

A Review of Big Five Personality and Job Performance among employees

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Abstract

Big Five is one of the prominent models of personality that have an important role in organization to enhance the efficiency and effectiveness of employee's performance. Numerous theories showed that there was a significant relationship between Big Five personality and job performance among employees at workplace. Hence, this paper describes a proposed study to examine the relationship between Big Five personality and job performance among employees in an organization. This model is based on five personality dimension that are increasingly popular with the acronym OCEAN (Openness to Experience, Conscientiousness, Extroversion, Agreeableness, and Neuroticism). A questionnaire design will be used in this study and it will be analyzed by using SPSS software. The NEO-FFI (Five Factor Inventory) and performance appraisal questionnaire will be used as measuring instruments. The total population of this study is 200 employees that work in production lines and the sample is 132 respondents that obtained based on Krejcie Morgan (1970) by using stratified sampling method.

Keywords: *Big Five personality, job performance, employees.*

1. Introduction

The increase in improvisation of the current knowledge and technology makes organization needs to consider with the employees' performance. According to Fitriandini (2013), performance is the important criterion for organization outcomes and success because it measures individual performs. The economists also believe that the human resources in an organization are the main factors in order to develop the productivity and organizational effectiveness (Klang, 2012). Hence, an organization has to prefer the skillful and efficient human resources as the most valuable wealth (Wijono, 2006). Big Five personality is the most prominent model of personality that being highest predictor to job performance (Costa & McCrae, 2000). Big Five is currently used as a platform by many organizations. This model is based on five personality dimension that are increasingly popular with the acronym OCEAN (Openness to Experience, Conscientiousness, Extroversion, Agreeableness, and Neuroticism, Costa et al., 2000).

2. Research Background

Performance is an important criterion for organizational outcomes and success because it measures individual performs or individual level variable (Fitriandini, 2013). In the current fast growing globalizing century, it is crucial for organizations today to recruit high performing employees. The issue most organizations find tedious is to separate individuals who will perform well from those who will not. The answer may relate to the type of personality that one exhibits. However, ever since organizations started to incorporate personality testing in their recruitment processes there has been reasonable doubt in terms of their true usefulness (Burch & Anderson, 2008). Furthermore, an organization needs to selective in recruiting employees that would suit the task. Christiana (2014) supported that an organization needs to consider and take proper actions to human resource as important resources in order to achieve the objectives.

On top of that, Barrick, Mount, and Judge (2001) stated employees' performance depends on positive personality traits and organizational' supports. Employees would perform with high level of personality when they perceive their managers investing time to care about them within a positive organization environment. Importantly, personality is one of the most significant topics considered by the job advisors (Barrick et al., 2001). The appointment of the right people in the right jobs significantly enhances the individual and the organizational performance. Clearly, the individuals have different personalities just like the different characteristics of the careers. Based on this method, many efforts are made to appoint the right people in the right jobs (Alvani & Fard, 2002). Wijono (2006) highlighted that organization have to prefer the skillful and efficient human resources as the most valuable wealth. Regardless of the many natural resources developed by communities, they might lack the proficient employees and have no ability to utilize their facilities. The employees with optimistic characteristics do contribute to an organization progress (Carmeli, 2003). Furthermore, the organizations are required to support employees in order to perform better. Barrick et al. (2001) also supported that performance can be influenced by the employees who hold a high level of personality traits, so that they can manage their emotions in terms of maintaining a positive mental state in workplace.

In order to understand human behavior, we must break behavioral patterns down into a series of observable traits. One prominent personality classification characterizing a large number of traits is the Big Five model that, the validity factors has been established across various nations (Costa et al., 2000). The emergence of Big Five personality dimensions has provided a clear perspective has yet to be correlated till what extend in current era. Big Five is currently used as a platform by many organizations. The Big Five personality dimensions are employed in the study as a model to know which is the most influential to job performance. Costa et al. (2000) stated that Big Five personality is the most prominent model of personality that being highest predictor to job performance. The dimensions of Big Five personality are used to explain individual differences in personality ratings. The dimensions of Big Five namely are Openness to Experience, Conscientiousness, Extroversion, Agreeableness, and Neuroticism (Ivancevich, Konopaske, & Matteson, 2008).

Furthermore, recent research findings by Dudley, Orvis, Lebiecki and Cortina (2006) confirmed that personality traits are capable of predicting behavioral outcomes at work. This indicates that the findings are universal and that it is possible to generalize the results of such studies across cultures. This idea is further supported by previous research (McCrae & Costa, 1997). The relationships between personality traits and job performance have been studied to

a great extent and the field has flourished to become a hot topic under investigation, ever since Barrick and Mount (1991) forced extraordinary attention to it. As the present study focuses on identifying predictors of supervisory ratings of job performance, in an oil and gas employee's performance context, it is important to test the potential contribution of personality traits of Big Five in it.

To sum up, Nahid (2013) suggested that the five dimensions of Big Five personality exerting different characteristics to influence employees' performance through attitudes and behavior influence to innovation and higher value, contingent reward, and active management by exception. These employees are the asset of the institutions, as they play an important role in managing the customers or clients, meeting their needs and giving them satisfaction. Therefore, it is important to analyze and understand the personality of employees.

