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THE BIG FIVE PERSONALITIES TRAITS AND JOB PERFORMANCE OF EMPLOYEES IN THE FMCG SECTOR IN SELANGOR

By

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Universiti Utara Malaysia

MASTER OF SCIENCE (MANAGEMENT)

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By

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ABSTRACT

In order for a business to successfully survive and compete with other competitors in today's fragile economic environment, proactive and committed personnel must perform greater standards of job performance. One of the key components that provide both objectives and strategies to fulfill the corporate mission is the performance of employees on the job. Hence, the purpose of this research was to examine how the Big Five Personality traits of employees on the job performance in the FMCG sector in Selangor. The study sampled 276 people from the FMCG sector in Selangor using convenience sampling method and the study's subjects were the employees. The tool for gathering data was a questionnaire. According to the study, Agreeableness, Openness to experience and Conscientiousness positively and significantly impacted job performance. Extraversion and Neuroticism/Emotional Stability, on the other hand, had a weak and insignificant relationship with job performance. According to the study's findings, people that exhibit high levels of Agreeableness, Openness to experience, and Conscientiousness are more likely to succeed in their job performances. The findings were then discussed, and recommendations were made. Finally, the researcher presented the conclusions in order to conclude the entire study.

Keywords: Big Five Personality, FMCG Sector, Employees, Job Performance.

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ABSTRAK

Untuk memudahkan perniagaan berjaya bertahan dan bersaing dengan pesaing lain dalam persekitaran ekonomi yang rapuh sekarang ini, kakitangan yang proaktif dan komited mesti melaksanakan standard prestasi kerja yang lebih besar. Salah satu komponen penting yang menyediakan objektif dan strategi untuk memenuhi misi korporat adalah prestasi pekerja di tempat kerja. Oleh itu, tujuan penyelidikan ini adalah untuk mengkaji bagaimana sifat Lima Keperibadian pekerja mengenai prestasi kerja di sektor FMCG di Selangor. Kajian ini mengambil sampel 276 orang dari sektor FMCG di Selangor menggunakan kaedah persampelan kemudahan dan subjek kajian adalah pekerja. Alat untuk mengumpulkan data adalah soal selidik. Menurut kajian, Kesesuaian, Keterbukaan terhadap pengalaman dan Kesungguhan memberi kesan positif dan signifikan terhadap prestasi kerja. Ekstraversi dan Neurotikisme / Kestabilan Emosi, sebaliknya, mempunyai hubungan yang lemah dan tidak signifikan dengan prestasi kerja. Menurut penemuan kajian, orang yang menunjukkan tahap Kesepakatan, Keterbukaan terhadap pengalaman, dan Kesungguhan yang tinggi cenderung berjaya dalam persembahan pekerjaan mereka. Penemuan itu kemudian dibincangkan, dan cadangan dibuat. Akhirnya, penyelidik menyampaikan kesimpulan untuk menyimpulkan keseluruhan kajian.

Kata kunci: Lima Keperibadian Besar, Sektor FMCG, Pekerja, Prestasi Pekerjaan.

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LIST OF ABBREVIATIONS

FMCG	Fast Moving Consumer Goods
CANOE	Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism/Emotional stability
FFM	Five Factor Model
OCEAN	Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism/Emotional stability

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study examines the link between the Big Five Qualities and Professional Success. This research evaluated the association between the Big Five Personality Traits and professional achievement in Selangor's Fast Moving Consumer Goods (FMCG) industry. This chapter overviews the investigation and introduces the study's background, problem statement, research goals, research questions, importance, and organization.

1.2 Background of Study

Over the past century, industrial psychology has conducted extensive research on the connection between job performance and personality traits (Khedhaouria, 2019). The poor findings of early studies and the worry that most personality tests may be more trustworthy in other contexts have led some industrial psychologists to question the validity of personality ratings for predicting work success (Blay, 2019). A person's personality can predict their aptitude for a specific task. For instance, job performance results from skills, knowledge, efforts, and abilities directed at role-prescribed conduct. People can be distinguished from one another by their personalities. These traits will determine how well-suited they are to a particular task. Understanding the various factors that affect employee performance is essential.

The study of personality development has drawn the attention of some of the most renowned researchers. The field of personality study was in great need of psychometricians who rested in defining personality and how it might be measured. Personality attributes significantly influence the level of job performance. According to Vianny Jeniston (2019), job performance is regarded as a critical activity that provides both the aims and the strategies to attain an organizational well as the achievement output level. It is defined as an employee's effort to achieve a predetermined goal.

Employee engagement, for instance, may be lower than it may be even in similar situations. This variety in involvement levels results from conflicting personality features (Jackson, 2014; Janssens, Zutter, Geens, Vogt, & Braeckman, 2019). Jobs compatible with a worker's physical and cognitive ability level contribute to the workforce's success and that of the company. It is because workers know the occupations ideal for them and that having unsuitable employment harms their well-being (Ababneh, 2021).

