PERSONALITY TRAITS, INTRINSIC MOTIVATION AND JOB PERFORMANCE AMONG NEWLY APPOINTED JKR OFFICERS IN KLANG VALLEY AREA

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ABSTRACT

This quantitative research paper aims to determine the relationship between personality traits, intrinsic motivation and job performance among newly appointed JKR officers in the Klang Valley area. Respondents for this research comprised of 135 newly appointed JKR officers. Data were analysed using Statistical Package For Social Sciences (SPSS) Version 17 software. Tests conducted were Pearson Correlation analysis and Simple Linear Regression analysis. The correlation analysis results suggest that personality traits and intrinsic motivation have a significant positive linear relationship with job performance with moderate strength of association. Subsequently, the multiple regression result shows the value of coefficient determination of 0.304 which concluded that only 30.4% of the job performances were influenced by personality traits and intrinsic motivation and 69.6% was explained by other factor that was not involved in this research. Further, given standardized coefficient (ß) of 0.333 for relatedness and 0.243 for agreeableness with significance values for both dimensions are less than 0.05, a low degree significant positive relationships between relatedness with job performance is reported. This shows that for every increase of relatedness and agreeableness, job performance will also increase significantly. Recommendations were also being suggested for the JKR organization to to emphasise on programme and training in character building on their officers parallel with the technical competency.

ABSTRAK

Kertas penyelidikan kuantitatif ini bertujuan menentukan hubungan antara sifat personaliti, motivasi intrinsic dan prestasi kerja di kalangan pegawai JKR yang baru dilantik di sekitar kawasan Lembah Klang. Responden bagi kajian ini adalahseramai 135 orang. Data kajian telah dianalisis menggunakan perisian Statistical Package For Social Sciences (SPSS) Version 17. Ujian yang dijalankan ialah analisis korelasi Pearson dan analisis *Multiple Regresion* .Keputusan analisis korelasi mencadangkan bahawa sifat personaliti dan motivasi intrinsik mempunyai hubungan linear positif yang signifikan dengan prestasi kerja dengan kekuatan hubungan adalah sederhana. Seterusnya, hasil regresi linear menunjukkan nilai pekali penentuan 0.304 yang dapat dibuat kesimpulan bahawa hanya 30.4% prestasi kerja dipengaruhi oleh sifat personaliti dan motivasi intrinsik manakala 69.6% lagi dijelaskan oleh faktor-faktor lain yang tidak terlibat dalam kajian ini. Selanjutnya, keputusan pekali standard (ß) bagi *relatedness* iaitu 0.333 dan 0.243 bagi *agreeableness* serta nilai signifikan kedua-dua dimensi adalah kurang daripada 0.05, maka hubungan antara *relatedness* dan *agreeableness* dengan prestasi kerja dilaporkan mempunyai hubungan yang signifikan dan positif tetapi pada darjah yang rendah. Ini menunjukkan bahawa bagi setiap peningkatan *relatednesss* dan *agreeableness*, prestasi kerja akan meningkat dengan ketara. Dicadangkan supaya organisasi JKR memberi penekanan dan tumpuan terhadap program latihan pembinaan karakter iaitu pembinaan sifat personaliti dan motivasi intrinsik kepada pegawai-pegawai mereka selari dengan kecekapan teknikal yang diperolehi supaya prestasi kerja dapat ditingkatkan.

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CHAPTER 1

INTRODUCTION

1.1. Background of the Research

The Malaysian public sector is the backbone of the country's development in social and economic programme. To have a competitive advantage in the current scenario where mass citizens' expectations are very high, public sector members must possess efficiency and effectiveness in their delivery system. Continuous improvement in public service delivery system is vital towards future challenges undertaken by the Malaysian government as it moves on and this improvement will be highly depended on the performance of the public sector workforce.

Jabatan Kerja Raya (JKR) is a government agency under the Malaysia Ministry of Works. JKR involved in the infrastructure development and construction sector where this was a supporter of the Malaysian economic growth and has provided significant contributions in gross domestic product (GDP) as stated in the 10th Malaysia Plan and the National Transformation Programme. The substantial role in ensuring the nation's implementation of infrastructural development and construction programme is on track, in line with the requirements and meet the citizens' expectation has led JKR to continuously improve their service delivery system and never satisfied with its past achievements.

Being civil servants and JKR officers, the government image and quality of service delivery system are accountable directly to the JKR officers in the organization. Although it is always a departmental or teamwork effort, individual which represents them in dealing with relevant party would give the concluded impression. Therefore, to ensure that the services offered are of high quality and meet customer expectations, the performance of each officer should be dealt with accordingly.

In the organizational behaviour, officer's performance is the core value of the organization. This performance drives an organization through the success path. Poor performance of officers has many implications and these ranges from reduced productivity, scaled-down service volumes, dissatisfies customers and through lack of department foresight to diminishing competitive edge. Officers that do not perform are liable to the organization towards achieving departmental goals and objectives.

In the public service scenario, management of a ministry or department was not given the authority to elect officers required by them with the specific criteria to their wish. However, officials who have been selected in accordance with the existing system are essential to the office. The worrying part is when these officers find out that one or more of their personality traits are found to be unsuitable for the organizational work culture. It can lead to a de-motivated falsification and thus it will contribute to the poor performance of the work as a whole.

As confirmed by Allameh, Ghafari & Davoodi (2012) in their research of personality traits impact towards job performance dimension based on Achive Model, one or more personality traits dimensions can influence job performance. Furthermore, these dimensions can be used by resource managers and related professionals to select and appoint personnel to appropriate jobs. Whilst job fit can be predetermined as stated above, personality traits also strongly influenced by motivation system (Corr, DeYoung & McNaughton, 2013)

There are so many investigations have been run up the motivational aspects of workers since a few decades ago. The motivation of workers is actually a continuation of the investigation of motivation which has been done by the famous theorists who was Abraham Maslow in 1943 with a paper entitled "A Theory of Human Motivation". This paper categorized the human basic needs into five stages namely physiology, safety purposes and the salvation, the needs for affection, self-esteem and the need for self-actualization. His findings concluded that these needs that constantly discontented has driven human beings in pursuing their life and that lower needs must be met before higher needs to be accomplished.

The current scholars and researcher have discovered how motivation plays a role on the performance of employees and management from the works of Maslow. The knowledge has expanded and employee motivation theories like Vroom's Theory, Adam's Equity Theory, Skinner's Reinforcement Theory and etc has emerged. But in this research, a motivational theory of intrinsic motivation (Self Determination

Theory) is currently in focus as one of the independent variable towards job performance.

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. Therefore, personality traits, namely agreeableness, conscientiousness, extraversion, neuroticism and openness to experience are an important element in determining the performance of the job and any other independent variable in this research.

However, employee's personality traits and intrinsic motivation should not be the only variable to rarely on as there are many other factors that can contribute to job performance in new employees.

1.2. Problem Statement

For the year 2013, allocation amounting to RM3.708 billion was passed to implement 290 development projects across the country. However, up to 25 August 2013 during the year, only a total of RM1.6 billion or 42.8% of the allocation was spent and the performance of this expense is quite disturbing in view of the time frame for the implementation of only 4 months left. According to the project implementation data at that time, a total of 59 projects has been completed, 14

projects ahead of schedule, 186 project is on schedule, 18 projects in the pipeline, while the 13 projects in late status.

In addition to the above development responsibility, JKR also performs other administrative matters in fulfilling Government aspirations. In carrying out the project and those administrative tasks, for the period 1 January-31 December 2013, the Public Complaints Bureau (under the purview of the Prime Minister Department) has received a total of 458 complaints to Ministry of works while a total of 385 complaints against JKR. Although the types of complaints received in a various categories, these figures show that the performance of the public delivery system and in particular the performance of officers is constantly monitored by the public. Speech by Y.B Datuk Fadillah Yusof, Minister of Works in conjunction with the monthly assembly on 13 September 2013, has emphasized staff at the Ministry of works and JKR to work hard and build character and exceptional personality to reflect their image because every action and decision they make will be evaluated and analysed and criticized by public.

