

## Personality Dimensions and Job Turnover Intentions: Findings from a University Context

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### ABSTRACT:

Research has consistently indicated that worker turnover intentions are factors external to an employee; however, little work has investigated turnover intention behavior from personality perspective in a context of a private university in a low resourced country like Uganda. The purpose of this study was to investigate the effect of individual personality dimensions and job turnover intentions among Busoga University staff. Correlations and regression analysis methods were used in the analysis. The study adopted a cross – sectional survey design and used probability sampling approach. A survey questionnaire was used in data collection on a sample of ( $n = 133$ ) drawn from a total population of 200 staff. The findings revealed that apart from emotional stability (neuroticism), all the other four personality dimensions of (openness, conscientiousness, extroversion, and agreeableness), positively and significantly predicted job turnover intentions among the staff of Busoga University in Uganda. This study contributes to knowledge of turnover intention by aligning individual personality dimensions as significant predictors of turnover intentions within the context of Busoga University. This study underscores the fact that workers' personality issues, matter for organizations and can be instrumental in furthering managerial decisions relating to turnover intentions. One of study limitations was a small sample size that was less than 200 cases to support Structural Equation Modeling (SEM) with AMOS (Analysis of Moment Structures) which would have been an appropriate tool to test the hypotheses considering the fact that the study had multiple constructs. Also, this study was limited to the effect that it used cross – sectional design.

**Keywords:** *Personality dimension, Turnover intentions, University*

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### INTRODUCTION

In the past three decades, there has been growing interest in the matters of personality and turnover of staff as exhibited by the seminal works of Mowday and Spencer, in 1981. As an extension of the debate, this study investigated how personality of university staff influenced their respective turnover intentions - a critical area in human resource management (Koh and Yer, 2000) within Busoga University in Uganda. Largely, various studies have considered personality (Bauer et al., 2006), and linked it with other outcomes such as participation on

political processes (Gerber et al., 2011), sales success (Murphy and Davies, 2006) and job satisfaction (Heller et al., 2009), among others. Astonishingly, paucity of investigations that have interrogated the link between personality and employee turnover intentions in the service industry exist (Kuean et al., 2010).

Turnover intentions in organizations are a concern of late considering its adverse consequences on both the employee and the organization (DeMicco and Giridharan, 1987). High turnover rates might have negative effects

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on the profitability of organizations if not managed well (Cascio, 2000; Hinkin and Tracey, 2000; LeRouge et al., 2006). For instance, the turnover costs of an hourly employee are estimated to be in the range of \$3,000 to \$10,000 (Johnson, 2000). Research estimates indicate that hiring and training a replacement worker for a lost employee costs approximately 50 per cent of the worker's annual salary (Johnson, 2000). Associated with the above, finding a befittingly qualified and experienced replacements may not be easy (Shields and Ward, 2001). Turnover in organizations and their subsequent replacement process entails other costs like search of the external labor market for a possible substitute, selection and recruitment of potential substitutes, induction, formal and informal training for boosting of performance levels equivalent to the individual who quit (Weisberg and Kirschenbaum, 1991; Cascio, 2000).

On the side of the personnel, uncontrolled employee turnover can actually have social and psychological effects. Each time an employee leaves the firm, productivity is likely to drop due to the learning curve involved in understanding the job and the organization. A worker leaving a company for whatever reason leaves a social and emotional void in an organization that may not be easily plugged. From the business environment perspective, job quits opens up room for competitors to gain the intellectual and relational capital embedded in the workers joining them (Meaghan and Nick, 2002). Therefore, if employee turnover is not managed properly it would affect the organization adversely in terms of personnel costs and in the long run it would affect its liquidity position.

This study is guided by two major theories, namely: the Social Exchange (Blau, 1964). This theory explains the dynamics of how people interact; that is, they enter a relationship in anticipation of benefits, and when this is achieved, they develop a feeling of reciprocity. Based on this theory, when university authorities improve on working conditions, and compensation structure, employees will feel gratified and accordingly lower their intention to leave the university service. Secondly, the Theory of Reasoned Action, (Ajzen and Fishbein, 1980), postulates that human beings are rational and have a capacity to think and make decisions out of their free will. Through

this theoretical lens, university managers, ought to offer suitable employment terms and conditions of service that will make workers happy and accordingly decide in favour of remaining with the institution.