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Employees may feel resentment, unhappiness, tension, and dissatisfaction due to inappropriate labor. It may also affect organizations. When businesses do not achieve their goals, it negatively influences the anticipated financial benefits, maximum production, work efficiency, and staff strength. The reason is that in employment related to the service industry, employees play a crucial part in production (Li, Wang, Gao, & You, 2017). However, employees may have different personality qualities based on the nature of their jobs.

A leader's Five Majors Personality attributes are recognized as essential in motivating employees to collaborate (Chong, Van Dyne, Kim, & Oh, 2021). Additionally, it leads

to improved job performance. According to a study released in 2019 by Janssens, De Zutter, Geens, Vogt, and Braeckman, the positive or negative character of the link between job engagement and performance may be altered by attributes such as conscientiousness and goal-directedness. Furthermore, studies have demonstrated that people who possess certain personality traits, including conscientiousness, exhibit "flow" at work, which entails interest, joy, happiness, and devotion, and that this has a positive effect on their performance levels (Hosani, Elanain & Ajmal, 2018; Ongore, 2014).

Several earlier studies have shown a correlation between more significant levels of employee engagement and enhanced individual job performance, as well as greater employee self-discipline, hard work, optimism, and dependability (Mróz & Kaleta, 2016; Zaidi et al., 2013; Akhtar, Boustani, Tsivrikos, & Chamorro-Premuzic, 2015). Hung (2020) investigated the relationship between employee personality qualities and work performance and found that being industrious, friendly, and responsive to experience via exertion influenced job performance. Extraversion, conscientiousness, and neuroticism/emotional stability influence job performance.

Employees' good job performance behaviors were influenced by Big Five Personality Traits, such as proper conduct to establish work techniques that optimize productivity, efficiency, and effectiveness. Additionally, it may increase workers' self-efficacy, which leads to improved task completion and customer satisfaction, higher levels of motivation and job happiness, and the capacity to explore new perspectives, among other benefits. At the same time, it will result in high-profit achievement because these actions improve employee engagement and work happiness (Sev, 2019).

Previous studies on personality that were undertaken in various eras and cultures looked into how various personality qualities affected employees' success based on the type of employment. For instance, the personality trait of agreeableness exhibits the social behavior of employees at work that enables them to communicate with others inside an organization (Chandrasekara, 2019; Kramer, Bhave & Johnson, 2014; Lin, Lamond, Yang & Hwang, 2014; Widiger, 2017b). An agreeable person is naturally sociable, adept at making friends, and compatible with others. Thus, Kell (2019) found that agreeableness is an excellent predictor of work success. Furthermore, he stressed that agreeableness might be the sole reliable indicator of job effectiveness, given that employment involves significant interpersonal connection and teamwork with others (Ma, Guo & Fang, 2021).

On the other hand, conscientious people tend to have qualities like righteousness, dependability, and thoroughness. They also have the qualities such as carefulness, earnestness, perseverance, and the ability to make good plans. As a result, he does well in most areas and is more effective in his job (Bastian, McCord, Marks & Carpenter, 2017). According to Bastian, McCord, Marks & Carpenter (2015), conscientiousness is the most dependable, consistent, and time-tested predictor of occupational performance. A meta-analysis by Acaray and Yildirim (2017) found that conscientiousness had a good link with job performance.

According to research, extraversion positively affects work performance. Its fundamental characteristics of sociability, assertiveness, and activity. People who possess this quality are more active in hands-on activities, more assured when sharing their ideas, and less likely to criticize others out of jealousy or harbor grudges, contributing to increased work performance. Moreover, a high association exists

between extraversion and work performance (Acaray & Yildirim, 2017). Similarly, extraversion predicts task performance, whereas the other four Big Five traits influence contextual performance (Hashim & Shawkataly, 2017). Extraverted trainees are assertive and energetic since they are seen to be more intelligent than others. They tend to extensively question their notions and inquire about their questions during training. They are often more adept at training (Hudson & Fraley, 2015).

Furthermore, a high association exists between neuroticism/emotional stability and job productivity (Holmes, Kirwan, Bova & Belcher, 2015). Additionally, emotional balance is essential for improving job performance in positions requiring teamwork since it helps employees control their emotions, feel more secure, and handle stress. As a result, they are more approachable and deliver the required results on the job (Asrar-ul-Haq, Anwar & Hassan, 2017).

Open-minded people seek out new experiences and gladly accept new duties, improving job performance (Tremblay & Simard, 2018). Widiger (2017a) found that extraversion, conscientiousness, and emotional stability were connected with occupational behavior. Examples of occupational behavior are job satisfaction, job search, job performance, job interests, et cetera. Additionally, a personal drive can have an impact on motivation. Strong motivation encourages workers to strive for efficiency in their work, resulting in more excellent job performers (Roberts, 2018).