In the realization of the aspiration of the above, the formation of the personality and the character of an officer in the JKR should be noted. The excellent personality traits need to be nurtured so that they are in accordance with the department aspiration and objective. To select the right person to carrying a job effectively, it can be done by matching their personality traits to the nature of the job. It is undeniable that individual personality traits influence their behaviour in order to fit the job. Previous studies by Baba, Tourigny, Wang and Liu (2009), Harper and

Irvine (2005), Bozionelos (2004) and Ng, Eby, Sorensen and Feldman (2005) have focused extensively on how personality traits affects work engagement, quality and attitude of the employee behaviour resulted in higher levels of job performance.

Extrinsic and intrinsic motivation also plays an important role to keep the person going and previous research has found that the internal motivation is the force that drives the behaviour of employees to perform with optimal performance in a long run. Deci, Vallerand, Pelletier and Ryan (1991) reported that students who are intrinsically motivated for doing schoolwork are "more likely to stay in school, to achieve, to evidence conceptual understanding, and to be well adjusted" than students who are more extrinsically motivated. Employees who are self determination needs have been met, they may experience feelings of happiness and therefore intrinsic motivation will keep them performing well (Hackmam and Oldham, 1980). So it is believed that the intrinsic motivation which is the highest level of internal motivation propane the internal energy of an individual to achieve their goals

Therefore, this research is to be conducted to examine personality traits and intrinsic motivation that might influence job performance for newly appointed JKR officers in Klang Valley area.

1.3.   Research Question

Based on the problem statement, this researchwould answer the following questions:-

1.   Do personality traits related to job performance?

2.   Do intrinsic motivation related to job performance?

1.4.   Research Objective

The research aims to explore the relationship between personality traits and intrinsic motivation towards job performance among newly appointed JKR officers. In answering the research question above, the subsequent research objectives are formulated:

1.   To examine the relationship between intrinsic motivation and job performance;

2.   To examine the relationships between personality traits and job performance.

1.5.   Significance oftheResearch

This research is expected to contribute some benefits to the body of knowledge and JKR organization.

1. Body of knowledge – to add input into the body of knowledge since this research is an extended research of personality traits and intrinsic motivation toward job performance in a JKR officer's context.

2. JKR organization – to provide opportunities for JKR communities to understand well what personality traits and intrinsic motivation might influence job performance thus policy maker may strategies some initiative accordingly.

1.6. Research Scope

The newly appointed JKR officer is defined as an officer who is under three (3) years of working experience with JKR or any officer who have served more than three (3) years, but yet to get confirmation of their employment as permanent staff of JKR. The newly appointed JKR officer has been selected as a target group because it can give some indication whether job performance is in the influence of personality traits and intrinsic motivation in each individual that makes them perform to the best they can in any given task and situation or it might be influenced by other factors.

Due to the constraints of the time, this research is limited to newly appointed JKR officers within the Klang Valley area only. Respondents who will involve in this research came from a variety of offices, which includes officials from the JKR Head Quarters, Ministries and State or District office within the Klang Valley area. As the

sample size, it is proposed to have 250 numbers of respondents out of 776 officers that currently recorded by Corporate Management Branch, JKR.

1.7 Research Limitation

The research focuses on job performance as the dependent variable among newly appointed JKR officers in the Klang Valley area with two (2) independent variable as constructed on the research model which is personality traits and intrinsic motivation as Figure 1. Segregation of the respondents could not be performed equally because the number of officers in each office is different. For example, officials at Headquarters are expected to be higher than in the Ministry and the State/District Office.

Figure 1 : *Research Model*
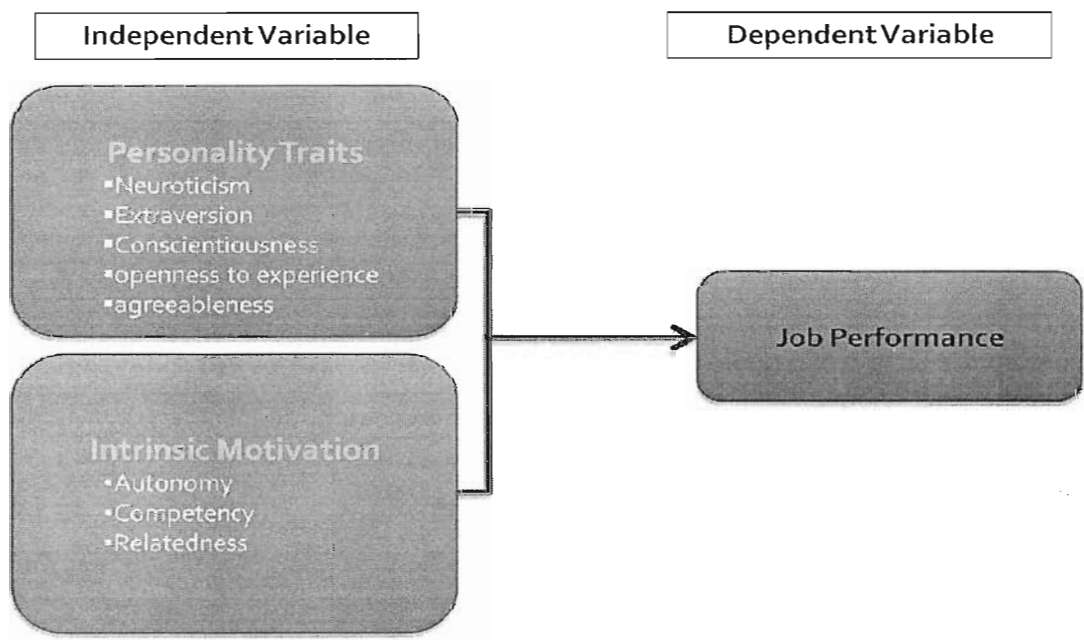
1.8   Definitions of Key Terms

Job performance – Attitude or behaviour that leads that relates to organizational goal and can be measured through individual competency or contribution level of the organization

Personality traits – The total that one way in which an individual respond and interact with other people

Intrinsic motivation – Motivation in doing work without a compelling reason and he or she feels the satisfaction doing it rather than the work itself.

Newly appointed JKR officers – an officer who is under three (3) years of working experience with JKR or any officer who have served more than three (3) years, but yet to get confirmation of their employment as permanent staff of JKR (officer with a grade of J41).

Klang Valley area – an area in the radius of 25 km from JKR Malaysia Head Quarters.

1.9   Organization of the Thesis

In this chapter, introduction about the research itself, such as the background of the research, problem statement, research objectives, research questions and significance

of the research have been discussed. In the following chapter, literature reviews related to the area of enquiry would be present to make the basis of the research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter consists of a literature review and summary on the research scope. It includes the definition of the term, discussions and evaluates the critical research of the past and updated from a variety of research. The main goal of performing this exercise is to get enough information about the areas of interest so that researchers can make their own conclusions as to the substance of this research.

2.2 Conceptual Definition / Evolution of Area of Study

2.2.1 Job Performance

Hoobler, Hu and Wilson (2010) defined individual job performance as the quantity and quality of work produced by an employee. Their definition depicted that job performance is a relatively common behavioural outcome attained by an employee compared with the determined standards. Job performance also has been defined as an affective, cognitive or attitudinal response to work with significant organizational outcomes (Spencer, 1997). There is also a wide agreement that job performance is a multidimensional construct (Borman & Motowidlo, 1993; Campbell, Gasser, & Oswald, 1996). Churchill, Ford and Walker (1987) extended the definition of job

performance where job performance is regarded as the interrelationship between motivation, skill levels, and attitude, demographic and organizational. In the industrial and organizational psychology, job performance is regarded as a function of ability and motivation (Campbell & Prithchard, 1976).

Reviewing of literature shows that there are many factors that can influence one's job performance. In the past, many studies have been devoted to the potential effects of some variables such as rating format (Yun, Donahue, Dudley & MacFarland, 2005), workplace deviant behaviours (Dunlop & Lee, 2004), organizational politics (Witt, Kacmar, Carlson & Zivnuska, 2002; Miron *et al.*, 2004), interpersonal affect (Antonioni & Park, 2001), job experience and education level (Naceur & Balakrishnan, 2000), observation time (Moser *et al.*, 1999) age and gender (Lee & Alvares, 1977).

