



The Influence of the Big Five-Factor Personality Dimension on Employee Performance

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ABSTRACT

This study examines how personality traits, based on the Big Five model, impact job performance in business organizations. Through quantitative analysis, it finds that openness to experience and conscientiousness positively affect performance, while extraversion, agreeableness, and neuroticism show no significant influence. These results highlight the need to consider individual personality differences when managing employee performance. Recommendations include prioritizing openness to experience and conscientiousness in employee selection and development. Further research in varied contexts is advised to enhance the understanding of personality-performance relationships.

INTRODUCTION

Managing the low caliber of human resources is one of the economic issues that the country of Indonesia is currently facing. The quantity of human resources available, if they can be used wisely and effectively, can help maintain the momentum of the country's sustainable growth. The problem that exists is how to create human resources that can produce optimal performance so that goals can be achieved.

In the world of work, there are many phenomena of various kinds of personality traits of employees. The personality types of each employee have unique characteristics and differ from one to another. Personality has an important influence on individual behavior, especially in the world of work and daily life. Personality is a collection of ways in which an individual reacts and interacts with each other. Personality is important for a worker because personality reflects how a person behaves in everyday life, especially in the world of work. Personality influences thoughts, feelings, to one's behavior. This indicates that a job or Even the position must be addressed to a worker who has the right personality so that the work can be completed properly. The performance of an employee can be influenced by several factors, one of which is the personality that the individual has. The famous personality theory is The big five model theory is a personality theory consisting of five factors to analyze a person's personality.

The Big Five Personality is a psychological framework that uses factor analysis to create five personality dimensions that together represent the characteristics of the human personality. According to Costa and Mcrae (1992), the following characteristics are found in the domains of the Big Five Personality: extraversion, agreeableness, conscientiousness, neuroticism, and openness to new experiences. Simple theories of personality that are frequently employed to assess a person's personality are known as the "big five models" in management science. Through the Tori five bears (Big Five models), an individual's personality may be seen, which may have an impact on how well his organization performs.

If everyone had been the same, management would have been simpler, but that isn't the case. Variations exist in individual traits as well as the impact of social background, gender, race or disability, IQ, personality, background, and upbringing environment. These elements have affected how workers behave at work, which has led to a variety of outcomes, including poor performance trends, inefficiency, high productivity, effectiveness, timely completion of tasks, satisfied customers, improved work practices disclosed by workers, low job satisfaction and motivation, and depressing moods. The reason for certain employees' positive work performance behaviors and others of their bad work performance behaviors remains a mystery. The interest in this research is to explore the Big Five Personality Traits in business organizations and see their influence on performance outcomes in business organizations. "Is there an influence on Big-Five Personality to organizational performance?" and "How do personality traits affect organizational performance?"

LITERATURE REVIEW

Big-Five Personality Theory

The Big Five Personality Model is a consistent approach to seeing and assessing the inner personality of someone through adjective factor analysis, where the five factors are extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience. The big five personality models are classified (Costa & Mcrae, 1992) into 5 dimensions :

1. Neuroticism, (neuroticism) is an attitude that indicates emotional stability or emotional disturbance. People with positive emotional stability/neuroticism show dimensions of personality that tend to be: calm, relaxed, unquestionable, confident, and feeling safe. Neuroticism is a negative personalities that tend to be restless, anxious, depressed, hostile, and feel insecure.
2. Openness to Experience, is a trait that shows openness to experience. People who have a high value in this dimension of personality have characteristics: creative, ingenious, imaginative, curious, broad-minded, and sensitive. Meanwhile, people who have low values in this dimension tend to be more resistant to change, less open to new ideas, and more conventional and the way they remain.
3. Extraversion, shows an outward-looking personality dimension and describes people who have characteristics: friendly, actively speaking, sociable, gregarious, and assertive. The opposite characteristic is introversion, with an orientation of view on itself, with characteristics: quiet, shy, and cautious.
4. Agreeableness (Easy to Get Along or Easy to Agree)
Demonstrates the nature of hospitality or willingness to approve. People with high agreeableness personality dimensions have the characteristics: of trusting, good bottom, working together soft-hearted, polite, well nurtured, empathic, warm, and attentive. Meanwhile, people with low agreeableness tend to be cold, do not like to cooperate, get angry easily, do not agree easily, and oppose.
5. Conscientiousness, the nature of caution is a personality dimension that describes people who have high or low caution. Individuals with high conscientiousness characteristics are: dependent, responsible, outstanding, persistent, cautious, and self-disciplined. Meanwhile, people with low conscientiousness tend to be reckless, less prepared, more contemptible, irresponsible, easily confused, and untrustworthy

Job Performance

The terms "job performance" and "actual performance" refer to a person's actual work performance or accomplishment. Performance in an organization or company is carried out by all human resources in it, both leadership and workers. Every worker has basic skills in knowledge and skills,

competencies that are by their work, job motivation, and job satisfaction. However employees' personalities, attitudes, and behaviors can also have an impact on how well they work.