A study from The University of Toronto found that more than 98% of the results confirmed that conscientiousness is a reliable indicator of job performance (Travers, 2019). However, although this personality trait showed improved work performance prediction, an intriguing finding was also made. The researchers discovered that scrupulosity is a worse predictor of job performance in "high-complexity"

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occupations, such as those requiring a great deal of "intellectual vigor," such as analyst and lawyer.

A conscientious personality works well in low to moderate-complexity jobs, such as service. Every person is different. Even though everyone possesses the same main five personality traits, they all vary from person to person. The most common personality trait, conscientiousness, may be used to assess job performance. However, it is also vital to examine the job and its environment in connection to the person who will fill the position. Contextual work performance should be used regularly to obtain the best performance prediction. It could take some time to perform all the necessary tests, but it will be worthwhile. Do not startle them once they are on board.

Contextual performance is a growing area of study for psychologists. It encourages effective job performance because the task's context is considered when assessing a person's personality. Performance is demonstrated by going above and beyond what is required to cooperate, volunteer, put out more effort, abide by regulations and procedures, and support the organization's mission. Personality seems to be best described by a cluster of traits called the Big Five, which consists of the following dimensions: openness to experience, extraversion, conscientiousness, agreeableness, and neuroticism/emotional stability. How significantly have the Big Five Personality Traits affected how well employees perform at work? This research seeks to explore this notion.

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1.3 Problem Statement

According to the explanation above, personality is anticipated to impact worker performance directly. Throughout the course of the past century, the field of industrial psychology has studied how one's character influences their effectiveness on the job. Few studies have found personality to be a characteristic of success; however, some scientists dispute this idea (Alsuwailem, 2016). According to a study by Delima (2019), a person's personality significantly influences their ability to succeed in particular tasks and more extensive situations, influencing their productivity. An evaluation of the research reveals an association between characteristic personality dimensions and employee performance. It was shown that openness to experience and extraversion had a substantial positive link with work outcomes.

In contrast, neuroticism/emotional stability and agreeableness were negatively related (Beng & Muthuveloo, 2020). In addition, according to Gridwichai et al., conscientiousness is essential. It is then followed by openness and agreeableness (2020). According to Obeid et al. (2017), highly conscientious employees stay with their businesses because they care about forging a long-term bond with their employers. Since they regularly go above and beyond what is required of them on the job, conscientious employees are dependable and consistent (Terrier et al., 2016).

Additionally, there are variations in their IQ, personalities, backgrounds, and upbringing conditions. It has resulted in a pattern of lousy performance, inefficiency, high productivity, effectiveness, work being done on time, pleased clients, workers reporting improved work habits, a lack of job satisfaction and motivation, and negative emotions. The question is: Why do some workers exhibit behavior that improves their performance at work, whereas others do not? Sev, (2019).

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A few issues have been recognized in previous studies that could be improved. Problematically, just a single axis of association between the Big Five personality characteristics and workplace efficiency has been explored. We could not investigate which specific dimensions affected job performance without investigating them. Besides that, the sample size used needs to be more significant. Even though there are several widely accepted formulas for determining sample size, researchers should still decide which one to employ for their specific investigations. The sample size is among the most frequently questioned topics in survey research. One of the rules of thumb in determining the sample size is via the G-Power program to ensure the best sample size for research (Shazia Hassan & Naveed Akhtar & Yilmaz Ayse, 2016). Small size could lead to inconsistent results and a lack of empirical evidence. The last issue is on the region chosen for the previous research. There are few studies related to the FMCG sector. However, research into the five major personality factors that determine job performance has not yet been conducted in Selangor. The connection between a worker's personality and work performance has never been adequately studied.

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Studies have looked at personality attributes and performance in the workplace individually. There is scant empirical support on the relationship between personality characteristics and professional outcomes knowledge gap seriously impairs firms' capacity to select the best employees and handle training needs. Consistent with the importance of personality traits, the Big Five model idea explains the presence and effect of these five factors on various activities. The top five personality traits are; neuroticism, extraversion, openness, agreeableness, and conscientiousness. They were also excellently defined by this paradigm. The Five Factor Theory proposed that the following five characteristics serve as primary drivers of fundamental human

motivation. The five previously described criteria are likewise regarded as staff patterns influencing social conduct. These elements are recurring patterns of thoughts, feelings, and actions that influence how staff members behave differently. Studies indicated that each component significantly impacts how individuals act at work and how they feel about their jobs, which validates the Five Factor Model.

The Five Factor Model provides employees with a framework that may be used to illustrate the several activities and responses that take place in the workplace and the social environment. The Big Five Personality traits impact people's behavior, altering their social cognition, responses, attitudes, and sentiments at work and how well they accomplish their jobs. (Merhad A, 2020). The Big Five Personality traits consider that people are uniquely different from one another (Widiger, 2017a). Different personalities reveal their dimensions and qualities, an important issue that can help businesses choose the right people and control their behavior and output actions to meet performance goals (Roberts et al., 2017). These five personality qualities, such as agreeableness, extraversion, conscientiousness, openness, and neuroticism/emotional stability, are significant historically and culturally.