2.2.2 Personality Traits

The definition of personality has been stated by Gordon Allport almost 70 years ago (Robbins & Judge, 2009). Allport's personality is defined as a dynamic organization in an individual psychophysical system that determines a unique adaptation to the environment when Robbins and Judge (2009) is defined as the total that one way in which an individual respond and interact with other people.

Baba, Tourigny, Wang and Liu (2009) revealed in their research where employees with a positive trait were able to facilitate them to engage in the work environment

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and resulted in higher levels of job performance. This matter has been found earlier by Harper and Irvine (2005) in their research that the manager always puts high the quality of the employee behaviour and private characteristics, higher than their education in the list of future success factors.

According to Bozionelos (2004), Ng, Eby, Sorensen and Feldman (2005), excellent work is often driven by the attitude and behaviour of a person. In the literature, Guthrie, Coate and Schwoerer (1998), and Lau and Shaffer (1999) agree that personality is a dynamic and organized set of characteristics of an individual that will affect his thoughts, feelings, motivations and behaviour towards their sense of success.

Big Five Model contains five different dimensions of neuroticism, extraversion, openness to experience, and agreeableness (McShane & Von Glinow, 2005). Five-Factor Model (FFM) or Big Five Model has dominated the field of personality, providing a significant degree of concentration in the trait-factor analytic psychology (Robertson & Callinan, 1998). Results of current studies done by Vedel (2014) have concluded that agreeableness, conscientiousness, and openness correlate significantly with the Grade Point Average (GPA) and conscientiousness were the strongest predictor. Back in 1991, Barrick and Mount founded that conscientiousness could be the best predictor of overall mean work performance, followed by the other traits that showed lower predictive validities. Their study also demonstrates that the Big Five or related personality dimensions show relatively low to moderate, yet relevant

validities for actual performance. Therefore, this Model will be the underpinning model for this research.

Another kind of personality discussed in the literature is the proactive personality. In one research, Prabhu (2007) empirically tested the direct and indirect (mediators and moderators) effects of proactive personality on job associated outcomes such as job performance, job satisfaction, and intention to stay put in the organization. The research that was conducted on 275 employees working in non-profit organization located in the Southeastern United States showed that proactive personality was positive and significantly linked to job performance and job satisfaction.

Proactive personality is unique and different characters of self-awareness, need for achievement, the need for mastery, and locus of control. Proactive individuals tend to be self starters (Frese, Kring, Soose & Zempel, 1996), future oriented (Parker, Williams, & Turner, 2006) and perseverance in performing activities until their objectives are achieved (Crant, 2000). Proactive personality as defined by Bateman and Crant (1993) as the degree to which the individual shows the orientation of an active role. People who like this personality does not accept their roles passively instead they challenge the status quo and initiate change. Although this research would not consider proactive personality, nevertheless it is an indicator that personality does have a role in influencing job performance whether in a positive or negative ways.

2.2.3 Intrinsic Motivation

A motivation that comes from within the individual and not from any form of rewards from the outside is known as intrinsic motivation. Alternatively, intrinsic motivation is to choose to do the work without a compelling reason and he or she feels the satisfaction doing it rather than the work itself.

Ojokuku (2007) describe that intrinsic motivation consists of fascinating work, challenge, appreciation, accountability, development, accomplishment and self-actualization. To further elaborate in working environment context, the motivation is attained from the delight or enjoyment that an employee gets from performing the task itself or from the sense of satisfaction in completing a task. Ryan and Deci (2000) define intrinsic motivation as the action of an activity for its natural satisfaction rather than for some distinguishable consequences. When intrinsically motivated, as per understood by reading, a person is moved to act for the fun or challenge entailed rather than because of external products, pressures or rewards.

Deci, Vallerand, Pelletier and Ryan (1991) and Hackmam and Oldham (1980) also reported in their research that intrinsic motivation has greater impact toward job performance than extrinsic motivation. So it is believed that the intrinsic motivation which is the highest level of internal motivation propane the internal energy of an individual to achieve their goals. Further reading suggested, intrinsic motivation does not mean that a person is not interested in getting compensation, but the external rewards and such are not influential enough to keep a person motivated.

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2.3 Underpinning Theories and Model

2.3.1 The Five Factor Model (FFM)

The Five-Factor Model (FFM) or Big Five Model has dominated the field of personality which provides a significant degree of concentration in the trait-factor analytic psychology (Robertson & Callinan, 1998). Big Five Model contains five different dimensions of neuroticism, extraversion, conscientiousness, openness to experience, and agreeableness (McShane & Von Glinow, 2005). These dimensions are described as:

i. **Neuroticism** is a dimension of personality defined by instability and anxiety at unknown environment. Neurotic people are characterized by high levels of anxiety, hostility, depression and self-consciousness.

ii. **Extraversion** is a trait characterized by a keen interest in other people and external events. It characterizes people who are outgoing, talkative, sociable and assertive.

iii. **Conscientiousness** refers to those who are orderly, get their work done, arrive on time, and care about doing things right. The characteristics of such people are careful, dependable and self-disciplined.

iv. **Openness** refers to how willing people are to make adjustments in notions and activities in accordance with new ideas or situations. The characteristic of openness is sensitive, flexible, creative and curious

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v. **Agreeableness** is a person who tends to compatible with others by being tolerant, agreeable and accepting of others. People are characterized with courteous, good-natured, emphatic and caring.

2.3.2   Self Determination Theory (SDT)

All human beings share three basic and universal psychological needs for autonomy, competence, and relatedness (Deci & Ryan, 2008). According to the theory, these needs, the needs for competence, autonomy, and relatedness must be ongoingly satisfied for people to develop and function in healthy or optimal ways (Deci & Ryan, 2000). Research has suggested that people are more likely to persist and have a better qualitative performance of activities that satisfy these needs (LaGuardia, Ryan, Couchman, & Deci, 2000). Baard, P. P., Deci, E. L., & Ryan, R. M. (2004) also reported that autonomy orientation has been positively associated with job performance and psychological adjustment. As explained by Arshadi (2010):

i. **Autonomy** reflects the need to actively determine own behaviour and experience mastery at work based on such self-determined behaviour without the influence of others.

ii. **Competence** reflects the need for efficient use of energy and effectiveness at work, and to experience having work tasks well in hand.

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iii.   **Relatedness** reflect the need to have meaningful relations with significant others.

2.4   Relationship between Personality Traits, Intrinsic Motivation and Job Performance

As believed by managers and researchers in management field, the goal of the organization is not accessible without lasting commitment of the employee (Tella et al, 2007). Therefore, every manager ought to be able to value their employees as what they actually are. Employees with positive personality traits have a clear objective, required competencies, and a conducive work environment still need the push for desire, willingness and positive thinking to undertake given tasks to the most optimal performance. This willingness can be restated as motivation, mental game or internal forces that affect the outcomes, the concentration and hard work of voluntary behaviour of the employees.

The manager should also have to understand the level of each employee's ability and motivation. A particular task ownership between managers and employees can be shared according to the varying degrees of likelihood of both capabilities and readiness. The important thing is to find out what is essential to their employees. There are several methods to do this including a survey of attitudes and feedback instruments which employees should participate in.

Peter Tan (2000) urges the management to recognize individual different goals of employee in concurrence for organization to develop teamwork and business excellence. A sound working relationship with employees allows managers to be able to pluck up on hints that give them a more serious reason of what their employees require. This is really important to insure that the employees are willing to deploy certain efforts in the period of time for the purpose of attaining the aim of the organization.

With low motivation, employee will require manager to engage with their values and principles more than their technical abilities for performing the job. The emotional factors have to slot in with the employee's values in order to motivate he or she. Employee motivation improves as the manager to follow up with the urge to strengthen positive results. At the utmost level of motivation, managers will then just recognize the ability of the organization to support their employees with the highest level of success.

