AN IMPROVEMENT OF EMPLOYEE PERFORMANCE BY DETERMINING THE EMPLOYEE'S JOB PERSONALITY AT HAWK SOON HIN INDUSTRY SDN BHD (HSH)

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UNIVERSITI TEKNOLOGI MALAYSIA

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A thesis submitted in fulfillment of the requirement
for the degree of Master of Business Administration

Azman Hashim International Business School (AHIBS)

Universiti Teknologi Malaysia (UTM)

Dedication

I would like to dedicate the appreciation to all of my beloved family members who supporting me from spiritually and financially. I would like to dedicate very special thanks and appreciate to my supervisor and panel who guided me throughout this research study. Finally, also like to dedicate appreciate to my friends and coursemates that helped me through the journey of completing this research.

Acknowledgement

First and foremost, I would like to express my deepest appreciation to all the people that have been helped me accomplishing this research. I owe very special thanks to everyone who has given me the assistance, encouragement, suggestion, support and thoughtful contribution on each stage of the process in my final year project. I wish to specific my sincere appreciation for them to contribute their time for me to complete this action research study.

Firstly, I would have a thousand thanks to my action research supervisor, Dr Teh Zaharah Yaacob, who guided and supervised me with his patience and tolerance for me to complete my action research. She always provides her valuable time and efforts that have created much value and knowledge for me to complete this research by always ensure that my project is in the right track. I would like to thank my panel from academic and industry for their advice and guidance.

Next, I would like to thank my dearest coursemate, friends and senior who give me their experience and encourage. In addition, thank to help me with the explanation of all of my questions. Special thanks would like to give to Hawk Soon Hin Industry Sdn Bhd (HSH) because give me an opportunity and agree on participate in this action research study.

Moreover, I also wish to thank Universiti Teknologi Malaysia (UTM), Faculty of Azman Hashim International Business School for all the facilities and resources by giving me the opportunities to conduct this action research. Therefore, this allows me to gain additional knowledge and experiences by conducting this action research study.

Last but not least, I would like to deliver my specific gratitude to all of the respondents who had contributed their efforts and precious time in filling the questionnaires. With their valuable feedbacks and assistances, this can help me to successfully finish this research without any questions.

Abstract

Nowadays, having a better understanding of the employee job personality and their characteristics is a vital process especially for the employer or human resource manager in hiring, selecting and employing their employee. This can help to increase the employee's job performance at the same time to increase the productivity, effectiveness and efficiency of the company. Thus, the job personality of employees may be complex, inconsistent and unpredictable of the employer with different perceptions. One of the significant problems in this company is the low level of satisfaction, and a high number of employee turnovers. This action research will identify the issues related to employee personality and provide practical solutions to Hawk Soon Hin Industry Sdn Bhd (HSH) in order to build productive and satisfying employees and the workplace. To achieve that, this action research will identify the factor of employee personality characteristics that will affect the employee job performance. In addition, this research will determine the personality characteristics of an employee that will influence the employee job performance at HSH. This research had adopted the Big Five Model (OCEAN) as the conceptual theory that will guide the direction of the research. The practical importance of this study is to build up the reputation of this company by having a better understanding of their employee characteristics, perceptions, mindset and behaviour that can increase and maximize their job performance. The methodology choice of this research is used mixed-method which is the qualitative method and follows by quantitative method. The finding's results of this action research will be important to all of the HR managers or every single employer by having a better understanding of the employee's characteristics and job personality. The potential of practicality is to know which types of employee's characteristics is the most influential towards the job performance.