It is also supported the categorization of personality traits (Roberts, 2018). Instead of only covering one trait, each component addresses a variety of attributes. Extraversion necessitates a forceful approach characterized by kindness, decisiveness, positive sentimentality, activity, and psychology. Selflessness, compassion, vision, modesty, and trust are characteristics of agreeableness (Hudson & Fraley, 2015; Widiger, 2017b). Organization, thoroughness, and dependability are characteristics that contribute to conscientiousness. Nervousness, moodiness, and temperamental features are neuroticism/emotional stability characteristics. Passion, inquisitiveness, and

inventiveness contribute to openness to new experiences (Kim, Dar-Nimrod & Mac Cann, 2017). Thus, this research aimed to fill in the gaps, explore the applicability of the Big Five Personality Traits in business contexts, and determine the degree to which these qualities influence success in Selangor's fast-moving consumer goods sector.

1.4 Research Questions

The five research questions (RQ) are offered based on the problem statement:

i. Does the extraversion trait influence job performance?
ii. Does conscientiousness traits influence job performance?
iii. Does openness trait influence job performance?
iv. Does neuroticism/emotional stability trait influence job performance?
v. Does the agreeableness trait influence job performance?

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1.5 Research Objective

The five research objectives (RO) of the study are as follows:

i. To identify the relationship between extraversion traits and job performance.
ii. To investigate the relationship between conscientiousness traits and job performance.
iii. To examine the relationship between openness trait and job performance
iv. To determine the relationship between neuroticism/ emotional stability trait and job performance
v. To explore the relationship between agreeableness traits and job performance.

1.6 Scope of the Study

This study aims to assess how personality traits impact employee performance. Several variables significantly impacted workers' productivity, including difficulties at home, health concerns, and the work environment. Nevertheless, the employee's personality is the most important factor since it determines how they will respond to difficulties at home or work depending on their personality traits. Personality traits will also impact the degree of effort an individual will exert at work. The researcher opted to conduct this research since employee personalities substantially impact the company's productivity.

This study's respondents are Selangor workers in the FMCG industry. The researcher expected that by 2026, nearly 40 percent of all items would be sold online worldwide. Now that they have recovered from the first shock of the epidemic, corporate leaders are considering long-term strategic initiatives, mainly because the "new normal" will be much different from what we are used to before. One of the essential global businesses, Fast Moving Consumer Goods (FMCG), has been tasked with reimagining its operating procedures to navigate an uncertain future. (Brandon Chua, 2022). The fast-moving consumer products industry is a stable place to get employment. When the economy is ailing, the fast moving consumer goods (FMCG) industry seldom faces massive layoffs or outsourcing. Those who are trying to save money may have to renounce big-ticket items like cars and trips, but they absolutely cannot and will not do without necessities like food, water, and toilet paper. The security of the fast moving consumer goods (FMCG) industry was highlighted by the

pandemic, as it was one of the few industries to thrive despite the unprecedented uncertainty of the time (Baldwin, 2022).

There are many fascinating work opportunities in the fast-paced and diverse FMCG (Fast Moving Consumer Goods) industry the fast-paced and diverse FMCG (Fast Moving Consumer Goods) industry, there are many fascinating work opportunities. Under the category of fast-moving consumer products are items that are often purchased in supermarkets and pharmacies (FMCG). Consumers may recognize household brands such as Unilever, Procter & Gamble, PepsiCo, and Nestle, but the fast-moving consumer goods (FMCG) industry is comprised of hundreds of smaller firms that produce everything from snack bars and tea bags to pens, toothpaste, and shampoo (Baldwin, 2022). The FMCG industry must capitalize on opportunities and reimagine its business model to satisfy customer expectations, mainly by having personnel who do their duties more effectively. Thus, the primary emphasis of the research is a geographical examination of the FMCG companies operating in Selangor. This study's conceptual focus was comparing workers' job performance in Selangor's FMCG industry with the Big Five Personality Traits. The study sample comprises directors, tower leaders, analysts, accountants, clerks, and general staff.