Whereas several researches on turnover intentions have been done among the medical staff (Krausz et al. 1995; Tzeng, 2002), accountancy, and armed forces (Good et al., 1988; Rosen and Durand, 1995; Troutman et al., 2002; Brough and Frame, 2004) fields, little has been done in Higher Educational Institutions in developing countries like Uganda and especially within the universities (Zahra et al., 2013). This is the main catalyst that lends credence to this investigation. Similarly, existing studies have mostly dealt with personality as a global construct (Miller, 2003; Min-Huei, 2004; Smithikrai, 2008). This study will examine the individual effects of personality dimensions on job turnover intentions.

## **Literature Review**

### **Personality and Turnover Intentions**

Turnover intention is implicit in an individual employee's natural constitution (Berndt, 1981). Intentions are cognitive and these are statements about a specific behavior of interest (Berndt, 1981). Employee turnover has been a subject of much attention from both human resource management professionals, (Peterson, 2004), and academics and organizational managers, (Ton and Huckman, 2008) due to its detrimental effects on the organizations. Essentially, among all the organizational resources, employees represent the most important resources; yet their management is a challenge (Perez and Ordonez de Pablos, 2003; Szamosi, 2006). According to Mobley (1982), employee turnover is the cessation or termination of membership with the organization by an individual worker. In other words, it is permanent exit of a worker from the organisation.

Researchers usually view turnover and its proxy, turnover intentions as the form of withdrawal (Price, 1999). However, there is a difference between turnover and turnover intention which require attention in this paper. Whilst, the term 'turnover' represents the actual turnover behavior, the movement of the employees to other organizations (Price, 2001),

'turnover intention' depict the employees' behavioral intention which is workers' perceived likelihood of departure from the current organization (Cotton and Tuttle, 1986). McCarthy et al. (2007), have it that intention to stay or leave employment is the last stage in the decision-making process, therefore, it is realistic to suggest that understanding 'intent to stay or leave' might ease managers' work in introduction of suitable retention strategies.

### **Personality**

Colquitt et al. (2000) defined personality as reasonably stable features of individuals (other than ability) that impact on their cognition and behavior. Personality traits are also conceptualised as persistent dispositions and tendencies of persons to behave in certain ways (Chamorro-Premuzic and Furnham, 2005; Ones et al., 2005). Therefore, there is a considerable link between an individual's personality and his/her identity, that distinguishes that him/her from others, and this is evidenced by the tendency to think, feel, and act in definite ways.

The five-factor model of personality involves five moderately autonomous traits that provide significant information about individual differences in an organization and their responses (Kumar and Bakhshi, 2010). These are: openness to experience, conscientiousness, Extroversion, agreeableness and neuroticism. The sum of these dimensions provides a meaningful nomenclature for the study of individual differences.

Neuroticism also called emotional stability refers to the degree to which a person is anxious, temperamental, and moody (Teng, 2008). It is perhaps the only Big Five dimension where scoring high is undesirable. Neurotics experience series of problems at work. They have trouble forming and maintaining relationships and are less likely to take advice and forge or, maintain friendship (Klein et al., 2004). Neuroticism measures the continuum between emotional adjustment or stability and emotional maladjustment or neuroticism (Costa and McCrae, 1992; Jam et al., 2012). Neurotics are viewed as negative, nervous, tensed, and lacking social skills (Judge et al., 1999, 2002). They also lack trust in others and have unfair views of the world. They perceive failure situations in life from a defensive ascription

dispensation (for example, perception that organization has been unfair) in an attempt to reduce psychologically threatening information (Duval and Duval, 1983). This condition stimulates decisions relating to intentions to quit the job. Thus:

### **H<sub>1</sub>: Emotional stability does not influence turnover intentions**

Agreeableness represents a person's outgoing, tolerance, sensitivity, trust-worthy, kindness, and warm kinds of behavior (Kumar and Bakhshi, 2010). People who are high in agreeableness are likeable people who get along with others easily. In essence, agreeable individuals are pro-social and have communal orientation toward others (Costa and McCrae, 1992; John and Srivastava, 1999). Mooradian and Swan, (1996) point out that the effects of higher agreeableness include more and better interpersonal relationships, greater life satisfaction, and better health. These factors, therefore, are likely to satisfy an employee and consequently lower his/her intention to quit a job. In the workplace, agreeableness advances interpersonal interactions, interpersonal trust in peers, collaborations with others, and customer service setting which have a bearing on decisions related to stay in an organization as an employee, or quit (Hurtz and Donovan, 2000). Thus:

### **H<sub>2</sub>: Agreeableness is positively related to turnover intention**

Conscientiousness denotes the extent to which a person is organised, orderly, punctual, success-oriented, and reliable (Barrick and Mount, 1991). This type of personality can be referred to as self-discipline and capability to act dutifully (Erdheim et al., 2006). Because of these positive characteristics, conscientious people tend to do what is expected of them to accomplish work and display effective interaction with customers. These tenets inevitably lower employee's intention to quit. Those individuals who exhibit traits associated with a strong sense of purpose, obligation, and persistence generally stay on their jobs longer, despite the associated difficulties they encounter. And because intention to leave is largely

dependent on self-discipline, capability to act dutifully, among others, we expect that conscientiousness will be positively related to turnover intentions. Thus:

**H<sub>3</sub>: Conscientiousness is positively related to turnover intentions**

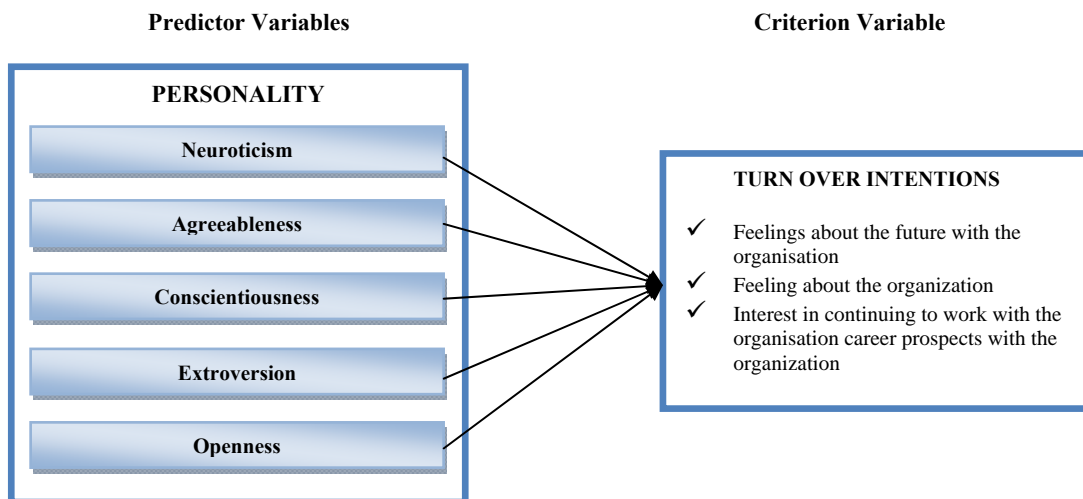
Extroversion is the extent to which a person is outgoing, chatty, sociable, and enjoys mingling with others (Teng, 2008). It also represents the tendency to be sociable, assertive, active, upbeat, cheerful, optimistic, and talkative. Extroverts like people; prefer groups; enjoy excitement and stimulation; and experience positive effect such as energy, zeal, and excitement (Costa and McCrae, 1992; John and Srivastava, 1999). Employees with this type of personality have a tendency to have more friends and spend more time in social situations. Extroverts keenly seek for information and feedback and build effective relationships, which aids them adjust according to prevailing situations like decisions to quit a job (Wanberg and Kammeyer-Mueller, 2000) Hence, it is hypothesised that:

**H<sub>4</sub>: Extroversion is positively related to turnover intention**

Openness to experience is the degree to which a person is inquisitive, original, intellectual, innovative, and open to new ideas, opportunities such as job offers. The most prominent part of this personality is originality and innovativeness whereby this type of individual is mostly an inventor and initiator (Teng, 2008). Lounsbury et al. (2003) found a significant correlation between openness and work drive. The term work drive is defined as “an enduring motivation to expend time and effort to finish projects, meet deadlines, be productive, and achieve success ... [it involves] elements of similar constructs: work values, protestant ethic, job involvement, work involvement, and work centrality” (Lounsbury et al., 2003). Therefore, the notion of work drive stimulated by openness makes employees feel more committed on their jobs which in turn lower their intention to leave. The study therefore, hypothesizes that:

**H<sub>5</sub>: Openness will be positively related to turnover intentions**

Arising from literature review and hypotheses development, we suggest the following model to guide this research.