Abstrak

Pada masa kini, pengetahuan yang mendalam terhadap personaliti pekerjaan pekerja dan ciri-ciri mereka adalah satu proses yang penting terutamanya bagi majikan atau pengurus sumber manusia dalam mengambil, memilih dan mengrekrut menggaji pekerja mereka. Ini dapat membantu meningkatkan prestasi pekerja dan pada masa yang sama ia dapat meningkatkan produktiviti, keberkesanan dan kecekapan syarikat. Oleh itu, personaliti pekerja mungkin kompleks, tidak konsisten dan tidak dapat diramalkan oleh majikan dengan persepsi yang berbeza. Salah satu masalah yang ketara dalam syarikat ini ialah tahap kepuasan yang rendah dan bilangan pusingan ganti pekerja yang tinggi. Kajian tindakan ini akan mengenal pasti isu berkaitan personaliti pekerja dan menyediakan penyelesaian praktikal kepada Hawk Soon Hin Industry Sdn Bhd (HSH) bagi membina pekerja dan tempat kerja yang produktif dan memuaskan. Untuk mencapai matlamat itu, kajian tindakan ini akan mengenal pasti faktor personaliti pekerja yang mempengaruhi prestasi pekerja. Selain itu, kajian ini akan menentukan ciri-ciri personaliti seseorang pekerja yang akan mempengaruhi prestasi pekerja di HSH. Penyelidikan ini telah mengguna pakai Big Five Model (OCEAN) sebagai teori konsep yang akan memandu hala tuju penyelidikan. Kepentingan praktikal kajian ini adalah untuk membina reputasi syarikat ini dengan lebih memahami ciri, persepsi, pemikiran dan tingkah laku pekerja mereka yang boleh meningkatkan dan memaksimumkan prestasi kerja mereka. Pemilihan metodologi kajian ini menggunakan kaedah campuran iaitu kaedah kualitatif dan diikuti kaedah kuantitatif. Hasil dapatan kajian tindakan ini akan menjadi penting kepada semua pengurus HR atau setiap majikan dengan mempunyai pengetahuan yang lebih baik terhadap ciri-ciri pekerja dan personaliti pekerjaan. Secara praktikalnya kajian ini berpontensi untuk mengetahui ciri pekerja yang paling berpengaruh terhadap prestasi.

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ABBREVATION	MEANING
SPSS	Statistical Package for Social Science
NVIVO	Qualitative data management software
ANOVA	Analysis of Variance
MRA	Multiple Regression Analysis
HSH	Hawk Soon Hin Industry Sdn Bhd
HR	Human Resource
HRM	Human Resources Management
OCEAN	Openness (O), Conscientiousness (C), Extraversion (E), Agreeableness (A) and Neuroticism (N)

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CHAPTER ONE

INTRODUCTION

1.0 Background of Study

According to Hidayat and Cavorina (2017) stated that the personality or characteristic of every employee can influence the activities of the company if the employees are not well directed. This is because every employee may have different types of personality trials, characteristics, attitudes and working behaviour towards their job performance. Therefore, having a better understanding of every employee's personality in their workforce is very important for every employer and the human resource manager in Hawk Soon Hin Industries Sdn Bhd. In addition, the performances of an organization are highly reliant on the arrangement or deployment in Human Resources Management (HRM) strategies that can succeed in developing, attracting and retaining employees with highly engaging and committing (Al-Ahmadi, 2009). Therefore, it is an essential process for the employer or human resource manager to evaluate and access each of the employee's job personalities that might influence the employee performance towards Hawk Soon Hin Industries Sdn Bhd.

Furthermore, the performances of every employee in Hawk Soon Hin Industries Sdn Bhd will bring a huge effect on the organizational process such as maximizing the productivity of employees at the same time to minimize misunderstanding and conflict in the workplace. Another best way for Hawk Soon Hin Industries Sdn Bhd to create optimal employee performance is for the human resource manager or employer must pay high and close attention to their employee job personality. This can help the company to achieve high competencies, effectiveness and efficiency's employees.