Around two hundred seventy-six workers were eligible to take part in this survey. The personnel represents a variety of ethnicities, including Malaysian, Vietnamese, Thai, Dutch, and Filipino. However, neither the nationality of workers nor their occupations are included in the conclusions of this research. In this investigation, a cross-sectional or survey research approach was used. It is possible to generate meaningful results using survey tools like the Likert scale questionnaire. The research population consisted of personnel in Selangor's FMCG business, and a sample size of two

hundred seventy-six was determined using a method of convenience sampling. Given the FMCG sector is so dynamic and fast-paced, it is ideal for someone who is not just culturally diversified but also agile. The fast-moving consumer goods (FMCG) industry is renowned for employing devoted employees and providing them with the most prospects for professional advancement of any industry. Individuals who work in the field of fast-moving consumer goods (FMCG) have the chance to quickly earn significant expertise and abilities. The employee obtained more experience in a shorter amount of time, in part owing to the "rapidly changing" nature of the industry, but also because they are continually surrounded by highly bright people and will get acquainted with (and maybe do) a wide range of activities. Also, a dynamic atmosphere assures that there are never any boring moments. (Working in the FMCG industry, 2018)

The questionnaire of five (5) points: 1=Strongly Disagree, 2=Disagree, 3= Neither disagree nor agree. 4= Agree, 5=Strongly Agree (Goelz, 2020) is utilized as the primary source of data collection for the Big Five Personality Traits as predictors of work performance behavior in the FMCG sector of Selangor. Cronbach's Alpha is used to assess the dependability of the research tools by analyzing their validity and reliability. The research aimed to determine how the Big Five Personality Traits (Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism/Negativity) influenced employee performance in Selangor's FMCG business. The researcher performed multiple regression, descriptive, and Pearson Correlation Coefficient analyses on the results.

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1.7 Significance of the Study

Over the past two decades, personality has taken center stage in organizational research, leadership growth and derailment, and employee job performance. This optimism is mainly due to the Big Five, often known as the Five Factor Model of Personality, which unifies all existing personality theories. This study aimed to describe the Big Five characteristics, examine how they relate to performance in various job kinds, and determine how performance "stacks up" to other individual variations in predicting job performance. The Big Five model provides a thorough and empirical analysis of personality.

The corporate world of today is a challenging and hostile environment. Companies constantly seek fresh approaches to increase productivity and obtain a competitive advantage over their rivals. The quality of a company's personnel is a critical factor influencing its success, which is why companies exert so much effort to ensure their workers are the most competent and efficient. Numerous factors influence the level of success a company can accomplish. Personality evaluation is one method for ensuring that firms choose the right individuals for their personnel. Personality evaluations may be used to trim down the applicant pool for a job interview. That would assist interviewers in gaining a comprehensive understanding of the applicants. Then, companies could screen out applicants whose personalities would not fit well with the workplace and pick individuals with the required personality traits for the post. Managers may also utilize employee personality information when building work teams. Managers may choose personnel with the essential personality traits for collaboration—for example, managers-built work teams from workers with the requisite traits of being very affable and likable.

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While hiring, keep in mind the personality traits a candidate must possess. Often, a job description is created before to recruiting a new employee. This assists in understanding the kind of individual the hiring manager is seeking, including their skills and experience, as well as what they can contribute to the organization. Using the Big Five Model, the manager may develop a basic outline of the personalities already present on the team and take note of which personality traits would be most suitable for the new role. Next is to look for employees whose characteristics would complement and fit the company's culture. Personality compatibility may also have a substantial influence on a candidate's performance. It is crucial for an organization to understand which personality traits are required for a certain role, but personality compatibility may also have a significant impact. Understanding the personality traits that are most compatible with the company's culture can enable to keep an eye out for employees who will more easily integrate. Besides that, new employees should be paired with team members whose characteristics complement their own. When new employees are recruited, it is typical for an existing worker to train them. If an established employee is matched with new employees for a period of time, taking personality types into consideration may ease the onboarding process (How the “Big Five” Personality Traits Can Create a More Effective Team, 2014).

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1.7.1 Theoretical Contributions

Previous studies on personality that were undertaken in various periods and cultures looked into how various personality qualities affected employees' success based on the type of employment. In addition to the contradictory results of previous studies, there is a dearth of empirical studies investigating the connection between the big five personality traits and career success. Previous research suggested that certain personality traits may have a more significant impact on specific professions. Further study is required to determine how effective involvement and commitment relate to different personality types (Albrecht & Marty, 2020).

The Five-Factor Model (FFM) /Big Five Personality Model is the most commonly recognized technique of expressing trait structure or giving a clear and succinct manner to grasp the links between traits. Because it is a comprehensive, experimentally verified measure of personality, the Five Factor Model is employed. The model is valid and reliable for predicting different outcomes, such as personality disorders, occupational choices, and work performance. The Five Factor Model may also identify personality traits that predict specific outcomes. This information may be utilized to aid in job placement.

Hence, this research may be an extension for future studies and an investigation into how the FFM theory might be used and utilized when routinely undertaking personality tests. This research adds new results to the corpus of knowledge, which will aid future academic research by other scholars. The researcher contributed to the Theory by explaining how personality factors influence FMCG employee work performance. It will help others understand how FFM theory can be used to determine

which personality traits helped employees perform better at work and which personality traits were unrelated to employees' job performance.

