to comprehend why prospective leaders leave firms because of the variety of the workplace and the complexity of executives. Employee churn is a significant problem in today's organisations. Otto & Dalbert (2013) have done a study to determine what causes staff turnover and the repercussions. This study is about investigating the association between neuroticism and turnover intention. One hundred senior executives from Indian companies were surveyed for the research. Marchand et al. (2005) state that emotional intelligence and conscientiousness traits are considerably inversely connected to plans to leave, but the opposite is true for neuroticism. The correlational and hierarchical regression findings are consistent. Based on the results of Lee (2021), it can be inferred that an executive's decision to quit the company is heavily influenced by their personality, according to Ushakov & Shatila (2022).

5.1.5 Impact of Conscientiousness on Turnover Intention

This study evaluated the relationship between presentism and conscientiousness as an individual predictor of employee health and productivity. Conscientiousness and presentism tests were administered to 168 Turkish healthcare employees as part of this research. Using a work outcomes context, Lange (2013) demonstrated that conscientiousness was associated with presentism's no completion of work characteristic, which focuses on the job results. Presentism has been shown to have a negligible connection to the conscientiousness distraction factor, but firms and managers should take proactive actions to avoid it, as it may have a negative influence on them (Turel & Gaudioso, 2018).

The authors expected that people with high levels of agreeableness would have a more significant link between conscientiousness and work performance than people with low agreeableness. The results of hierarchical moderated regression analysis confirmed the hypothesis in five of seven independent samples of workers of various vocations. Workers

with lower levels of agreeableness were shown to have poorer job performance assessments than those with higher levels of agreeableness in samples that supported the theory, according to Zheng et al. (2014). Conscientiousness and agreeableness did not interact in the other two samples because those professions did not include regular, cooperative contact with other people. Generally speaking, the findings demonstrate that highly diligent individuals who lack interpersonal sensitivity may be unsuccessful, especially in positions involving cooperative exchange with others (Harris et al., 2022).

5.2 Job Insecurity mediates the relationship between Big Five Personality Traits and Turnover Intention

5.2.1 Job insecurity mediates the relationship between Agreeableness and Turnover Intention

Job instability becomes critical in securing employment. Low job satisfaction is a direct result of employees who lack confidence in their work environments. A study by Parent-Lamarche & Marchand (2018) shows that job uncertainty directly impacts employee discontent at work. As a result, employee job satisfaction will decline if there is significant job insecurity among workers, according to Saade & Marchand (2013). Employees who feel uncertain about their future employment future are more likely to be unhappy than those who have a sense of confidence. Job instability has a negative and substantial impact on work satisfaction. Employees report lower levels of work satisfaction when they feel their jobs are uncertain. Job uncertainty (job insecurity) may lead to workers' desire to leave their current employer and their intention to seek a new job.

5.2.2 Job insecurity mediates the relationship between Openness to Experience and Turnover Intention.

This research by Graham & Behrman (2009) examines how job insecurity influences the connection between professionals working on construction projects in Sri Lanka, their willingness to learn from new situations, and their intentions to leave their current positions. Parent-Lamarche & Marchand (2019b) gathered information from 274 project-level workers at 10 Sri Lankan construction firms using a cross-sectional survey design. To test the conjectures, a path analytical model is constructed. The findings corroborate the mediation model of job insecurity, wherein lower stress levels directly contributed to higher satisfaction levels with supervision and job security, reducing the intention to leave the current position. The mediating effects of supervision are seen to be at their full extent, while the mediating effects of job security are at their partial extent. Having a decrease in turnover intent was directly predicted by employees' satisfaction with their pay and their co-workers (Green et al., 2016). Furthermore, the findings demonstrated that demographic variables, such as gender, age, and length of service to the organisation, play a role in determining employees' stress levels. In addition to the previous empirical research on the relationship between openness to experience and turnover intention, the current study identified the interconnectedness of job satisfaction dimensions, job insecurity, and turnover intention.

Companies that can keep their employees tend to perform better than their rivals. Turnover in the workforce has a negative impact on productivity and efficiency because of the time and money spent recruiting, hiring, and training new employees. Therefore, senior management places a premium on keeping their current staff. Parent-Lamarche & Marchand (2019a) investigate how job insecurity moderates the connection between employees' receptiveness to new information and their propensity to leave their current position. The author concludes that job insecurity has a negative impact on employees' intention to quit based on a sample of 375 workers from a private commercial bank in Pakistan. The connection between being open to

new experiences and planning to leave one's current job is mediated by feelings of insecurity in one's current position.