2.5   Hypothesis development.

2.5.1   Previous Study on Personality Traits and Job Performance Relationship

Study of Big Five personality factors impact on academic performance have been conducted on 375 students of a University College in Belgium by De Feyter, Caers, Vigna and Berings (2012). With the model design conditional to examine the impact of the Big Five personality traits in terms of direct effects and indirect effects

through academic motivation and the impact of self-efficacy on neuroticism. The findings revealed a positive indirect effect of neuroticism on academic performance at higher levels of self-efficacy. However, the most important findings from this research are personality factors outperformed academic motivation in predicting academic performance. In another way of understanding it, personality traits have a direct affect towards academic performance without the needs of mediating by motivation. Mount et al. (1998) reported in their research that personality traits influence employee's job performance. More specifically, conscientiousness predicts as a general trait for job performance, whereas agreeableness and neuroticism predict job performance where employees work in a group. Finally, extraversion predicts job performance when individuals are engaged in sales or in a management position.

Based on the previous studies, a hypothesis of personality traits and job performance relationship was set as below

$H1_a$: Extraversion is significantly related to job performance.

$H1_b$: Neuroticism trait is significantly related to job performance.

$H1_c$: Conscientiousness trait is significantly related to job performance.

$H1_d$: Openness trait is significantly related to job performance.

$H1_e$: Agreeableness is significantly related to job performance.

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2.5.2 Previous Study on Intrinsic Motivation and Job Performance Relationship

Deci (2004) have conducted studies in two (2) work organizations and tested a self-determination theory based model in which employees' autonomous causality orientation and their perceptions of their managers' autonomy support independently predicted satisfaction of the employees' intrinsic needs for competence, autonomy, and relatedness, which in turn predicted their performance evaluations and psychological adjustment. The result of these studies suggests that performance on the job and psychological adjustment are influenced by satisfaction of people's intrinsic needs for competence, autonomy, and relatedness on the job, and that these opportunities for intrinsic need satisfaction are influenced by managers being perceived as autonomy-supportive and by sub- ordinates' autonomous causality orientation. Through the application of the same theory, a study on employees in an industrial company in Iran by Arshadi (2010) showed that autonomy support predicted satisfactions of three psychological needs, which in turn predicted work motivation and job performance.

Based on the previous studies, a hypothesis of intrinsic motivation and job performance relationship was set as below:

$H2_a$: Autonomy is significantly related to job performance

$H2_b$: Competency is significantly related to job performance

$H2_c$: Relatedness is significantly related to job performance

CHAPTER 3

RESEARCH METHODOLOGY

3.1   Introduction

This chapter provides the methodology used in conducting the research. It begins with research objective, instrumentations, data collection procedure and data analysis procedures

3.2   Research Objectives

The purpose of this research is as follows:

1.   To examine the relationship between personality traits and job performance.

2.   To examine the relationships between intrinsic motivation factors and job performance.

3.3   Instrumentation

Data was collected through the survey method and the questionnaires were developed for such purpose. With this method, data can be collected within a short period of time, less hassle, and the respondents were motivated easily to take part in

the survey (Sekaran, 2003). Thus, a set of questionnaire is used as the instrument to gather data from the targeted group. For measuring variables, this research adapted questionnaires from developed and used by previous researchers. **Table 1** below presents the summary of questionnaire source.

Table 1: Questionnaire Source

Item	Quantity	Source (Adapted From)
Personality Traits	10	Rammstedt, B. & John, O. P. (2007)
Intrinsic Motivation	9	Deci, Ryan, Gagné, Leone, Usunov, & Kornazheva, (2001)
Job Performance	10	Maimunah & Asma (1996)

The questionnaires were written in English and were separated into four (4) parts, namely Part A, Part B, Part C and Part D. A brief explanation for each part as below:

i. **Part A: Personality Traits**

The first section was intended to measure the Personality trait that's consisted of 5 dimensions, namely Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness with ten (10) questions.

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ii.   **Part B: Intrinsic Motivation**

The second section was meant to measure the Intrinsic Motivation that's consisted of three (3) dimensions, namely Autonomy, Relatedness and Competency with nine (9) questions.

iii.   **Part C: Job Performance**

The third section was intended to measure the Job performance via ten (10) questions.

iv.   **Part D: Demographic Background**

The final part was intended to identify the respondents' demographic variables. This section consists of the demographic information such as gender, age, working experience, education level, department, marital status and race.

3.4   Measurement of Variables

All scores were on a five-point Likert scale of 1 to 5. **Table 2** below shows the Likert scale measurement of the questionnaire.

Table 2: *Likert Scale and Notation*

Scale	Notation
1	Strongly Disagree

2	Disagree
3	Not Sure
4	Agree
5	Strongly Agree

3.5   Definition Operation and Measurements

3.5.1   Job Performance.

Job performance is the dependent variable. In this research, job performance is operationalized as an attitude or behaviour that leads and relates to organizational goal can be measured through individual competency or contribution level of the organization (Wright & Noe, 1996). Based on **Table 3** below, job performance was measured by 10 items developed by Maimunah & Asma, (1996). Based on a five-point Likert scale as previous **Table 2**, respondents rated their degree of agreement with the job performance statements.

Table 3: Operational definitions and job performance items

Variable	Operational Definition	Items
Job performance	Attitude or behaviour that leads that relates to organizational goal and can be measured through	1. I always completed work in a timely and effective manner. 2. I often performed high

individual competency or contribution level of the organization	quality work.
	3. I always completed tasks in a satisfactory manner.
	4. I adequately complete assigned duties.
	5. I fulfil responsibilities specified in my job description.
	6. I perform tasks that are expected of me.
	7. I meet formal performance requirements of my job.
	8. I engage in activities that will directly affect my performance evaluation.
	9. I neglect aspects of the job I am obligated to perform.
	10. I fail to perform essential duties.

Sources: *Maimunah&Asma, 1996*

3.5.2 Personality Traits Measures

Few studies have empirically examined the interaction of the Big Five traits in relation to job performance (Judge & Erez, 2007). Personality traits are the independent variable. In this research, personality traits are operationalized as the total that one way in which an individual respond and interact with other people Robbins and Judge (2009).

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Table 4:Operational definitions and personality traits items

Variable	Operational Definition	Items
Personality Traits	The total that one way in which an individual respond and interact with other people	**I see myself as someone who...** 1. ... is reserved. 2. ... is generally trusting. 3. ... tends to be lazy. 4. ... is relaxed, handles stress well. 5. ... has few artistic interests. 6. ... tends to find fault with ot hers. 7. ... is outgoing, sociable. 8. ... does a thorough job. 9. ... gets nervous easily. 10. ... has an active imagination.

Sources: Rammstedt, B. & John, O. P. (2007)

Adapted from Rammstedt, B. & John, O. P. (2007), Big Five Inventory-10 (BFI-10), personality traits was measured by 10 items as in **Table 4** above based on a five-point Likert scale as previous **Table 2**.

In this personality traits items, Extraversion has been measured by item 1 and 7, Agreeableness has been measured by item 2 and 6, Conscientiousness has been

measured by item 3 and 8, Neurotiscm have been measured by item 4 and 9 while Openness has been measured by item 5 and 10.

3.5.3   Intrinsic Motivation Measures.

Intrinsic Motivation is the independent variable. In this research, intrinsic motivation is operationalized as a motivation in doing work without a compelling reason and he or she feels the satisfaction doing it rather than the work itself (Ojokuku, 2007). Intrinsic motivation was measured by 9 items developed by Deci, Ryan, Gagné, Leone, Usunov and Kornazheva (2001) as **Table 5** above. Based on a five-point Likert as previous **Table 2**, respondent rated their degree of agreement with the intrinsic motivation statements. In this intrinsic motivation items, Autonomy has been measured by item 1, 4 and 6, Competence has been measured by item 3, 7 and 8 while Relatedness has been measured by item 2, 5 and 9.

Table 5: Operational definitions and intrinsic motivation items

Variable	Operational Definition	Items
Intrinsic Motivation	Motivation in doing work without a compelling reason and he or she feels the satisfaction doing it rather than the work itself.	1. I feel like I can make a lot of inputs to deciding how my job gets done 2. I really like the people I work with. 3. People at work tell me I am

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good at what I do.