Based on previous research, it is hypothesized that personality traits significantly influence employee performance. Specifically, Neuroticism may affect performance either positively or negatively, Extraversion is expected to positively impact performance due to sociability and assertiveness, Openness to Experience may enhance performance through creativity and adaptability, Agreeableness could have mixed effects on performance depending on context, and Conscientiousness is anticipated to positively influence performance due to traits such as organization and responsibility. These hypotheses draw from findings indicating the significant associations between these personality dimensions and various aspects of job performance in diverse organizational contexts, reflecting the complex interplay between individual dispositions and workplace outcomes.

Big Five Personality

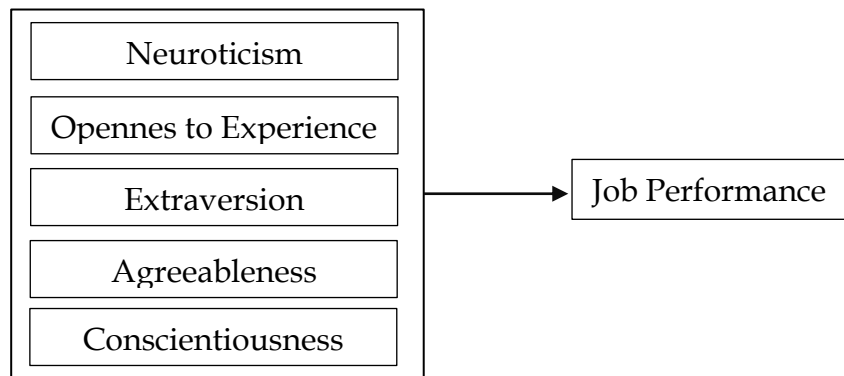


Figure 1 Conceptual Framework

- H1: Openness to experience has a positive and significant effect on employee performance
- H2: Extraversion has a positive and significant effect on employee performance
- H3: Agreeableness has a positive and significant effect on employee performance
- H4: Conscientiousness has a positive and significant effect on employee performance
- H5: Neuroticism has a positive and significant effect on employee performance

METHODOLOGY

The research method employed in this study adopts a quantitative approach, aiming to systematically investigate relationships and patterns within a specific phenomenon. The data gathering methods employed are literature review and questionnaire administration, leveraging both primary and secondary data sources. The utilization of primary data enables the collection of firsthand information directly from respondents, while secondary data provides valuable insights from existing studies and resources. To gauge

respondents' attitudes and opinions, a Likert scale is utilized, offering a structured format for measurement. To ensure the credibility and robustness of the research, instruments such as validity and reliability tests are employed to assess the accuracy and consistency of the data collected. Subsequently, multiple linear regression analysis is conducted to examine the relationships between variables, allowing for the identification of significant predictors and their respective impacts. Furthermore, hypothesis testing using the T-test is employed to assess the significance of differences observed within the data, thereby providing statistical evidence to support or refute the research hypotheses. Overall, this research method integrates various techniques and analytical tools to comprehensively explore the research topic, fostering a rigorous and systematic inquiry into the phenomenon under investigation.

RESEARCH RESULT

Validity Test

KMO MSA value of each variable namely Openness to Experience(X1), Extraversion(X2), Agreeableness(X3), Conscientiousness(X4), Neuroticism(X5) and Job Performance (Y) results Valid. All KMO and Antimage > 0.5 indicate that the data is valid and can be investigated further.

KMO and Bartlett's Test

| | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .730 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 3059.161 |
| | df | 325 |
| | Sig. | .000 |

Figure 2. Confirmatory Factor Analysis

Reliability Test

Cronbach Alpha calculated value on the variable Big Five Personality (X1), and Job Performance (Y) has a value greater than 0.50 and Cronbach's value if deleted >0.50, it can be concluded that all variables are reliable and can be carried out further analysis.

| Reliability Statistics | | | Reliability Statistics | | |
|------------------------|--|------------|------------------------|--|------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items | Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .836 | .816 | 16 | .594 | .569 | 6 |