5.2.3 Job insecurity mediates the relationship between Extraversion and Turnover Intention

The study by Wu et al. (2020) employed the dispositional approach and a national sample to re-examine the mediating relationship between job insecurity and the connection between extraversion and turnover intention. To do so, researchers in the United Kingdom used a sizable national sample of 7662 people. This study used hierarchical regressions to examine the moderating effect of job insecurity on the association between extraversion and turnover intention across male, female, young, middle-aged, and elderly subsamples. The findings indicate that job insecurity significantly influences the connection between extroverted employees and their intention to leave their current positions. The younger the workforce, the greater the variety of characteristics that have a significant impact (both positively and negatively) on turnover intention and job satisfaction, according to Parent-Lamarche & Marchand (2015).

5.2.4 Job insecurity mediates the relationship between Neuroticism and Turnover Intention

Researchers have hypothesised that job insecurity is not a direct result of losing one's job but rather a symptom of the stress caused by the anticipation or anticipation of such a loss, according to Parent-Lamarche et al. (2021). This research emphasises quantitative measures of job insecurity, specifically, on employees' worries about losing their employment in the context of industrial volatility. Employees in stressful work situations will adopt emotional labour strategies to self-regulate and conform to organisational rules to maintain their current jobs and work environment, as demonstrated by Chirumbolo's (2015) research in a plant that had not undergone organisational change for almost ten years. Considering that neuroticism precedes job insecurity and job insecurity precedes emotional labour, it is inferred that job insecurity may be a mediating variable between neuroticism and turnover intention based on the relationship between the variables proposed by Iliescu et al. (2017). The research findings stated that employees' turnover intention tends to increase in the workplace as neuroticism increases, resulting in lower productivity.

5.2.5 Job insecurity mediates the relationship between Conscientiousness and Turnover Intention

The research of Balling et al. (2021) studied how job instability mediates the connection between conscientiousness and the desire to leave one's current position. A total of 178 members (52% women) of an online panel responded to job security, engagement at work, two measures of well-being (emotional and cognitive), and the intention to leave the company on two separate occasions, separated by six months. As was hypothesised, work engagement mitigated the unfavourable impact of job insecurity on well-being. However, this buffering effect was statistically significant only for the cross-sectional relationship between job insecurity and cognitive satisfaction. Further, multiple mediation analyses showed that well-being partially mediated the effect of job insecurity on turnover intentions; interestingly, the cross-sectional effect of job insecurity on turnover intentions was partially mediated by cognitive well-being, while the longitudinal effect was partially mediated by affective well-being only. According to the findings, the stress process related to job insecurity varies depending on the dimension of well-being and the time frame under consideration.

This study of Too et al. (2021) empirically investigated the role of job insecurity as a mediator between conscientiousness and intention to leave one's current position. Employees from a

variety of Indian companies were surveyed using pre-existing scales. A total of 346 responses were submitted. A multiple regression analysis was performed on the data in stages. The study found a negative correlation between job insecurity, turnover intent, and conscientiousness.

Furthermore, job insecurity acts as a mediator between awareness and intention to leave an organisation. The study's findings suggest that managers should be alert to the fact that employees who are threatened with job loss may be tempted to engage in pro-organisational behaviour that could be unethical. Managers should be careful and prompt in discouraging such behaviour because of the potential long-term harm it could cause to the organisation.

6. METHODOLOGY

Questionnaires were collected online between March and April 2022. In addition, the study's intended audience included entry-level and mid-level workers. Convenience sampling means that any previously worked employee is eligible to participate in the study. The survey was circulated using Google Forms, emails, and social media to gather the data. As a result of the questionnaires being distributed among the participants, the study took a snowballing approach. English, which is regarded as a second language in Thailand, is used to conduct this study. This study also uses a sample size of 299 employees (N=299). Here, we'll examine the various methods used to measure the variables.

7. INSTRUMENT

The survey aims to explore the mediating influence of job insecurity on the connection between personality traits and turnover intention. In addition, the categories used to assess personality traits include "Agreeableness", "Openness to Experience", "Extraversion", "Neuroticism", and "Conscientiousness" for the mediator is "Job Insecurity."