3. Literature Review

3.1. Job Performance

For an organization to progress well, workers must progress in their performance as it will affect the company's production growth. It consists of the knowledge, skills and attitude that are required to enable an employee to perform the tasks listed in the job description as per the competency profile that a human resource may have developed through job a checklist (Alessandri & Vecchione, 2012). Job performance is the combination between effort, ability, and opportunity that can be measured from the results of the work (Sulistiyani, Ambar, & Rosidah, 2003). Robbins (2000) stated that job performance is also a relative value of an employee to an organization in terms of competence, skill, potential, and capabilities. Therefore, the performance will show the extent to which an employee is able to complete the work and be responsible so that it can improve the performance of the organization to stay competitive with other companies (Campbell, 1990). Hence, according to Noor (2003) job performance defined as the behavioral generated by an employee that relevant with organization objectives. According to Campbell, McCloy, Oppler, and Sager (1993) job performance is whether the people perform the job well. There are some aspects to help clarify the definition of job performance, namely are: outcomes, organizational goal relevance, and multidimensionality (Campbell et al., 1993).

Campbell (1990) proposed eight majors of performance based on factor analytic in order to capture components of job performance including task specific behaviors, non-task specific behaviors, written and oral communication, individual performance, personal discipline, highly interdependent, supervision or leadership component, and managerial administrative performance. Firstly, task specific behaviors means the individual undertakes as part of job. Secondly, non-task specific behaviors are the individual requires undertaking which do not refer only to certain job task. Thirdly, written and oral communication tasks refer to formal and informal activities of employee in order to create the oral and written presentations to convey a message necessary in many different jobs and various audiences. Fourthly, demonstration of effort means either time to time the individual changes their behavior. This major reflects the degree to which people commit themselves to job tasks. Fifthly, the performance domain might also include the major of maintenance of personal discipline. Sixthly, highly interdependent and performance are include the degree to which employee helps out the teams and the colleagues in the job task. Seventhly, supervision or leadership component is the important aspect in performance due to job requires good oversight and

direction to perform well. The functions of leadership is guiding and unifying individuals, groups and entire organization for attaining and establishing the organizational objectives. Eighthly, managerial and administrative performance entailed in job performance to achieve the organizational goal.

Murphy and Kroeker (1998) defined taxonomy of job performance into four dimensions namely are: task oriented behaviors, interpersonally oriented behaviors, down-time behaviors, and destructive or hazardous behaviors. These dimensions are quite similar with Campbell's model. Task oriented behaviors includes any major tasks relevant to individual's job. Then, interpersonally oriented behaviors are referred by some interactions the focal employees with others. Down-time behaviors are the other attitudes of employee in outside of job task that can be subsequently effect to job performance. For example, outside behavior that causes absenteeism. The last is destructive or hazardous behaviors that can be significant influence to job performance such as: employee who using alcohol, drugs, and other bad habits (Murphy et al., 1998).

Lee (2000) stated that job performance consists of three aspects to measure whether the people achieve the target or job task well or not. The three aspects are namely: task performance, job dedication, and interpersonal facilitation. Firstly, task performance is activities that related to technical core, contribute directly in implementation the technology process, and might be critical to organization effectiveness. In other words, task performance refers to formally defined job activities in workplace (Borman & Motowidlo, 1993). There are many activities to refers task performance in organization, such as: keep relationship and good cooperation with colleagues, still doing the job even though is not formally job, enthusiasm to complete the job task successfully, and so on (Borman et al., 1993). Secondly, job dedication related to work means that a devotion. It is how people giving full power and the best performance to an organization. For instance, not estimate working hours if the company gives more work beyond office hours, when in a meeting, not solely for self-promotion but also introduces the company as a whole. Thirdly, interpersonal facilitation is using the facility as much as to create conducive working atmosphere and help generate the expected performance (Borman et al., 1993).

Job performance model by Lee (2000) is more easily to measure whether the people achieve the job task well or not. For example, in order to determine whether the employee complete the job task through aspect task performance refers to implementation of technology process. Then, for the employee who has high dedicate to organization, make good cooperate with colleagues, and enthusiasm to complete the job task successfully can be called as job dedication of employee to organization. Hence, interpersonal facilitation can be seen when the employee using the facility as much as to create conducive working atmosphere in workplace. Furthermore, Lee's Model is the easily aspects to determine whether the employee complete job task well or not rather than Campbell (1990) and Murphy et al. (1998). Based on the managerial theories and the visions of the contemporary commentators, the relationship between personality traits and job performance has been examined.