Source: (Shore and Martin, 1989; Costa and McCrae, 1992; Tett and Meyer, 1993; Simmons et al., 1997)

Figure 1: Conceptual framework

## RESEARCH METHOD

### Study Design and Methods

A cross sectional research design was employed to generate solutions to the hypotheses developed. The sample of the study consisted of 133 employees drawn from a total population of 200 employees of Busoga University in Uganda. The sample of 133 respondents was derived based on the formula suggested by (Yamane, 1967).

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = the Sample Size; N = Total Sampled Population;  $(e)^2 = 95\%$  Confidence Level, with  $p = 0.05$

Thereafter, we used simple random sampling technique to select 133 respondents from a total population of 200 employees. Questionnaires were personally filled in by employees in the administrative and academic levels of the university. In a brief cover letter attached with the questionnaire, the purpose of the study was explained and scope of the study along with declaration of strict confidentiality and all the responses for this research were voluntary in nature. A total of 133 questionnaires were distributed; and 126 were returned constituting 94% response rate. The respondents had mean tenure of 2.25 years ( $SD = 0.81$  years), out of which 75% were male. The staff category mean was 1.52 ( $SD = 0.66$ ). Qualification of the respondents ranged from undergraduate to post-graduate level. Most of the respondents were at supervisory and managerial level both at academic and administrative ladders.

### Instrumentation

Psychometric procedures were undertaken to develop a comprehensive measure of personality traits (openness) and turnover intentions (Nunnally, 1978). Likert-type scaling was employed in which items were scaled from 1 "strongly disagree" to 6 "strongly agree" with a particular statement.

### Personality Construct and Its Reliability

The Goldberg Personality Scale (GPS, version NEO PI – R (Costa and McCrae, 1992), a 50-item scale with 5 constructs that measure

dimensions of personality (extroversion; agreeableness; conscientiousness; emotional stability and openness) was used. The GPS is the most extensively used instrument for the measurement of the personality and has been translated into various languages (Garcia and Aluja, 2004). In the present study, Cronbach's alpha coefficient was 0.775, 0.82, 0.78, 0.79, and 0.86 for extroversion, agreeableness, Conscientiousness, emotional stability and openness respectively. This was consistent with earlier studies (Digman, 1990; Guenole and Chernyshenko, 2005) whose reliabilities of the Big - Five scales ranged from 0.78 to 0.89. Some of the items were: I am the life of the party; I do not talk a lot; I feel comfortable around people.

### Job Turnover Intentions Construct and Its Reliability

Job Turnover Intentions was measured using the scale items adopted from (Shore and Martin, 1989; Simmons et al., 1997). This scale measures one's feelings about the future with the organization; feeling about the organization; interest in continuing to work with the organization and career prospects with the organization. Respondents were asked to rate scale items along a Likert type six scaled tool uniform to the previous constructs. The scale's internal consistency reliability as determined by Cronbach's alpha coefficient was 0.849 which did not digress from that of former investigations that ranged from 0.78 to 0.89 (Lee, 2008). Some of the items were: I definitely will not leave; I probably will not leave; I am uncertain.