4. I feel pressured at work.

5. I get along with people at work

6. I am free to express my ideas and opinions on the job.

7. I have been able to learn interesting new skills on my job.

8. Most days I feel a sense of accomplishment from working

9. People at work care about me.

Sources: Deci, Ryan, Gagné, Leone, Usunov & Kornazheva (2001)

3.6   Population and Sample Size

According to Sekaran (2003), population refers to the entire group of people, events, or things of interest that the researcher wishes to look into. This refers to the same object or group in one or more ways and which is the topic of research in a specific study. The population for this research were identified as newly appointed PWD officers in the Klang Valley area which specifically defined in Chapter 1.

Sample size is part of the larger population or a subset of the population and comprises of some members selected from it (Sekaran, 2003). Based on studies by

Krejcie and Morgan (1970), the sampling size of 776 newly appointed JKR officers in the Klang Valley area for disseminating the questionnaire is 250 officers.

3.7   Sampling Technique

Sampling is the process of selecting a sufficient number of elements of the population, so it will be possible to generalize the characteristics to the population (Sekaran, 2000). In this research, convenience sampling techniques are used to get feedback. This sampling technique is appropriate because the respondents came from a different office and it is fast, inexpensive, easy and the subjects are readily available.

3.8   Data Collection

The data were collected by using a questionnaire. Only newly appointed JKR officers from the Klang Valley area has been given the questionnaire. The questionnaire was written in English. Since these officers (after this will be known as the respondent) are in the professionals and management category (P&P), it is being assumed that they, as a respondent have understood and answered the questionnaires without difficulty.

The covering letter of the questionnaire has stated the purpose of the research. The respondents were being counselled to turn over their reply that best described their

understanding to the assertions in the questionnaire. This was done to allow the respondents know that their cooperation was needed and were promised that their answers would be secret

For purposes of consistency and ease of estimation, 400 sets of questionnaire were being distributed personally by hand to representatives of each office visited. Respondent was given a maximum of two (2) weeks to complete the questionnaire at their convenience. Respondents were on a voluntary basis and no incentive for completion was rewarded.

3.9   Data Analysis Technique

All data collected were analysed by using the SPSS version 17.0 to measure both the descriptive and inferential data.

i.   Reliability

Cronbach's Alpha is used to measure the internal consistency of the instrument or assess the reliability of the constructs formed from the items. According to Sekaran (2010), Cronbach's Alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. The closer the alpha value to 1, the higher the reliability is.

Reliability of the data occurs when a test to measure the same thing is repeated and yields the same results (Salkind, 2006). If the measurement of the second time and subsequent measurements obtained similar values, the research is pronounced to deliver high reliability (Chua, 2008). Therefore, the reliability test was performed to test the consistency and stability of measurement used before and after the research has been conducted.

ii. Descriptive Analysis

Descriptive analysis was applied in this research where variables were assessed for their frequencies and percentage. It is likewise used to describe the sample used in the analysis based on demographic information of the answerers.

ii. Pearson Correlation

In this research, two (2) hypotheses were analysed by using the Pearson correlation technique. In order to determine the relationship between variables, correlation of determination, r was analysed to point out the strength of the relationship between variables be it negative or positive. In the perspective of determining the strength of the relationship of dependent and independent variable, the criteria set by Davis (1971) were used as reference. **Table 6** below shows the strength relationship between variables and **r** value.

Table 6: *Strength of Correlation Value*

Correlation Value, r	Strength of Relationship
± 0.70 or higher	Very High
± 0.50 to ± 0.69	High
± 0.30 to ± 0.49	Moderate
± 0.10 to ± 0.29	Low
± 0.01 to ± 0.09	Very Low

Source: Davis (1971)

iii. Multiple Regressions

This analysis is used when there is more than one independent variable to estimate the dependent variable. In this research, the dependent variable is Job Performance while the independent variables are Personality Traits and Intrinsic Motivation. Regression analysis permits the understanding of the relationship between linear independent variables and the single dependent variable. The regression coefficient (β) of each variable can be determined and being described as amount of changes Y (dependent variable) given a unit of change in the independent variable (X). A regression coefficient also allowed the explanation of the relationship of each independent variable with the dependent variable.

3.10   Pilot Test

A pilot test has been conducted at selected department at JKR headquarters with the total respondents of 30 officers. This pilot test is taken to examine the dependability of the questionnaire produced and is essential to ensure reliable data obtained when taking the actual research. All the 30 sets of questionnaires distributed are filled and returned by the respondents.

The reliability of, a measure or questionnaire is established by testing for both consistency and stability. Consistency indicates how well the items measuring a concept hang together as a set. Cronbach's Alpha is a reliability coefficient that indicates how well the items in a questionnaire set are positively correlated to one another. Cronbach's Alpha is computed in terms of the average intercorrelations among the items measuring the concept. The closer Cronbach's Alpha is to 1, the higher the internal consistency reliability (Sekaran, 2003). Thus, the reliability of the proposed questionnaires is reflected by the Cronbach's Alpha value resulted from the analysis.

Reliability test for the item in each dimension and variable have shown a moderate to high reliability with Cronbach's Alpha score of 0.502 (personality traits), 0.601 (job performance) and 0.717 (intrinsic motivation) as in **Table 7**. According to Hinton, Brownlow, McMurray and Cozens (2004), Cronbach's Alpha score of above 0.75 is generally indicated a scale of high reliability, 0.5 to 0.75 is generally accepted as indicating a moderately reliable scale, while a figure below than mentioned above

generally indicates a scale of low reliability. Due to these results above, Cronbach's Alpha value of the reliability of the proposed questionnaires is satisfactory and accepted.

3.11   Summary

This chapter outlined the methodology applied in this research. It includes a description of the sample and the places chosen for research, the number of respondents involved, the research instruments explaining the questionnaire structures and the measurement of independent and dependent variable.

This chapter also explained the data collection process and techniques, type of the analysis methods used and the pilot test conducted to gain the reliability of questionnaires through Cronbach's Alpha value. In the next chapter, the findings of the research in accordance with the research objectives outlined in Chapter 1 would be presented.

Table 7: Summary of Cronbach's Alpha Values of Variables Dimensionsin Pilot Test

Variables	Dimensions	No. of items	Cronbach's Alpha Pilot Study
	Extraversion	2	
Personality Traits	Agreeableness	2	0.502
	Conscientiousness	2	

	Neuroticism	2	
	Openness	2	
	Autonomy	3	
Intrinsic Motivation	Competency	3	**0.717**
	Relatedness	3	
Job Performance		10	**0.601**

CHAPTER 4

RESULTS AND DISCUSSION

4.1   Introduction

This section explains about the analysis of the data collected from the survey questionnaires to the respondents. The completed questionnaires analyzed using the Statistical Package for Social Science (SPSS) version 17. Analysis is based on the research objectives and research questions. The reliability and normality tests were also being conducted. The analysis also includes the descriptive and objective analysis of the related variables.

4.2   Data Preparation

Data analysis is conducted using SPSS Version 17 software. Before executing the data analysis, missing values and recode for reverse score item were done in the initial step. These functions are within the package of the software.

4.2.1   Recode Reverse Scoring Items

There are six reverse scoring items in the questionnaires. The items'statements are as listed in **Table 8**. Generally, questionnaires use positive scoring questions to extract

data from respondents (Kumar, 2005; Zikmund, 2003). However, according to Sekaran (2003), a good questionnaire should include both positively and negatively worded questions. The inclusion of several reverse scoring items or negatively worded questions in the questionnaires could minimize the respondent's tendency to mechanically circle the points toward one end of the scale and as the signal that the respondents really read the survey questions properly (Sekaran, 2003).

Prior to further data analysis, all the responses to the reverse scoring items have been recoded so that the responses can be interpreted the same way as positive scoring items. Responses which were circled 1 recoded to 5, 2 recoded to 4, 3 recoded to 3, 4 recoded to 2 and 5 recoded to 1.