1.1 Information about the case company

Hawk Soon Hin Industry Sdn Bhd (HSH) is one of the pioneer companies in manufacturing automotive company in Malaysia. Hawk Soon Hin Industry Sdn Bhd has manufactured different types and range of civil engineering machinery filters such as Air filters, Oil filters, Fuel filters, Hydraulic filters and many other different filters for the automobile. Hawk Soon Hin Industry Sdn Bhd is also known as a "one-stop" centre with an extensive range of product items and quality assurance that can fulfill all of the industrial filter needs in the domestic market. Apart from that, Hawk Soon Hin Industry Sdn Bhd also has to focus on designing effective and excellent hiring and recruitment practice for selecting their employee. Therefore, by using the fishbone analysis can have a better understanding of the use to evaluate the internal and external factors, resources and aspects of Hawk Soon Hin Industry Sdn Bhd. In addition, one of the problem formulation and problem diagnosis tools is the fishbone diagram. There have several problems stated in this diagram.
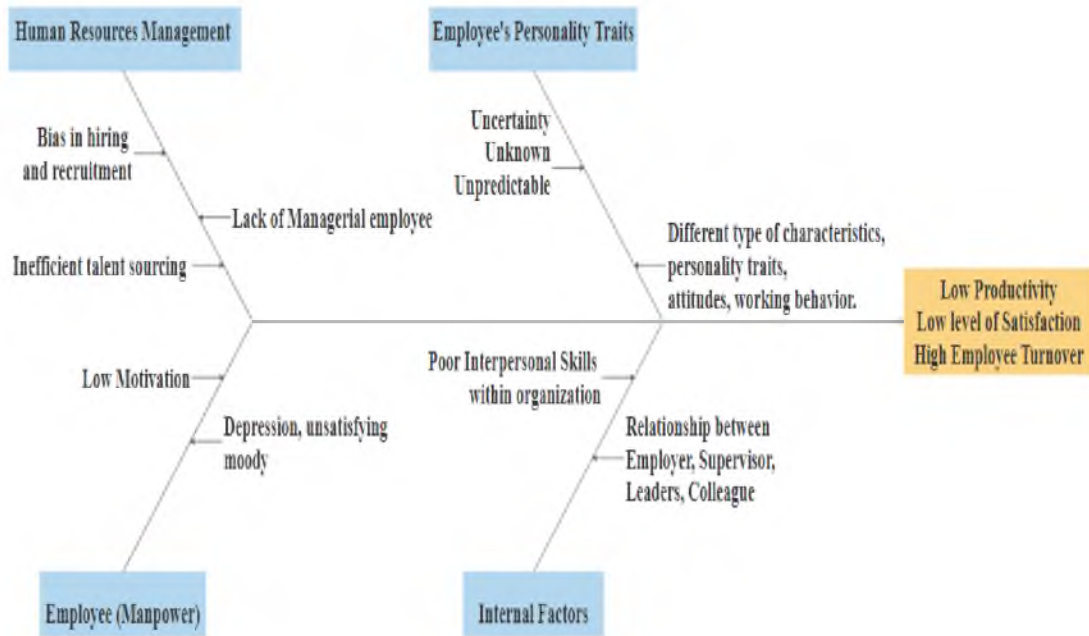
Figure 1.0: Ishikawa (Fishbone) Diagram

Source: Author (2020)

1.2 Problem Statements

According to Karatepe et al. (2013), stated that there is only a few empirical studies have investigated the influence of employee job personality on job performance. The practices of human resources are known as the personality characteristic that is highly associated with the employee's attitudes in the organization. (Aryee et al., 2002: Kumar and Kamalanabhan, 2005). This is because the employee job personality and characteristics may involve the different or uncertain character of the employee.

Throughout the interview session with the human resources manager in Hawk Soon Hin Industry Sdn Bhd, one of the significant problems is the high employee turnover among the team leaders and supervisors in this company. This study is based on my six-month internship observation and interview with the human resource manager. According to Ekhsan (2019) state that employee turnover can be defined as the movement of any workers and employees who are leaving the organization. The number of the period on average that the worker or employee has to be replaced during a year can be defined as the rate of employee turnover. For example, based on Lam et al. (2001) stated that a high level of turnover will happen on the employees with a low level of satisfaction for more than six months. Based on Hin kin and Tracey (2000) stated that employee turnover will have a negative effect on service quality towards an organization. Hawk Soon Hin Industry Sdn Bhd has to lead to the negative effect on their employee poor job performance, high cost in training and shortage of employee. Therefore, the human resources manager has to make a better decision on selecting and hiring of the employees based on their personality characteristics become the vital process for Hawk Soon Hin Industries Sdn Bhd to achieve operational excellence.

Another significant problem faced in Hwak Soon Hin Industry is job satisfaction. This is because job performances are highly reliant on job satisfaction. This can be proved from the previous researcher, Davar and RanjuBala (2011) who confirmed that the employees with a high level of satisfaction will improve their performance and they will also have significantly contribute to their organization in overall achievement (Davar & RanjuBala, 2011). In other words, the previous studies also showed that employee who has a low level of satisfaction in their position will not perform

effectively and efficiently, this will become the main barriers and challenges for the organization to achieve sustainable success. Therefore, the human resources manager and employer should have a better understanding of determining and exploring the employee job personality. Furthermore, the human resources manager and employer can adopt the Big Five Model (OCEAN) to analyse their employee's personality characteristics in order to select, hire and manage their employee or worker effectively at the same time to achieve organization objectives. Therefore, this study will identify what factors of employee personality characteristics will affect the employee performance and how these personality characteristics of the employee will influence the employee job performance in Hawk Soon Hin Industries Sdn Bhd. In addition, the human resources manager should minimize the unsatisfied and unproductive employees with a low level of job satisfaction that can lead to a high employee turnover rate with the right personality traits of supervisors, team leaders and employees.