### Validity

This study also conducted a test to validate the research survey instrument. Validity refers to 'the degree to which a measure accurately represents what it is supposed to' (Hair et al., 2006). Content and construct validity were applied. Content validity refers to the extent to which an empirical measurement reflects a specific domain of content (Carmines and Zeller, 1979). With respect to this validity, all the variables are derived from an extensive review of previous literature (Heneman and Schwab, 1985; Garcia and Aluja, 2004; Guenole and Chernyshenko, 2005; Kristensen et al., 2005; Lee, 2008). Thus, the items have been tested

successfully over many years and found to be valid, and also in the pre-test phase, they demonstrated appropriate potential effectiveness. Furthermore, the Content validity Index from the pilot test was strong enough (0.771) and this met the suggested minimum of 0.70 by (Nunnally, 1978; Amin, 2005) to give chance to the final tool to be administered. Construct validity was assessed through convergent validity (extent to which measures are related, or associated), and discriminant validity (extent to which construct measures are dissociated) using factor analysis and item total correlations (Hair et al., 2006).

At exploratory level, to test for convergent and discriminant validity, items that loaded on factors were correlated using item to total correlation in order to establish convergent and discriminant validity (construct validity). The results indicated that most of the items converged to extracted factors with high and significant correlations that ranged from  $r = 0.6$  to  $r = 0.9$  (convergent validity). However, they were a few items with low and insignificant correlations reflecting discriminant validity. At exploratory level, therefore, these results demonstrated that the instrument had construct validity.

**Data Screening and Parametric Tests**

Frequencies of all items were examined in order to detect any missing data or error in data entry. There were no missing values. Outlier detection was carried out using the yardstick of (Hair et al., 2006) that is ensuring that the standardized scores do not exceed (3.29;  $p < 0.001$ ). Based on this criterion, there were no observed

outlier cases. Thereafter, we examined for normality assumption. The normality assumption requires that samples are drawn from a normally distributed population (Pallant, 2007). This assumption was evaluated statistically through one sample Kolmogorov-Smirnov test to determine whether distributions of responses on all scales were significantly different from the normal distribution ( $p < 0.01$ ). Results are shown in the table 1.

As illustrated from table 1, the results of Kolmogorov – Smirnov test, indicated that all the variables were not statistically significant at alpha level 0.01 – this shows that data came from a normally distributed population and thus, normality assumption was met. For the case of linearity, regression analysis was conducted: the bivariate relationship was examined. The Pearson  $r$  which assesses the linear relationship was used to determine whether linearity existed between the variables (see the Zero-Order correlation table in table 2). Further, the linearity assumption was tested using Regression Scatter Plots. Data points tended to converge along the line of best fit, which signifies – linearity. For multicollinearity, Pallant (2007), guides that it exists when the independent variables are highly correlated (when  $r = 0.9$  and above). An examination of correlations (table 2) revealed that no independent variables were highly correlated,  $r < 0.9$ . In addition, collinearity statistics (that is, Tolerance and Variance Inflation Factor - VIF), were all within accepted limits ( $VIF < 5$ , Tolerance Statistics  $> 0.2$ ) (Hair et al., 2006). These results demonstrate tolerable intensity of multicollinearity.

**Table 1: Normality tests (one-sample Kolmogorov-Smirnov test)**

	Factor	Significance
1.	Openness	0.872
2.	Extroversion	0.321
3.	Agreeableness	0.264
4.	Conscientiousness	0.652
5.	Emotional stability	0.643
6.	feelings about the future with the organisation	0.202
7.	feeling about the organisation	0.162
8.	Interest in continuing to work with the organisation career prospects with the organisation	0.379
9.	Career prospects with the organisation	0.210

$p < 0.01$  indicates distributions significantly different from the normal one



**RESULTS**

**Table 2: Correlation results**

Correlations							
	Variables	TOIs (1)	Est (2)	Ags (3)	Cot (4)	Ext (5)	Ops (6)
1.	Turnover Intentions	1	0.043	0.510**	0.386**	0.315**	0.318**
2.	Emotional Stability	.	1	0.174	-0.048	0.143	0.040
3.	Agreeableness			1	0.438**	0.332**	0.266**
4.	Conscientiousness				1	0.402**	0.334**
5.	Extroversion			.		1	0.344**
6.	Openness						1

N = 126; \*\*Correlation is significant at the 0.01 level (2-tailed)