Table 8: *The 6 Reverse Scoring Items*

Question	Item statement	Measure
A1	... is reserved.	Extraversion
A3	... tends to be lazy.	Conscientiousness
A4	... is relaxed, handles stress well.	Neurotism
A5	... has few artistic interests.	Openness
A6	... tends to find fault with others.	Agreeableness
B4	I feel pressured at work.	Autonomy

4.3   Data Collection and Response Rate

A total of 400 questionnaires was sent out by hand to various offices in Klang Valley area where JKR officers J41 located. The researcher managed to get some cooperation from representatives from each offices visited. After two (2) weeks, only 135 questionnaires were returned to the researcher and this represents a response rate of 62.5% as shown in **Table 9**. Therefore, 135 questionnaires have been used in the research

Table 9: *Research Response Rate (n = 135)*

Questionnaires response	Frequency	Rate (%)
Total questionnaires distributed	400	100.00
Number of questionnaires needed	250	62.5
Number of returned questionnaires	135	33.75

4.4   Descriptive Findings

4.4.1   Respondent's Characteristics

The research sample consists of 135 respondents from various JKR offices in Klang Valley area. Part D contains questions regarding the demographic background, such as gender, age, working experience, educational level, department, marital status and race. The survey involved 62 female respondents (45.9%) and 72 male respondents

(53.3%). Of the 135 respondents, the highest frequency was 72 respondents from the age group of 26 to 30 years old (53.3%), 49 respondents (36.3%) were more than 30 years old and 13 respondents (9.6%) were between 21 to 25 years old.

77.0% or 104 respondent, has more than 2 years experience, followed by 14.1% or 19 respondent has between 1 to 2 years working experience and 8.1% or 11 respondents has less than 1 year working experience. Bachelor degree holder comprised of 117 respondents (86.7%), which is the largest group in education level information followed by Master holder which recorded 17 respondents (12.6%) and none PhD holder. There are 75 respondents (55.6%) from JKR headquarters while 34 respondents (25.2%) are from ministries, 21 respondents (15.6%) from state and three respondents are from district offices.

This section also provides questions on the respondent's marital status and race background. For the marital status, 92 respondents (68.1%) are married while 42 respondents (31.1%) are single. Race tabulation is dominated by 127 Malay respondents (94.1%) while 4 Chinese respondents (3.0%) and 1 respondent is from another race but without mentioning race details in the questionnaire. Summary of the respondents' demographic profile is presented in **Table 10**.

Table 10:Respondents' Demographic Profile (n = 135)

Variable	Frequency	Percentage %
Gender		
Male	72	53.3
Female	62	45.9
Missing info	1	0.7
Age		
21 - 25	13	9.6
26 – 30	72	53.3
>30	49	36.3
Missing info	1	0.7
Working Experience		
< 1	11	8.1
1 – 2	19	14.1
> 2	104	77.0
Missing info	1	0.7
Education Level		
Bachelor	117	86.7
Master	17	12.6
PhD	0	0
Missing Info	1	0.7
Department		
Ministry	34	25.2
Head Quarters	75	55.6
State	21	15.6
District	3	2.2
Missing info	2	1.5
Marital Status		
Married	92	68.1
Single	42	31.1
Missing info	1	0.7
Race		
Malay	127	94.1
Chinese	4	3.0
Indian	0	0
Other	1	0.7
Missing info	3	2.2

4.5   Reliability Analysis

In the actual study, once again, each dimension and variable were tested for the consistency of reliability by using the Cronbach's Alpha reliability analysis involving 135 respondents. The result of analysis shown in **Table 11** with the value of 0.811 appeared to be consistent with the pilot study reliability test.

Table 11: Summary of Cronbach's Alpha Values for Variables Dimensions

Variables	Dimensions	No. of items	Cronbach's Alpha Pilot Study	Cronbach's Alpha Actual Research
Personality Traits	Extraversion	2	0.502	0.533
	Agreeableness	2		
	Conscientiousness	2		
	Neuroticism	2		
	Openness	2		
Intrinsic Motivation	Autonomy	3	0.717	0.793
	Competency	3		
	Relatedness	3		
Job Performance		10	0.601	0.763

This result seems compliance with the finding by Fah and Hoon (2009) which indicates that the questionnaires are reliable when the repeated measurement made under the same environment give the same results. In conclusion, the reliability

analysis result suggests that the items' reliability is obtained, indicating that the measurement scales of the variables were stable and consistent.

4.6 Descriptive Statistics for the Major Variables Analysis

Two types of measures used in descriptive statistics are Measures of Central Tendency and Measures of Dispersion or Variability. Measures of Dispersion or Variability are numerical index used to give information about the dispersion or variability of data in a data set (Fah and Hoon, 2009). Standard deviation is being used to measure the dispersion of data that deviate around the mean whilst errors in data entry are being checked with minimum and maximum values.

Table 12 presents the summary of the overall descriptive statistical results of the dimension in independent variable and dependent variable. To be noted, before executing data analysis, a listwise function of the analysis software has been used to check for duplicity and replace missing values with acceptable numbers. This is why some of the minimum and maximum value of the score doesn't have a round up figure.

The mean for all items was between 2.9442 and 3.7506. The mean of the dimensions in intrinsic motivation is 3.7506 (relatedness), 3.5556 (competency) and 3.4708 (autonomy) which the highest among other dimensions and variables. These followed by mean of the openness which is 3.4303, job performance (3.3582),

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extraversion (3.1775), neuroticism (3.1418), agreeableness (3.0597) and conscientiousness (2.9442).

According to Hair et.al (2007), mean values for five (5) point Likert scale can be categorized into three levels which are low (1.00 – 2.25); moderate (2.26 – 3.75) and high (3.76 – 5.00). Therefore, the research shows that all the dimension and variables means are on the moderate values. This also shows that the respondents agreed on personality traits and intrinsic motivation contributed to the job performance.

Table 12: Descriptive Statistics for Each Dimension and Variables

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Extraversion	135	1.50	5.00	3.1775	.61021
Agreeableness	135	2.00	4.50	3.0597	.48116
Conscientiousness	135	2.00	4.00	2.9442	.49861
Neuroticism	135	2.00	4.00	3.1418	.52052
Openness	135	2.00	5.00	3.4303	.57602
Autonomy	135	2.00	4.67	3.4708	.48966
Competency	135	2.00	5.00	3.5556	.56133
Relatedness	135	2.33	5.00	3.7506	.52896
Job Performance	135	1.00	4.70	3.3582	.54063
Valid N (listwise)	135				

The standard deviation describes the spread or variability of the sample distribution values from the mean, and is perhaps the most valuable index of dispersion (Hair et al., 2007). If the estimated standard deviation is large, the responses in a sample distribution of numbers do not fall very close to the mean of the distribution. If the estimated standard deviation is small, the distribution values are close to mean (Hair et al., 2007). In other words, if the estimated standard deviation is smaller than 1, it means the respondents were very consistent in their opinions, while if the estimated standard deviation is larger than 3, it means the respondents had a lot of variability in their opinions (Hair et al., 2007). Result from this research shows that standard deviations for all dimensions and variables were less than 1.00, indicating that the variations of the participants' opinions were small thus reflecting the respondents' opinions while giving answers to the questionnaires were consistent.

4.7   Correlation Analysis

Correlation is a measurement about the strength of the linear relationship between two variables with the possibilities of the relationships'existence are positive linear correlation, negative linear correlation or no correlation at all (Fah and Hoon 2009). **Table 13** below shows the Pearson Correlation result of the research of the total of 135 respondents. Pearson correlation, **r** in the range as recommended by Davis (1971) as in Chapter 3 is referred to, in order to determine the strength of relationships between the variables.

The correlation between relatedness and job performance give the highest value of r=0.427 or 42.7% correlated and the significant value is p<0.01. These correlations with the significant value p<0.01, are followed by agreeableness (r=.383), openness (r=.350), conscientiousness (r=. 294), competency (r=. 274), extraversion (r=.263) and neuroticism (r=.241). The correlation between autonomy (r=.122) and job performance are not significant which the p>0.01.

