

**THE RELATIONSHIP BETWEEN PERSONALITY TRAITS AND PERSON-JOB
FIT: A CASE OF UNIVERSITY MALAYA MEDICAL CENTRE (UMMC)**

A thesis submitted to the Faculty of Business Management in partial fulfillment of the
requirements for the degree Master of Human Resource Management,
Universiti Utara Malaysia

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DECLARATION OF THESIS

I declare that the substance of this project paper has never been submitted for any degree or post graduate programs and qualifications.

I certify that all the supports and assistance received in preparing this project paper and all the sources abstracted have been acknowledge in this stated project paper.

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ABSTRACT

Personality traits are a vital element in determining compatibility between person and job in an organization. This research was designed to investigate the relationship between individual's personality traits namely agreeableness, conscientiousness, extraversion, neuroticism and openness to experience and person-job fit. This study used quantitative research methodology in investigating the said relationship in a government healthcare service provider – University Malaya Medical Centre (UMMC). Through distribution of questionnaires, a total of 294 employees of various job positions located in different departments made up the case of the research. The findings of this research confirmed a slight significant relationship between agreeableness, conscientiousness and combination of all personality traits (agreeableness, conscientiousness, extraversion, neuroticism and openness to experience) with person-job fit. On the other hand, extraversion, neuroticism and openness to experience indicated insignificant relationship with person-job fit. This study has renewed the importance of micro level analysis of an organization i.e. individual. Besides, this study has added to the area of knowledge which is still empirically scarce.

Keywords: Personality traits, person-job fit.

ABSTRAK

Tret personaliti adalah elemen yang penting dalam menentukan kesesuaian antara individu dan pekerjaan di dalam sesebuah organisasi. Penyelidikan ini direka untuk menyiasat pengaruh tret personaliti individu (berpendapat sama dan mudah mencapai persetujuan (*agreeableness*), kesedaran (*neuroticism*), sifat sosial (*extraversion*), gangguan emosi (*neuroticism*) dan keterbukaan fikiran (*openness to experience*)) terhadap kesesuaian individu-pekerjaan (*person-job fit*). Kajian ini menggunakan metodologi kajian secara kuantitatif bagi mengkaji hubungan tersebut di agensi penyedia perkhidmatan penjagaan kesihatan – Pusat Perubatan Universiti Malaya (PPUM). Kajian kes dilakukan terhadap 294 orang pekerja yang terdiri daripada pelbagai jawatan di jabatan-jabatan yang berlainan melalui borang soal selidik. Penemuan kajian mengesahkan terdapat hubungan yang sedikit signifikan antara berpendapat sama dan mudah mencapai persetujuan, kesedaran dan gabungan antara berpendapat sama dan mudah mencapai persetujuan, kesedaran, sifat sosial, gangguan emosi dan keterbukaan fikiran dengan kesesuaian individu-pekerjaan. Selain itu, sifat sosial, gangguan emosi dan keterbukaan fikiran menunjukkan hubungan yang tidak signifikan dengan kesesuaian individu-pekerjaan. Kajian ini telah memperbaharui kepentingan analysis secara mikro dalam organisasi iaitu individu. Selain itu, kajian ini telah menyumbang terhadap bidang pengetahuan terhadap subjek di mana secara empirikal adalah kurang.

Kata kunci: Tret personaliti, kesesuaian individu-pekerjaan

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LIST OF ABBREVIATION

UMMC	:	University Malaya Medical Centre
PPUM	:	Pusat Perubatan Universiti Malaya
PJ fit	:	Person-job fit
KSAs	:	Knowledge, skills and abilities
DA	:	Demands-abilities

Chapter 1

Introduction

1.1 Background of the Study

Today, managers are more interested in an applicant's flexibility to meet changing situations and commitment to the organization instead of ability to perform a specific job. The primary focus is not only to match individuals to specific jobs but how well the individual's personality and values match the organization. The characteristics of individual's personality are one of the determinants of the individual behaviour. Allport (1937) defined personality as the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment. On the other hand, Robbins and Judge (2009) described personality as the sum total of ways in which an individual reacts to and interacts with others.

Personality does affect the compatibility of a person to his or her job. The compatibility or congruence between a person and his or her job provides benefits to the organization such as reduced turnover, increased productivity and increased job satisfaction when an individual is able to deliver what he is expected to perform. Moreover, the fit between person and job also results in better knowledge of the requirement of the job and also be able to differentiate between top performers, average performers and poor performers.

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