**Table 3: Hierarchical Linear Regression results of personality dimensions on turnover intentions**

Variable	Model 1 B	Model 2 β	Model 3 β	Model 4 β	Model 5 β	Model 6 β
<b>(Constant)</b>						
<b>Gender</b>	-0.015	-0.019	-0.009	-0.018	-0.037	-0.017
<b>Years in Service</b>	0.138	0.135	0.086	0.072	0.065	0.076
<b>Category of Staff</b>	-0.054	-0.052	-0.060	-0.067	-0.072	-0.079
<b>Emotional Stability</b>		0.032	-0.054	-0.027	-0.040	-0.044
<b>Agreeableness</b>			0.510	0.421	0.400	0.385
<b>Conscientiousness</b>				0.196	0.154	0.125
<b>Extroversion</b>					0.130	0.092
<b>Openness</b>						0.148
<b>R<sup>2</sup></b>	0.022	0.023	0.272	0.303	0.316	0.333
<b>Adjusted R<sup>2</sup></b>	-0.002	-0.009	0.242	0.268	0.275	0.288
<b>R<sup>2</sup> change</b>	0.022	0.001	0.250	0.030	0.013	0.018
<b>Model F</b>	0.909	0.708	8.988**	8.608**	7.771**	7.309**

N = 126; \*\* p < 0.01

While modelling, we controlled for gender, years in service, and category of staff consistent with the recommendation of (Oldham and Cummings, 1996) in which demographic data have been often used as control variables in previous studies. Accordingly, results in table 3 – Model 1, indicate that 2.2 % of the total variance in turnover intention is accounted for by years in service, gender and staff category.

The model however, is insignificant ( $p > 0.01$ ). Therefore, these demographic factors have insufficient role in as far as turnover intentions are concerned.

Results in table 2, reveal a positive relationship between Emotional Stability and Turnover Intention, but this relationship is not significant ( $r = 0.043$ ;  $p > 0.05$ ), thus, providing support to  $H_1$  that stated that, “Emotional

*Stability does not influence turnover intentions*". These results are further supported by the regression results in table 3 - Model 2, that indicate that, only 0.1 % of the total variation in turnover intention is a function of emotional stability. However, the model was not significant demonstrating that emotional stability is insignificant in turnover intentions decisions.

Results in table 2 indicate a positive and significant relationship between agreeableness and turnover intentions ( $r = 0.510$ ;  $p < 0.01$ ). Further, results in Model 3, indicate that 25 % of the total variance in turnover intention is accounted for by agreeableness ( $R^2 = 0.25$ ;  $p < 0.01$ ). Therefore, both the correlation and regression results presented above, support Hypothesis 2 that stated, "*Agreeableness is positively related to turnover intentions*".

Results in table 2 indicate a positive and significant relationship between conscientiousness and turnover intentions ( $r = 0.386$ ;  $p < 0.01$ ). Further, results in Model 4, indicate that 3 % of the total variance in turnover intention is explained by conscientiousness ( $R^2 = 0.030$ ;  $p < 0.01$ ). Hence, Hypothesis 3 that stated, "*Conscientiousness is positively related to turnover intentions*", is supported.

Results in table 2 indicate a positive and significant relationship between extroversion and turnover intentions ( $r = 0.315$ ;  $p < 0.01$ ). Further, results in Model 5, indicate that 1.3 % of the total variance in turnover intention is explained by emotional stability ( $R^2 = 0.013$ ;  $p < 0.01$ ). Hence, Hypothesis 4 that stated, "*Extroversion is positively related to turnover intentions*", is supported.

Results in table 2 indicate a positive and significant relationship between openness and turnover intentions ( $r = 0.318$ ;  $p < 0.01$ ). Further, results in Model 6, indicate that 1.8 % of the total variance in turnover intention is explained by openness ( $R^2 = 0.018$ ;  $p < 0.01$ ). Hence, Hypothesis 5 that stated, "*Openness is positively related to turnover intentions*", is supported.

## DISCUSSION

The study sought to investigate the relationship of each of the personality trait dimensions (extroversion, agreeableness, conscientiousness, emotional stability, and openness), and turnover intentions. All these

personality dimensions were included in the regression model. In the proposed model, turnover intentions were expected to be predicted by personality trait dimensions: extroversion, agreeableness, conscientiousness, emotional stability, and openness.