In conclusion, the correlation analysis results suggest that all dimensions except autonomy have a significant positive linear relationship and moderate strength of relationship with job performance.

4.8   Multiple Regression Analysis

Multiple regression analysis was used to test whether there was an influence over the independent variables (personality traits and intrinsic motivation) with the dependent variable job performance). **Table 14** below presents the value of coefficient determination, R^2 of 0.304. This means that only 30.4% of the job performance were influenced by the dimensions in personality traits and intrinsic motivation and another 69.6% was explained by other factors that was not involved in this research. In other words, these dimensions and variables have a light influence to the job performance.

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Table 13: Pearson's Correlation Coefficients

Correlations

		Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness	Autonomy	Competency	Relatedness	Job Performance
Extraversion	r	1								
	Sig. (2-tailed)									
Agreeableness	r	.205*	1							
	Sig. (2-tailed)	.017								
Conscientiousness	r	.412**	.349**	1						
	Sig. (2-tailed)	.000	.000							
Neuroticism	r	.203*	.376**	.340**	1					
	Sig. (2-tailed)	.018	.000	.000						
Openness	r	.316**	.331**	.201*	.261**	1				
	Sig. (2-tailed)	.000	.000	.019	.002					
Autonomy	r	.246**	.329**	.282**	.199*	.325**	1			
	Sig. (2-tailed)	.004	.000	.001	.020	.000				
Competency	r	.398**	.361**	.316**	.169	.405**	.557**	1		
	Sig. (2-tailed)	.000	.000	.000	.050	.000	.000			
Relatedness	r	.356**	.323**	.282**	.256**	.454**	.402**	.663**	1	
	Sig. (2-tailed)	.000	.000	.001	.003	.000	.000	.000		
Job Performance	r	.263**	.383**	.294**	.241**	.350**	.122	.274**	.427**	1
	Sig. (2-tailed)	.002	.000	.001	.005	.000	.160	.001	.000	

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

N = 135

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Table 14:MultipleRegression Analysis Result

Dependent Variable	Independent Variables	R	R^2	Adjusted R^2	Std error of the Estimate	Beta	t	Sig	F
Job performance	(Constant)	.552[a]	**.304**	.260	.46499	-	2.462	.015	6.893
	Extraversion					.071	.813	.418	
	Agreeableness					**.243**	**2.765**	**.007**	
	Conscientiousness					.119	1.345	.181	
	Neuroticism					.015	.174	.862	
	Openness					.149	1.696	.092	
	Autonomy					-.150	-1.637	.104	
	Competency					-.080	-.701	.485	
	Relatedness					**.333**	**3.190**	**.002**	

The regression analysis also gives the standardized coefficients (ß) results which present the influence of the relationship between dimensions in personality traits, intrinsic motivation and job performance. The result of the test shows that there is a low degree of significant positive relationships between relatedness and agreeableness with job performance.

Relatedness of intrinsic motivation has the largest standardized coefficients (ß) of 0.333. This suggested that for every increase of relatedness, job performance will also increase significantly by 0.333. The second highest standardized coefficients (ß) value is the agreeableness of personality traits with 0.243 values. Therefore, it also suggested that for every increase of agreeableness, job performance will also increase significantly by 0.243. Other dimensions in personality traits and intrinsic motivation which is not stated above shows no significant influence on the test result since the significance value was larger than 0.05.

The summary of the findings that related to the hypothesis of this research is presented in **Table 15** below.

4.9   Summary

This chapter has discussed in details on the data collection and response rate, descriptive findings, reliability analysis, correlation analysis, linear regression analysis as well as a summary of the findings. Based on the result obtained, it showed that the dimensions in personality traits and intrinsic motivation are

correlated to the job performance. However, only relatedness and agreeableness have influence and significantly related to job performance with a low degree relationship. A discussion of the findings and conclusion about the findings will be presented in the following Chapter Five.

Table 15: *Findings Summary*

	Variables	Results
$H1_a$:	Extraversion is significantly related to job performance.	Not Supported
$H1_c$:	Conscientiousness trait is significantly related to job performance.	Not Supported
$H1_b$:	Neuroticism is significantly related to job performance.	Not Supported
$H1_d$:	Openness is significantly related to job performance.	Not Supported
$H1_e$:	Agreeableness is significantly related to job performance.	Supported
$H2_a$:	Autonomy is significantly related to job performance	Not Supported
$H2_b$:	Competency is significantly related to job performance	Not Supported
$H2_c$:	Relatedness is significantly related to job performance	Supported

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1   Introduction

This concluding chapter would discuss the findings of the research and highlight their implications. The discussion would also focus on whether the research objectives have been answered based on the quantitative approach. Limitations and recommendations for future study would also be highlighted.

5.2   Recapitulation of the research findings

The purpose of this research is to examine the relationship by personality traits and intrinsic motivation through its dimensions that might influence job performance of newly appointed JKR officers in Klang Valley area. There are two (2) main research questions that guided the research, these questions are:

1.   Do personality traits related to job performance?

2.   Do intrinsic motivation related to job performance?

The research was conducted and surveyed based on convenience sampling with the sample size of 135 respondents. A total of 400 questionnaires were distributed. 135

questionnaires were returned making a response rate of 33.75%. Reliability test has been done and the internal consistencies of the measurements used are satisfactory.

Correlation analysis results showed that extraversion, conscientiousness, neuroticism, openness, agreeableness in personality traits and competency and relatedness in intrinsic motivation is associated with job performance. Further, a multiple regression analysis has been conducted to confirm the influence degree of relationship between these dimensions and job performance.

Based on the findings elaborated in Chapter 4, it is concluded that the relatedness of intrinsic motivation and the agreeableness of personality traits have significant effects on job performance among newly appointed JKR officers in the Klang Valley area.

5.2.1 The Relationship between Personality Traits on Job Performance.

The research question (1) was to determine the relationship between personality traits and job performance. The result shows that the dimensions in personality traits have a significant positive linear relationship and moderate strength of relationship with job performance. However, when job performance was regressed on the five dimensions of the personality traits mention above, only agreeableness remained significant. This can be translated that for every increase of agreeableness, job performance will also increase significantly.

Agreeableness which is known as traits that describe a person who is tending to be tolerant, agreeable and accepting of others is reflecting the hierarchy of managerial staffing in JKR environment setting. Migliore (2011) argued that a high score on agreeableness explains adaptability and value getting along with others. Whilst Wolff and Kim (2012) on their research about networking behaviour found that agreeableness can help the individual to form and maintain social alliance to support their social and professional life. Barrick and Mount (1993) found that the predictive validity of conscientiousness and extraversion is greater in jobs high in autonomy compared to jobs low in autonomy. Looking back at these findings, as a most junior officer, newly appointed officers will tend to have a more cooperative stance which is also a sub trait of agreeableness. This trait is an advantage for them to put their self in-groups, build teamwork and reduce conflict. As the executor of planned policies and has less autonomy in the work environment, it is one of the ways that most newly appointed officer in JKR adapts and learns to execute their work and given task.

Although the previous finding of personality traits and job performance have been very positive as discussed in chapter 2, research by Sanders (2008) postulated that there is no direct effects of the personality characteristics in the personality traits on measures of job performance among police officers and stress out that it is possible that the effect of personality on performance is more complex.

Therefore, although other dimensions such as extraversion, openness, conscientiousness and neuroticism are not empirically significant influence towards

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job performance in this research, it is believed that these traits merely have an effect on how these newly appointed officers performing their job but the magnitude is too low.

This research finding can be concluded that personality traits are moderately associated with job performance in the form of positive linear relationship. At this point, this finding has answered research question (1) and research objective (1).

5.2.2 The Relationship between Intrinsic Motivation on Job Performance

The research question (2) was to determine the relationship between intrinsic motivation and job performance. The result shows that only two dimensions in intrinsic motivation, namely competency and relatedness have a significant positive linear relationship and moderate strength of relationship with job performance. However, when job performance was regressed on the three dimensions of the intrinsic motivation mention above, only relatedness remained significant. This can be translated that for every increase of relatedness, job performance will also increase significantly.