It is crucial to note that the questionnaire comprises 11 categories. The first section comprises demographic questions, including sex, age, education, and years of experience.

The second section consists of five questions that assess agreeableness. The agreeableness (AGR) questionnaire is on a 5-point Likert scale ranging between 1 (Strongly Disagree) and 5 (Strongly Agree).

The third section assesses Openness to Experience. Participants reacted by ranking their responses on a 5-point Likert scale, ranging between 1 (Strongly Disagree) and 5 (Strongly Agree). The questionnaire below is modified from (Parent-Lamarche & Marchand, 2015), where five questions are asked to test the sense of openness to experience.

In the fourth section of the survey, participants are prompted to characterise their insight into Extraversion. The Extraversion scale consists of 10 statement questions. Statements are responded based on a 5-point Likert scale, ranging between 1 (Strongly Disagree) and 5 (Strongly Agree).

The fifth section assesses neuroticism. Respondents considered their performance on a 5-point Likert scale, ranging between 1 (Strongly Disagree) and 5 (Strongly Agree). The questionnaire used to assess neuroticism is modified from (Chirumbolo, 2015); it consists of five statements.

In the sixth section of the survey, participants are asked to define their insight into work insecurity. This scale consists of 8 statement questions. Statements are responded based on a 5-point Likert scale, ranging between 1 (Strongly Disagree) and 5 (Strongly Agree).

The final section of the questionnaire evaluates Turnover Intention. Participants reacted by ranking their responses on a 5-point Likert scale, ranging between 1 (Strongly Disagree) and 5 (Strongly Agree). The questionnaire above was developed by (Iliescu et al., 2017), where seven questions were collected to determine Turnover Intention.

8. DESCRIPTIVE STATISTICS

Table 1. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	196	65.2	65.2	65.2
	Male	103	34.8	34.8	100.0
	Total	299	100.0	100.0	

Source: Author work

Two hundred and ninety-nine individuals participated in this study. 186 of them are females or 62.2 percent of the whole sample; 113 are males or 37.8 percent of the total sample;

Table 2. Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelors	103	35.1	35.1	35.1
	High School	10	3.9	3.9	39.0
	Masters	165	54.5	54.5	93.5
	PhD	21	5.7	5.7	100.0
	Total	299	100.0	100.0	

Source: Author work

According to the descriptive data, one hundred-two respondents, or 34.1% of the sample, had a BS/BA degree. 3.7 percent of respondents had a high school diploma or above. In addition, 166 people, or 55.5% of the sample, have a master's, master's, or MBA degree. However, only 20 responders (6.7%) had a doctorate.

Table 3. Reliability of Variables

	Cronbach Alpha
Conscientiousness	.881
Openness to Experience	.825
Neuroticism	.885
Agreeableness	.882
Extraversion	.875
Job Insecurity	.773

Source: Author work

This table shows Conscientiousness's Cronbach Alpha is 0.881, Openness to Experience and Neuroticism's Cronbach Alphas are 0.825 and 0.885, respectively, while Agreeableness and Extraversion's Cronbach Alphas are 0.882 and 0.875 respectively. Job insecurity scored a Cronbach Alpha of 0.773. All subscales are over 0.6, ensuring the data is accurate.
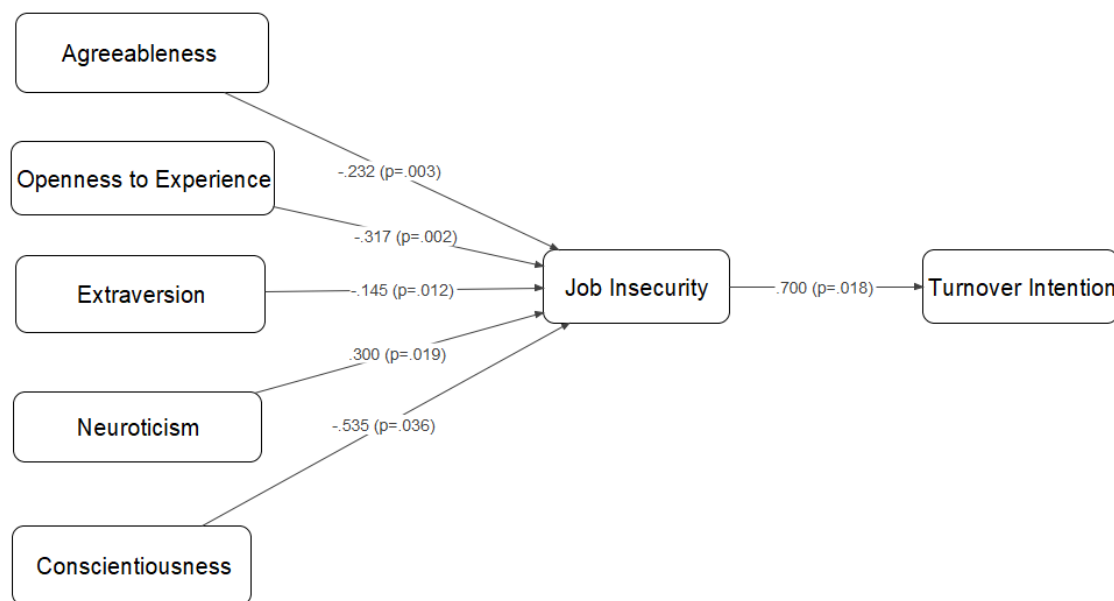
9. RESULTS