According to this study, each Big Five Personality trait remarkably impacted people's behavior and feelings, supporting the Five Factor Model. In actuality, this study helped to detail each aspect fully. It documented the staff's various behaviors by identifying and analyzing the responses to these personality traits towards their job performances according to the Five Factor Model. These variables are well defined in the following. One of the personality components models, openness, describes people who are curious about novel events and objects and who also like novel experiences.

Low-openness individuals would not attempt new things. Conscientiousness serves as the model's second component. The diligent person chooses to work on specific projects, and the project is usually successful. This model's third factor is extraversion. People who possess this quality are very outgoing, amiable, and enthusiastic. People lacking this quality prefer to work alone and dislike working with others. This research discusses agreeableness as the fourth element of the Five-Factor Model. Pleasant people display positive perspectives toward human nature and exhibit kindness, friendliness, and thoughtfulness in their personal and social lives. On the other hand, people with low amounts of this personality tend to be unfriendly and uncooperative.

The final component of this paradigm is neuroticism, which is related to emotional instability and the strength of negative emotion. When people are exposed to job performance, this element might lead to negative feelings, including tension, rage, and anxiety. In addition, this research contributes to the Five Factor Model by explicating the effect of personality characteristics on staff attitudes and views, which might affect

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them at various levels. These personality factors determine the positive or negative emotions when assessing an employee's work performance.

1.7.2 Practical Contributions

Employees and managers alike struggle to comprehend how their personality qualities affect how well they perform the work. Employees frequently accept any responsibilities given to them without considering how their personality qualities may affect how they accomplish the job. Every company aspires to have a competitive advantage, and the best tool for doing so is the employees' work output. Employee job performance determines a company's potential and path to exceptional performance. The ability to correctly read an employee's personality will assist managers in better understanding them and choosing the best position to put them in to ensure a good match for the position.

Personality is, therefore, vital for organizational management because it affects how well—or poorly—employees do their duties, collaborate with others, and use their creativity. How organized they are at work and how open-minded they are. This research filled in the pieces of the puzzle, allowed management to pick whom they would allocate jobs, and aimed to educate all levels of FMCG people with a full grasp of how the Big Five Personality may affect staff performance on the job. Knowing each employee's personality will help the organization's senior management give tasks that the employees can accomplish. The study's findings portrayed which personality qualities have the most prominent effects on work performance.

The Big Five Personality qualities assist management in comprehending workplace behavior and, in many cases, accurately forecasting future performance when

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recruiting new workers or evaluating present employees. This study contributed to the FMCG managers understanding of each personality type affecting staff members and job performance. Possessing the ability to identify possible areas of positive or negative effect may affect decisions about recruitment and retention. A candidate with a high score for openness would be keen to learn new approaches and tools.

When presented with more abstract problems, individuals are more likely to generate abstract solutions and focus on addressing brand-new problems which might have gone ignored. Candidates with a high conscientiousness score would not work every night till midnight. Nevertheless, they would be motivated to do their task, stick to deadlines, and be self-motivated, requiring minimum assistance to complete the project. On the other hand, a worker who scored poorly would need much more focus, time, and concentration for the task at hand. The optimum extraversion scores might vary depending on the position the managers are hiring.

Those with high extraversion ratings, often seen as team leaders, excel in careers requiring them to contact people frequently, such as sales, marketing, and public relations. However, more specialized employment arrangements with a restricted concentration or a degree of isolation may not be suitable. A candidate with high agreeableness might be advantageous for a career demanding interpersonal skills and the capacity to prioritize others before oneself. Therefore, doing the opposite in a robust team environment would be counterproductive and cause significant difficulties while trying to fulfill a job or target.

Lastly, a candidate with a high degree of neuroticism would not be suitable for professions requiring a high amount of initiative, stress, or change. Nonetheless, people with low levels of neuroticism will do well in these job contexts. These traits

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facilitate comprehension of how the management team may operate in the future, at work, and in specific scenarios. These can help firms and managers identify potential employees, roadblocks, and success.

1.8 Key Definition in Terms

The following explains the principal terms used in the text:

Openness: This attribute includes qualities such as intelligence and creativity. High performers in this characteristic often have a wide variety of interests. They are eager to learn new things and enjoy new experiences because they are inquisitive about the world and its inhabitants. Often, high achievers with this characteristic demonstrate more inventiveness and adventure. Individuals that score poorly on this characteristic tend to be much more conventional and may struggle with abstract thought (Blay, 2019)

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Conscientiousness: This dimension is characterized by high levels of thought, substantial impulse control, and goal-directed actions. People with a high level of conscientiousness are often structured and detail-oriented. They are organized, sensitive to the sentiments of others, and deadline-oriented (Blay, 2019)

Extraversion: Extraverted or extroverted individuals are outgoing, sociable, gregarious, aggressive, and emotionally expressive. Extraverted individuals are often outgoing and energetic conversationalists. People get more motivated and excited

when surrounded by other people. Introverts are often more reticent and have less social energy. Social events may be draining, and introverts sometimes want time alone and in solitude to "recharge." (Blay, 2019)