The findings of this study, demonstrated that apart from emotional stability (neuroticism), all the four personality dimensions of agreeableness, conscientiousness, extroversion, and openness, are positive and significant predictors of turnover intentions. These findings are a testimony that 31% of the total variance in the turnover intention in Busoga University is accounted for, by the four personality dimensions of agreeableness, conscientiousness, extroversion, and openness.

These findings do not digress from the past studies of (Barrick and Mount, 1991; Mooradian and Swan, 1996; Hurtz and Donovan, 2000) on agreeableness; (Barrick and Mount, 1991; Erdheim et al., 2006) on conscientiousness; (Wanberg and Kammeyer-Mueller, 2000) on extroversion; and (Lounsbury, Sundstrom, Loveland, and Gibson, 2003) on openness. However, whereas all the four personality dimensions of extroversion, agreeableness, conscientiousness, and openness predicted turnover intentions, agreeableness had the greatest influence on turnover intentions ( $R^2 = 0.25$ ;  $p < 0.01$ ) implying that out of 33.3% of the total variance in turnover intention, agreeableness accounts for 25%. Therefore, whenever managers demonstrate a concern for their subordinates, become pro-people, and get interested in finding solutions to the problems of others, there is likelihood on lowering turnover intention decisions.

On the contrary, emotional stability (neuroticism) did not sufficiently predict turnover intentions in Busoga University. These results are consistent with literature (Costa and McCrae, 1992; Jam et al., 2012). Therefore, situations of perpetual tension, absence of social skills, trouble in finding and sustaining friends, make individuals develop negative attitudes of work and work environment. These attributes heighten employees' desire to quit their jobs.

## CONCLUSION

This paper has established critical empirical issues relating to turnover intentions and



provided a strategic research framework which would be further enhanced to suit the scope and context of the researcher(s) who may wish to carry out a study on turnover intentions. This paper provides a great value as a pioneering work in advancing the fact that turnover intention is predicted by personality trait dimensions (extroversion, agreeableness, conscientiousness, emotional stability, and openness). Specifically, this study revealed that the four personality dimensions of extroversion, agreeableness, conscientiousness, and openness, influenced positive decisions relating to turnover intentions. In view of this, university management must focus critically on these dimensions if they are to reduce on employees' intention to quit the jobs.

#### Implications

Our findings suggest that the four personality dimensions of extroversion, agreeableness, conscientiousness, and openness, influence decisions relating to turnover intentions. This implies that organizations can profit from lowering employees' intention to quit their jobs through arousing right personality traits of their workers. Earlier researches have revealed that organizations that 'adore' employees' right personality traits such as the extroversion, agreeableness, conscientiousness, and openness, tend to reap from reduced turnover intentions (Barrick and Mount, 1991; Lounsbury et al., 2003). Therefore, university management ought to create an enabling environment necessary in nurturing and development of such personality traits within the university environment contexts.

Our study underscores the fact that workers' personality matters for organisations and can be instrumental in furthering decisions relating to turnover intentions in terms of their feelings about the future with the organisation; their feeling about their organisation; their interest in continuing to work with the organisation; and their career prospects with their organisation. In addition to the above, this study signifies that organisations cannot and should not try to change the personality of their employees, but must instead devise measures to ensure that employees are aware of the tasks/activities on which they should focus their attention.

#### LIMITATIONS

Although this study makes several contributions to job turnover intention research, and university service sector, it has several limitations. First, survey questionnaires were distributed to 133 respondents, 126 respondents returned the survey questionnaires. Although, the sample size in this study meets the minimum requirement for regression analysis, the sample size may not be representative of the population. Therefore, a small sample size is one of the major limitations of this study. Data were collected from 126 employees working in Busoga University in Uganda. Therefore, it is important to re-evaluate the conceptual model developed in this study with a larger sample size for future study so that the outcomes can be generalized to a larger population.

Secondly, the main objective of this study was to examine multiple relationships; that is, examining the individual influence of the five personality dimensions on job turnover intentions. Therefore, Structural Equation Modelling (SEM) would have been an appropriate tool to test the hypotheses considering the fact that the study had multiple constructs. Thirdly, this study was limited to the effect that it was cross – sectional in design. It is likely therefore to suffer from the fact that results may vary with time. To this end, future studies ought to consider studying job turnover intentions from a longitudinal perspective.

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