Figure 1. Research Model
Source: Author's work.

We used convergent and discriminant validities and scale reliability to examine our model's validity and reliability. Convergent validity examines whether items are correctly represented and reflected by their corresponding factors, whereas discriminant validity studies whether or not two factors are empirically different. Almost all AVEs were greater than 0.5, and all CRs, which refer to the extent to which items are error-free and indicative of consistent results, exceeded 0.7. The result indicates the minimally accepted construct reliability and validity. A comparison between the squared roots of the AVE and the factor correlation coefficients was conducted to examine the discriminant validity. The results indicate that for each variable, the value of the square root of AVE was greater than its correlation coefficient with other variables, stipulating good discriminant validity. In addition, the Heterotrait-Monotrait Ratio of Correlations (HMTM) for testing discriminant validity was used. An HTMT value that exceeds 0.85 represents an issue of discriminant validity.

In summary, these tests suggest that potential violations of discriminant validity did not pose any threat in our study. A structural equation model (SEM) using AMOS software was conducted to evaluate our hypotheses' differential validity and reliability. R-squared was used to measure how well the prediction model fit the data. We measured the standard estimates and the probabilities of all independent variables (Agreeableness, Openness to Experience, Extraversion, Neuroticism, and Conscientiousness) regarding Job Insecurity. Measurements were also conducted regarding standard estimates and probabilities of Job Insecurity regarding turnover intention. Agreeableness (y= -.317, p= .003), Openness to Experience (y= -.232, p= .002), Extraversion (y= -.145, p= .012), and conscientiousness (y= -.535, p= .036) were negatively significant indicators in the prediction of job insecurity. Therefore, H1, H2, H3, and H5 tend to have an inverse relationship with job insecurity. However, neuroticism (y= .300, p= .019) positively impacts job insecurity, and Job Insecurity (y= .700, p = 0.018) positively impacts turnover intention. Hence, we confirmed H4 and H6. The Variance

Inflation Factor (VIF) was examined to identify a multicollinearity issue. Our VIF values were below 5. Thus, multicollinearity is not a threat in this study.

10. DISCUSSION OF FINDINGS

Job Insecurity would mediate between Big Five personality characteristics and turnover intention, which would have a detrimental impact on employees' willingness to leave their jobs. It was shown that the Big Five personality qualities adversely predicted turnover intention, while job insecurity mediates the relationship between the Big Five personality traits and turnover intention. This study's Big Five personality scale was created to address the need for more reliable personality prediction measures. When used together, the measure showed good predictive validity and projected a negative attitude toward turnover. Extroverts and neuroticism have been linked to emotional exhaustion; conscientiousness and agreeableness have been linked to turnover; extroversion, openness to experience, and emotional stability have been linked to intentions to quit; and conscientiousness has been connected with the actual turnover decision in previous studies.