Agreeableness: This component of personality includes trust, benevolence, friendliness, and other prosocial characteristics. Lower agreeableness makes individuals more aggressive and sometimes manipulative, while higher agreeableness makes them more cooperative (Blay, 2019)

Neuroticism/ Emotional Stability: Neuroticism is a personality trait characterized by depression, irritability, and emotional instability. Those with high levels of this characteristic experience mood swings, anxiety, irritability, and depression. Lower scores indicate emotional stability and resilience (Blay, 2019)

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Job Performance: The effectiveness with which a person accomplishes his or her supervisor-assigned duties. It represents the employee actions that, from the organization's perspective, are either effective or detrimental (Blay, 2019)

1.9 Organization of the Study

This research paper has five parts. In Chapter One, the researcher lays out the context of the study, the problem or topic being investigated, the research questions and

hypotheses that will be tested, the study's overall aims and relevance, and the chapter's structure. An overview of relevant literature and earlier research is included in Chapter Two. The most significant themes are thoroughly examined in this chapter. It focuses on appreciating the individuals' source credibility. Towards the conclusion of the chapter, the connection between the big five personality qualities and professional success was examined in further detail.

The researcher goes into great detail on the study methods in Chapter Three. The researcher thoroughly provided the framework and theories. The researcher presented the research design, sample size, data gathering methodologies, data collection instruments, variable measurement methods, and data analysis procedures. The study's results are outlined in Chapter Four, along with the respondent profile, reliability analysis, and results of the hypothesis testing. The researcher used SPSS version 28 to analyze the data.

The study's results are compiled and discussed in Chapter Five to close. The researcher also emphasized the study's implications and constraints. Finally, suggestions for additional research are made.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discussed the previous literature related to Big Five Personality traits and job performance. It begins with the conceptual definition of each factor, followed by a previous literature review that has a relationship between the Big Five Personality traits and job performance. All information is derived from a literature review to better understand the research topic and problem.

2.2 Definition and classification of FMCG

A short shelf life, a predisposition for speedy revenue growth, and relatively low pricing are all characteristics of fast-moving consumer goods (FMCG). FMCG products are returned or exchanged within a year. Consumers buy these products in smaller quantities based on their needs as individuals or households. Customers purchase these products in fewer quantities depending on their needs as an individual or households. These things are bought or purchased more frequently because they serve to meet our daily needs. The products do not have a hefty price tag.

Perishable and nonperishable goods, as durable and non-durable, can all be included in these products. For instance, FMCG includes many products that people frequently purchase, such as food items like dairy products and fruits and veggies. Additionally, fruits and anything made of plastic, glass, or paper are considered non-durable

commodities, as are cosmetics, fragrances, soaps, detergents, cleaning agents, and other health and beauty items. FMCG may also include products from the pharmaceutical industry and the electronics industry. The Electronics industry includes laptops or notebooks, digital cameras, MP3 players, GPS systems, music systems, televisions, refrigerators, washing machines, and the packaged and processed food industry, including chocolate bars and soft drinks (Brandon Chua, 2022).

The FMCG sector primarily operates in the supply chain, human resources, finance, IT, research departments, sales and marketing, and production. (Abhyankar Minal & Metkewar Pravin,2016). Nestle Malaysia Berhad, PPB Group Berhad, Fraser & Neave Holdings Berhad, and Heineken Malaysia Berhad are successful fast-moving consumer goods (FMCG) firms headquartered in Malaysia. One of Malaysia's most important consumer goods businesses, fast-moving consumer goods (FMCG), makes up roughly 20% of total consumer expenditure in the country.

The Malaysian fast-moving consumer goods (FMCG) business is anticipated to expand yearly as the country's population and disposable income increase (FMCG Market in Malaysia, n.d.). Companies in the FMCG sector face intense competition since consumer tastes and preferences are changing daily, distribution channel management is complicated, and product costs are rising due to advertising expenditures (Neema Gupta & Ashish K. Gupta, 2020). Employees with the right personality attributes assist the company in controlling costs and lowering product prices.

Thus, this study investigated how individual variations in the Big Five personality traits connect to job performance in the FMCG industry in Selangor. Selangor, Malaysia's FMCG industry, was selected for this research because it enabled the

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evaluation of personality characteristics and job performance, given the sector's diverse workforce.

2.3 Definitions of Big Five Personality Traits

The Big Five model has become the most general framework for exploring the associations between personality traits and job success. Instead of examining each of the thousands of specific characteristics that make people unique, researchers needed to focus on specific personality domains. In addition, a broadly agreed taxonomy would substantially improve communication and the collection of empirical data by giving a shared lexicon (Alsuwailem & Elnaga, 2016; Attia, 2013; Ferreira & Nascimento, 2016).