3.2. Big Five Personality

Personality is consistent pattern of thoughts, feelings, and actions that distinguish people from others (Kramer, Bhavé, & Johnson, 2013). McGraw-Hill (2008) defined personality refers to behavioral tendencies due to individual's activities are not perfectly consistent with

the personality characteristics in certain situations at workplace. Personality is characteristics of individuals that comes from inside of self and will look out through the action (Simbala, 2011). Judge and Illies. (2002), defined personality refers to consistent internal states which explains a person' behavioral tendencies and relatively stable pattern of behaviors including internal and external elements. Internal element represents of values, thoughts, and genetic characteristics that infer from the observable behaviors (Roccas, 2002). For instance, personality can be coded through shaped from childhood or other early life experiences. Meanwhile, the observable behaviors that can be identifying trough individual's personality are called as external element (Roccas, 2002). For instance, the way of people interacts with other people in their life.

Costa et al. (2000) stated that Big Five personality is the most prominent model of personality that being highest predictor to job performance. The dimensions of Big Five personality are used to explain individual differences in personality ratings. The dimensions of Big Five namely are Openness to Experience, Conscientiousness, Extroversion, Agreeableness, and Neuroticism. Goldberg (1990) highlighted Big Five personality is the most widely accepted structure of personality among researchers and scientists. Each of dimensions has different characteristics and influence to job performance in workplace (Goldberg, 1990). Tett and Burnett (2003) supported Big Five personality is an important factor influencing test-criterion correlations in work setting. Furthermore, Big Five personality can be applied when investigating the role of individual differences in personality ratings have been successfully used to predict of job performance in workplace (Ziegler, Bensch, Maab, Schult, Vogel, & Buhner, 2014). McGraw-Hill (2008) supported that every dimensions of Big Five personality influence work related to job performance and behavior to varying degrees. Hence, Big Five personality is a way to measure individual's characteristics, behavior, and attitudes which are important for organization in order to improve employees' performance. For instance, dimensions of Big Five personality has influence to task performance, level of society, work activities in workplace, and so forth.

On top of that, Attia (2013) defined Big Five personality has important function in order to generate individual' performance in different occupations. Dimensions of Big Five personality can be influence indirectly to organizational performance. Moreover, these dimensions of personality strongly influence the outcomes of organization such as: different personality traits make employees completing the job task or not, how the great dedication of employee is gives to organization, and how the employee functions the interpersonal facilitation to improve their performance (Lee, 2000). As usual, a person who has high emotional stability tends to work better than other people in high stress conditions (Halepota, 2011). Barrick et al. (2001) has been studied in Industrial Psychology about the relationship between Big Five personality and job performance. The result shows that not all of dimensions give significant relationship to job performance (Barrick et al., 2001).

As summary of this section, the personality cannot be simplified to simple notion (Costa et al., 2000). The Big Five personality is referred as individual characteristics, attitudes, thought, and behavior that affects to performance in workplace. Each dimension is driven by individual who have high spirit and expect to challenge with certain situations. In this study, personality is referred to five dimensions which are from inherent interests and enjoyment, as well as Big Five personality.

4. Methodology

There are two types of research design in this study, which are descriptive research and correlational study. Panneerselvam (2006) stated that descriptive research is used to describe the demographic background of respondents. Other type of this research is correlational study. According to Mayer and Frantz (2004), correlational study is a scientific study in which simply defined the relationship between variables. Sekaran (2006) identified correlational study is to explore the correlations among variables in order to respect the causal research. The research approach used in this study is a self-administered questionnaire of delivery and collection questionnaire which will be completed by the respondents. The data of respondents will be collected through a set of questionnaire that consist of Big Five questionnaire adapted from Wei, Syan, and Teng (2009), in which the instruments was developed based on the NEO Five Factor Inventory (NEO-FFI) that originally developed by McCrae and Costa (1997). The job performance questionnaire will be adapted from Lee (2000) that originally was by Motowidlo and Scotter (1994).

The questionnaire designed divided into 3 sections. Section A consists of demographic information where respondents were required to fill in their personal particulars and this section provides a brief description about the respondents. This part consists of six questions which design to collect the basic information of employees regarding their academic qualification, gender, age categories, and years of working job position, monthly income level, and job position. Section B consists of five parts whereby each part contains questions that are relevant to each factor that influence employee job performance. Each question in section B will be tested using five-point Likert Scale. These five parts include Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism (Emotional stability). Respondents will be asked to choose the one most closest to their viewpoint in the question. For Section C, Likert scale is used as well whereby dependent variable which is job performance among employees in the organization will be tested. This study will utilize the quantitative research methodology. There are three parts to disseminate the questionnaires that employed to gain the specific and statistical data which includes the demographic data, Big Five personality questionnaires (NEO-FFI), and overall job performance scale.

5. Conclusion

The paper proposed a study to examine the relationship between Big Five personality and job performance among employees in an organization in Indonesia. The recent research findings by some experts showed that personality traits are capable of predicting behavioral outcomes at work. This indicates that the findings are universal and that it is possible to generalize the results of such studies across cultures. The dimensions of Big Five personality (Openness to Experience, Conscientiousness, Extroversion, Agreeableness, and Neuroticism) have been applied only on limited basis to higher organizational setting; by integrating these five dimensions in the context of this sector, this study will add to the literature. In addition, the findings from this study are to identify the trait and the level of Big Five personality and job performance among employees at an organization in Indonesia.

6. References

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