Individuals with a high openness to experience and proactive activity were more likely to stay with the organisation. In contrast, employees with low openness levels were more likely to leave the job. Our findings for the Big Five hypothesis show that the Big Five personality characteristics adversely predict turnover intention and contribute to its validity. The researchers discovered evidence to back up the hypothesis that there is a link between Openness to Experience and Turnover Intention. Motivated, creative, self-sufficient, experimental, and imaginative employees are more likely to be content with their work environment. The findings of the study are in line with the results of Shi et al. (2021).

There was a lack of consideration of the personality factor in the study, which was aimed at lowering turnover intentions and focusing on the working environment and its adjustments. An extroverted personality can affect the moral and ethical motivations that drive people to change jobs. Extroverts are more inclined to seek out social connections and, hence, have a more significant number of colleagues in their workplace. Consequently, extroverts can better assimilate into a company's culture, mingle more quickly, and hence have less tendency to experience mood swings. Neuroticism was a strong predictor of a person's desire to leave. Based on the findings, it can be inferred that an executive's decision to quit the company is heavily influenced by their personality. The findings of the study are in line with the results of Akgunduz et al. (2019).

Conscientiousness was shown to negatively correlate with turnover intention in the setting of job results. According to the research, managers and organisations should adopt preemptive measures to offset the probable harmful impacts of presentism habits. Akgunduz et al. (2019) predicted a stronger relationship between conscientiousness and job performance for persons with higher levels of agreeableness than those with lower levels of agreeableness. Results from the hierarchical mediated regression analysis of independent samples. In samples that supported the notion, workers with lower agreeableness were shown to have worse job performance ratings than those with greater agreeableness. Conscientiousness and agreeableness may not be linked to those who do not interact with others daily. People who lack interpersonal sensitivity may be less effective in occupations that require cooperation with others, according to a study by Parent-Lamarche et al. (2021).

It is widely accepted that job insecurity is the most critical component in determining employee turnover intention; hence, the present research intends to examine the impact of job insecurity as a mediator between Big Five personality traits and turnover intention. Findings showed that agreeableness, openness to experience, extraversion and conscientiousness have a negative link with job insecurity while neuroticism has a positive link. Low job satisfaction is a direct result of employees who lack confidence in their work environments. As a result, employee job satisfaction will decline if there is significant job insecurity among workers. Compared to employees who have a sense of confidence about the future of their employment, individuals with job uncertainty are more likely to be unsatisfied. This study hypothesises that job insecurity mediates the association between personality traits and turnover intentions.

11. LIMITATIONS

This research has various limitations, including data gathered via a simple inquiry and the concentration of all findings on several variables. Because of worries about secrecy, it is well-known that workers cannot disclose the truth. The surveys were filled out based on what the respondents believed to be the correct response rather than what they thought. People may have felt anxious and tense while filling out the questionnaire, so it has been labelled as lengthy. This was a factor in some people's decision to skip filling out the survey. Due to a lack of participation from senior personnel, many of the participants in the research were between the ages of 18 and 24. As a result of both the study's relatively novel research topic and the limited experience of the people who filled out the questionnaires, this is the case. Consequently, a sample of 500 respondents must be more effective at collecting data and reporting findings for such research to preserve more accurate results.

12. MANAGERIAL IMPLICATIONS

It is possible to utilise this research to understand how workers' personality traits impact their job performance. Personal resources are considered one of the factors that contribute to the development of occupational stress and have been found to influence the individual's ability to cope and the organisation as a whole. As a result, managers and designers may use their knowledge of how personality factors influence work performance in both good and bad ways. It may be possible to reduce adverse work outcomes and boost good job outcomes for employees if job expectations are described in terms of individual variations. Openness to new experiences is a good indicator of a person's ability to do well in various ICT-related tasks, even those that are more challenging. Complex work may also be offered to those with low neuroticism traits since their job engagement grows. According to the findings, management may design after-work responsibilities for extroverted employees who do not see them adversely. People's personalities seem to affect how much stress they feel and how they react to it. According to our research findings, personality characteristics are essential in the literature on organisational behaviour stress due to their differing degrees of emotional stability and coping capacities. Individuals' stress-related personalities may contribute to creating better stress management solutions for organisations. Depending on the robust features of each individual, management may devise a strategy that works best for them. For example, various levels of the organisation may develop techniques to identify, manage, and avoid job insecurity. The job's physical demands or interpersonal pressures can be modified as part of an organisation-focused strategy.

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