1.2.1 Problem Formulation (SWOT analysis)

Strengths

Hawk Soon Hin Industries Sdn. Bhd (HSH) is one of the pioneer's companies in the manufacturing of automotive filters in Malaysia. This can take advantage of the company's strength which can overcome some of the weaknesses and lead to the company's revenue growth and profitability. HSH is also well known as a "one-stop" center with an extensive range of product items, striking service and quality assurance to fulfill all of the automobile and industrial filter needs.

Weaknesses

Hawk Soon Hin Industry Sdn Bhd has obsolete or outdated facilities, inadequate financial resources to fund growth or lack of managerial depth and talent in an organization. One of their major weaknesses is the low level of satisfaction lead to poor productivity and a high level of turnover. In this action research, the researchers will

focus on the human resources field. Therefore, identifying the company's weaknesses can help the top management to understand its current risks, issues and potential problem so it can turn the weaknesses into strengths.

Opportunities

A useful opportunity can come from the changes in technology or market on both broad and narrow scales and also changes in the social patterns, population, profile, and lifestyle changes. For example, Hawk Soon Hin Industry Sdn Bhd has marketed their own brand names which are "OSAKA", "OSK" and "EUROFIL" to gain favourable brand positioning. This strong brand name created the brand identity and brand equity for the company to enjoy the successful expansion of market share that penetrates rapidly from the local to the overseas market. Apart from that, HSH also wants to become the top manufacturer in the world by producing the high-end eco technology-based filter with high quality and efficient filters. This can help to ensure all of the resources that have been used optimally to achieve the best performance for engine protection and environment friendly.

Threats

Threats are the negative forces that could reduce and slow down the process to a company in the ability to achieve its objectives and this may include external factors as rival companies or competitors, new government regulations or policies, economic contraction, current infrastructure facilities, changes in interest rates, disruption in supply. For example, the health crisis (Covid-19) has affects the entire process in the company and lead to the economic downturn.

1.3 Research Questions

This research study highlights the following research question in order to achieve the research objectives at the same time to achieve a sustainable, productive and healthy work environment.

1) What are the factors of the employee's job personality that will affect the employee job performance in Hawk Soon Hin Industries Sdn Bhd?

2) What is the relationship between the factor of employee personality traits and employee job performance in Hawk Soon Hin Industries Sdn Bhd?

3) What is the effect of this intervention plan to increase the employee job performance in Hawk Soon Hin Industries Sdn Bhd?

1.4 Research Objective

Having a better understanding of the employee's job personality will improve their job performance and the function of human resource management in the company. This is because the employee personality will affect the job performance of the staff in the organization. Thus, this research highlights the following research objectives as below:

1) To identify the factors of employee personality traits that will affect the employee job performance in Hawk Soon Hin Industries Sdn Bhd.

2) To analyze the relationship between the factor of employee personality traits and employee job performance in Hawk Soon Hin Industry Sdn Bhd.

3) To identify the effect on intervention plan that can increase the employee job performance in Hawk Soon Hin Industry Sdn Bhd.

1.5 Significant of Study

The main purpose of this research is to identify the factor of employee personality characteristics that will affect the employee job performance and how these personality characteristics of employee influence the employee's performance in Hawk Soon Hin Industry Sdn Bhd. In addition, to identify how these personalities of the employee will influence their job performance in Hawk Soon Hin Industry and this research had adopted from Big Five Model (OCEAN). The scope of the study for this research is focused on the five factors of employee job personality which are openness (O), conscientiousness (C), extraversion (E), agreeableness (A) and neuroticism (N) known as the Big Five Personality Model (OCEAN) that introduced by McCare and Costa in the year 1985. Furthermore, employee job performance will be measured from person organization fit, job satisfaction and job performance.

The significant of this study is to provide some of the useful human resource management strategies and valuable insights for the employer, top management and human resources manager in Hawk Soon Hin Industries Sdn Bhd by identifying the employee personality that can influence the employee job performance in the company or organization to achieve the organization objective and goals.

1.6 Definition of Term

Term	Definition
Human Resources Management	To achieve the companies or organizational objectives by utilization of an individual (employees, worker and staff)
Human Resources Manager	An individual who performs their roles in an organization as advisory and working with other managers dealing with all of the HR matters and issues.
Employee	An individual who is hired by the employer to do or perform the job with wages (salary).
Employee Personality Traits	An employee's attitudes, mindsets, characteristics, beliefs and traits look into how he or she's performing towards the work.
Employee Performance	Process of measuring how their employees fulfill their work duties and achieve the organizational goal.
Big Five Model (OCEAN)	The personality traits are broken into five components: Openness (O), Conscientiousness (C), Extraversion (E), Agreeableness (A) and Neuroticism (N)

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