In predicting job performance among the newly appointed JKR an officer in Klang Valley area, it is learned that most of the respondents are from ministries and headquarters. Working in the federal and central agency would involve hierarchical commanding order, higher protocols, and substantial standard operating procedures (SOP). Therefore, respondents might not have much space to experience the

characteristics of autonomy in handling their works and environments. Thus, the relationship between autonomy and job performance are not significant might be attributed to the aforesaid justification.

The result of this research found that competence did not have an influence on the job performance. Kilpatrick, Hebert & Jacobsen (2002) and Deci and Ryan (1980) reported that needs for feeling competence can be enhanced by giving positive feedback and this exercise can enhances intrinsic motivation. In the context of improving job performance, negative feedback sometimes is needed to realign employee back on the right track. However, in Malaysian context, giving negative feedback can be uncomfortable, therefore most managers do not prefer to give negative feedback to their subordinates (Ansari, Ahmad, & Aafaqi, 2004) and the way of giving the negative feedback is usually through indirect methods (Abdullah, 1996). Consequently, knowing the Malaysian society in giving feedback, it may influence the competence score estimation through the survey.

Only relatedness of the intrinsic motivation has a significant and positive influence towards job performance. A feeling of relatedness is the feeling of being valued and cared for. As explained by Ryan and Deci (2000), Deci and Ryan (200) and Deci et al. (1991), relatedness will hold up intrinsic motivation and it encourages people to perform tasks that are appreciated by related party. In this research context, it can be described as the relationship between respondents and their superior, colleague and subordinates in which this relationship affects their performance in delivering their job. In such an environment of government offices, a teamwork approach is essential

in day to day job. As newly appointed JKR officers, delivering a task or job given by a superior will need a group of people with different resources and knowledge. This is when they need assistance and help, whether mentally in terms of moral support, advice or physically. These assistance and help by superior, colleagues and subordinates would satisfy the need of feeling relatedness and thus make them intrinsically motivated. With such involvement by significant others, it is believed that the job performance of newly appointed JKR officers would literally increase when the feeling of relatedness is assured. At this point, this finding has answered research question (2) and research objective (2).

5.2.3 Effect of Personality Traits and Intrinsic Motivation towards Job Performance.

As contended by Neubert and Taggar (2004), the relation between personality traits and job performance is more a result of social aspects of the workplace as opposed to the capability of a person. This statement is backed by Hoobler, Hu and Wilson (2010) which define job performance as a relatively common behavioural outcome attained by an employee rather than compared with the determined standards. In other hand, self-determination theory has proposed that individuals have three intrinsic psychological needs. These are the need for competence, the need for autonomy and the need for relatedness (Ryan & Deci, 2000). Relatedness is feeling

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valued and care for. Therefore, this statement can explain the agreeableness and relatedness factor that has significant influence on job performance in this research.

As the newly appointed JKR officers, being compatible, agreeable and accepting others is crucial in the workplace. Given the complexity job or task to be delivered, one would have to communicate and establish networks with people surrounding. Superior, colleagues, subordinates would be the most nearest people to give assistance and guidance in performing the task. This eventually would create a group of people with one objective to fulfil. Such personality traits and intrinsic motivation would occur in nature and in this research, it is found that agreeableness and relatedness have a significant influence in predicting job performance.

As discussed in chapter 2, in the setting of the government organization such as JKR office, newly appointed officers is the one that executes planned policies. Tella et al (2007) stressed out that the goal of the organization is not accessible without the continuous commitment of the employee. This would reflect the newly appointed JKR officers whom have the positive personality traits and the intrinsic motivation to keep on going. With this regard, management of JKR should understand how each of newly appointed JKR officers reacts with other people and their level of motivation. Recognizing individual goals in an organization can develop teamwork and business excellence (Peter Tan, 2000). This is an important element in ensuring newly appointed JKR officers are willing to deploy certain efforts in the period of time for the purpose of achieving the objectives of the organization.

5.3   Theoretical and Practical Contributions of Research

The findings of the research demonstrated a positive relationship between the dimensions of personality traits and intrinsic motivation with job performance except for autonomy. The research extends the previous literature by demonstrating that personality trait, intrinsic motivation and job performance is significantly and positively related. However, only agreeableness and relatedness is found to have a significant influence towards job performance. A possible explanation for the lack of relationships between personality traits dimensions and job performance is that the job of newly appointed JKR officers in government organisation is well defined, with relatively low autonomy allowed. According to Barrick (2001), personality dimensions are most likely to affect job performance in situations where autonomy is high. It is believed factors relating respondent background, different environment, culture, time of research and other factors is believed could thwart the result of the research from previous studies. Therefore, any findings on predictors of job performance will be beneficial.

In terms of practical implications, the finding of this research is important because it is about the results managed to explicate on how an organization can improve performance through their employees. The personality traits and intrinsic motivation factors can be inculcated among employees to enhance job performance. The respective organizations should identify and implement appropriate measures to enhance positive personality traits and intrinsic motivation among newly appointed JKR officers..

In essence, the management of JKR should focus on building up their human capital to keep the organization still relevant in the future particularly in soft skill areas. It is understandable that as a technical agency, JKR would emphasis more on the technical and specific knowledge to carry out technical works. However, management of JKR should consider emphasising on programme and training in character building on their officers parallel with the technical competency as suggested by Y.B Datuk Fadillah Yusof, Minister of Works.

Importantly, training programme or campaign activities in promoting good personality traits and high on intrinsic motivation are recommended within the existing officers. Although this research is focusing on newly appointed JKR officers, training programme should also be extended to all employees as they are also part of the organization. Conducting these types of programs and activities would benefit job performance not only within the organization, but also across agency and enhance the service performance related to publics.

Management of JKR could also use this information of personality trait when having an interview or exercise regarding hiring new employees or officers. This personality trait would be helpful in the selection process. It is understood that employing new staff or officers is not under direct jurisdiction of JKR, rather this requirement of specific personality could be imposed or request to the relevant authority.

In addition, in today's world of young generation in service, Generation-Y, it is important to keep balance between this young officers characteristics with the values

hold by the long existing organization. Literature has suggested that Generation-Y values an adequate work-life balance and seeking flexible work schedules that allow them to fulfil other non-working obligations. Beyond flexible hours, intrinsic work values such as diverse environments, challenging projects, and collaborative atmospheres are important to Generation-Y (Brown, n.d., 2009). Thus, management of JKR should also pay attention to the new generation group of staff in boosting their intrinsic motivation for the benefit of the organization.

5.4   Limitations of the study

Due to time and situational constraints, the respondents were only limited to the newly appointed JKR officer in Klang Valley area. Therefore, a wider scope would have been preferable to ensure that greater generalization could be tabulated from the scores. Besides, the study involved only the respondents from the grade J41, thus the results of the research cannot be generalized to the other level of grade in JKR service. It is also to be noted that due to limited time constraints, the reliable and validity abbreviated instrument was used in collecting data for this research setting.

5.5   Future Research

Within the context of this study, the research can be improved by examining the relationship between the personality traits dimension and intrinsic motivation dimension toward job performance, extending the number and scope of respondents and use of different instrument so that the validity and reliability of the result cannot be disputed. It is also interesting to have the opportunity to extend the respondents with another grade and area coverage, i.e. urban and sub-urban JKR office in different states. The findings may be predicted as different areas and grade might record different result in the relationship between variable as compared to the Klang Valley area, but this study has yet been proven empirically and documented. As an addition, further research to examine other factors such as the influence of generational group, ethnic culture or Islamic work ethic towards job performance are proposed to be conducted.

5.6   Conclusion

The purpose of this study was to determine the relationship between the dimensions in personality traits and intrinsic motivation with the job performances of newly appointed JKR officers in the Klang Valley area. The findings of this research implied that relatedness in intrinsic motivation and agreeableness in personality traits has significantly influenced job performance. Therefore, the findings were, according to the research model and also have identified the factors that positively and

significantly impact job performance. Overall, this research has managed to answer the objectives of the research.

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