Figure 3. Reliability Test

Multiple Linear Regression

| | | Coefficients^a | | | | |
|------|------------------------|---------------------------------|------------|---------------------------|-------|------|
| | | Unstandardized Coefficients | | Standardized Coefficients | | |
| Type | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 1.719 | 8.541 | | .201 | .841 |
| | Openness to Experience | .648 | .213 | .315 | 3.037 | .003 |
| | Extraversion | -.159 | .332 | -.110 | -.479 | .633 |
| | Agreeableness | .371 | .216 | .381 | 1.723 | .088 |
| | Conscientiousness | .447 | .134 | .349 | 3.333 | .001 |
| | Neuroticism | -.098 | .195 | -.041 | -.505 | .615 |

a. Dependent Variable: Job Performance

Figure 4. Multiple Linear Regression

Based on the results of the multiple linear regression analysis, the relationship between personality traits and job performance is examined. The results of the multiple linear regression analysis provide valuable insights into the relationship between personality traits and job performance. Notably, Openness to Experience emerges as a significant predictor of job performance, with a p-value of 0.003 and a calculated t-value of 3.037, indicating a robust and positive association. This finding suggests that individuals who exhibit a greater openness to new experiences tend to perform better in their respective roles, possibly due to their propensity for creativity, curiosity, and adaptability. Conversely, Extraversion and Agreeableness do not demonstrate statistically significant effects on job performance, as evidenced by their respective p-values of 0.063 and 0.08. While Extraversion typically encompasses traits such as sociability and assertiveness, and Agreeableness reflects characteristics like cooperation and empathy, these findings suggest that these traits may not directly translate into enhanced job performance in this context. However, Conscientiousness emerges as a significant predictor of job performance, with a p-value of 0.001 and a calculated t-value of 3.333, indicating a positive and robust relationship. This aligns with the expectation that individuals who exhibit high levels of conscientiousness, characterized by organization, responsibility, and diligence, are likely to excel in their job roles. Interestingly, Neuroticism does not exhibit a significant effect on job performance, as indicated by its p-value of 0.615 and a calculated t-value of -0.505. This suggests that traits associated with emotional instability and vulnerability to stress may not directly influence job performance in this particular sample. Overall, these findings underscore the nuanced nature of the relationship between personality traits and job performance, highlighting the importance of considering individual differences and contextual factors in understanding workplace dynamics and outcomes.

DISCUSSION

The findings of the multiple linear regression analysis shed light on the intricate relationship between personality traits and job performance. Specifically, the results highlight the significant positive associations between openness to experience and conscientiousness with job performance, as evidenced by their respective low p-values (0.003 and 0.001) and high t-values (3.037 and 3.333), surpassing the critical t-value of 1.986. This suggests that individuals who exhibit a greater openness to new experiences and demonstrate conscientiousness tend to perform better in their respective roles, possibly owing to their proclivity for innovation, adaptability, and diligence. These findings resonate with existing literature in the field, such as (Krijgheld et al. 2022), who emphasized conscientiousness as a primary driver of work role performance and noted the positive relationship between openness to experience and work role performance indicators at the facet level, further reinforcing the idea that certain personality traits contribute significantly to job performance.

However, the analysis also reveals that agreeableness and neuroticism do not significantly impact job performance, as indicated by their respective p-values (0.063, 0.08, and 0.615) and t-values (-0.479, 1.723, and -0.505), falling below the critical t-value of 1.986. This implies that traits associated with sociability, cooperativeness, and emotional stability may not directly translate into enhanced job performance within this particular sample. These findings align with some previous research but contradict others. For instance, while our results indicate that extraversion is not significantly related to job performance, contradicting studies like (Blickle et al. 2015) have found a positive association between extraversion and job performance. Similarly, while agreeableness did not exhibit a significant effect on job performance, the study by Apostolov et al. (2022) found no significant relationship between Neuroticism and job performance, consistent with our findings.

In conclusion, this study's findings provide empirical support for the notion that certain personality traits, such as openness to experience and conscientiousness, are linked to job performance, while others like Extraversion, agreeableness, and neuroticism may not significantly impact job performance. Nonetheless, it's crucial to acknowledge the study's limitations, such as the sample size and specific context, which may influence the generalizability of the findings. Future research endeavors should explore these relationships further across diverse industries and settings to deepen our understanding of how personality traits shape job performance dynamics.

CONCLUSIONS AND RECOMMENDATIONS

This study provides valuable insights into the relationship between personality traits and employee performance. The findings suggest that openness to experience and conscientiousness positively influence employee performance, supporting the hypotheses proposed. However, extraversion, agreeableness, and neuroticism do not show significant effects on employee performance, contrary to the hypotheses. These results highlight the importance of considering individual personality differences when assessing and managing employee performance. Employers and human resource professionals should take into account the impact of openness to experience and conscientiousness when selecting, training, and developing employees.

Additionally, while extraversion, agreeableness, and neuroticism may not directly impact performance in this context, they may still play significant roles in other aspects of workplace dynamics and should not be overlooked in organizational strategies and interventions. Further research exploring the nuanced relationships between personality traits and performance outcomes in diverse organizational settings would be beneficial for a more comprehensive understanding and effective implementation of human resource practices.

ADVANCED RESEARCH

In writing this article the researcher realizes that there are still many shortcomings in terms of language, writing, and form of presentation considering the limited knowledge and abilities of the researchers themselves. Therefore, for the perfection of the article, the researcher expects constructive criticism and suggestions from various parties.

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