The field has established a consensus with extensive research on the "Big Five" character qualities and a comprehensive taxonomy of personality traits. An agreement was achieved that the Big Five traits could be utilized to classify almost all personality measures (Alsuwailem & Elnaga, 2016; Attia, 2013; Ferreira & Nascimento, 2016). According to Soegoto, Indiyati, and Marhaliyah (2017), the five personality dimensions have been reliably retrieved in component analyses of peer and self-ratings of trait descriptors utilizing a range of settings, samples, and factor extraction and rotation procedures.

The Big Five (also known as the Five-factor) model of personality characteristics is the scientific community's most commonly accepted personality theory. They are relevant to various cultural contexts. Although methods like the Myers-Briggs type indicator are more accessible to the general public, conceptualizing distinctions

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between individuals is the most scientifically trustworthy. While simple to comprehend, type models are not empirically valid since people must arrange into groups cleanly. As it describes individuals in terms of traits on a continuum, The Big Five is a far more trustworthy and fact-based technique for studying personality.

The Big Five is so named because the notion asserts that five distinct and independent characteristics of human personality may be utilized to measure personality. OCEAN and CANOE, the acronyms representing the five personality characteristics, may allude to the Big Five model (The Big Five Personality Traits, 2019). The five traits are conscientiousness, extroversion, agreeableness, openness to experience, and neuroticism/emotional stability (Anderson, 2013). The Big Five each captures a significant set of interrelated behavioral characteristics. Extraversion, for example, represents individual variances in social interaction, assertiveness, and energy level.

Unlike introverted individuals, who are socially and emotionally reserved, extremely extroverted people like connecting with others, are comfortable expressing themselves in front of others, and regularly experience positive feelings such as excitement and enthusiasm. Agreeableness captures differences in empathy, respect, and acceptance of others. Disagreeable people, on the other hand, usually demonstrate less compassion for others and socially acceptable civility. Conscientiousness represents various degrees of organization, productivity, and responsibility. Unconscientious persons are more comfortable with disarray and less motivated to complete tasks (Blay,2019).

Neuroticism, commonly referred to by its socially ideal pole, Emotional Stability, captures differences in the frequency and degree of unpleasant sensations. Worry, depression, and mood swings are common among highly neurotic persons, while

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emotionally stable people keep their calm and fortitude under duress. Finally, openness to experience (also known as Intellect) demonstrates intellectual curiosity, artistic sensitivity, and creative ability variances. Close-minded persons tend to have a narrow range of intellectual and artistic pursuits. Those who are open, on the other hand, like thinking and learning, are sensitive to art and beauty and generate novel ideas.

The research looked at formal personality assessments, and everyday language use supports the Big Five. According to psychological studies comparing personality-descriptive language across cultures, many languages have words equivalent to each Big Five. In addition, this research has shown that the Big Five structure may be rebuilt from personality tests by using meaningful sets of personality-descriptive adjectives in various languages. In addition, the Big Five may be used to interpret the findings of various standardized personality tests, including some that precede the scientific agreement on the Big Five framework. The Big Five thereby reflects professional and educational personality profile organization (Christopher, 2018).

This research evaluates the relationship between the Big Five personality characteristics and employee work performance. Mentioned as one of the most often used personality models is the Big Five model, which has been studied across several nations (Barrick & Mount, 1991; Koehn et al., 2019; Komar Raju et al., 2011; Shaver & Brennan, 1992; Sheldon et al., 1997; Sori et al., 2017). This research uses the Five Factor Model to examine the relationship between the Big Five Personality qualities and job performance in Selangor's FMCG industry. The Big Five personality traits of neuroticism/emotional stability, extroversion, openness to experience,

conscientiousness, and agreeableness are essential for optimizing employee performance and improving work performance.

2.4 Definition of Job Performance

One can learn the notion of performance by assessing and applying total performance management into practice. Performance assessment is the process of categorizing particular outcomes within a specific time frame. The company's performance criteria may be used to assess employee performance on the job (Darmawan et al., 2018). Success is working productively, effectively, and efficiently while producing high-caliber work. A comparison of output and input measures productivity (Stoner et al., 1995; Putra et al., 2017). According to Shields (2016), job performance serves as a platform for employees to fulfill their obligations at work. According to several definitions, employee performance is completing tasks after or during the completion of obligations and responsibilities under the organization's objectives. According to Robbins and Judge (2017), job performance comprises five indicators: quality of work, amount of work, timing, efficiency, and independence.

How well a person performs their job is called their "job performance" (Razak et al., n.d.). In line with the competency profile that a human resources specialist or another expert may have established after conducting a job analysis, it consists of the knowledge, talents, and attitude required for someone to complete the activities listed in the job description. Job performance is crucial for a corporation to run as efficiently as possible. The performance will increase if a company can safeguard employees' attitudes toward their jobs. For an organization to function effectively, its members

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must do more than do their assigned tasks; they must also interact with one another, provide recommendations for corporate improvement, and promote the organization outside. Most businesses must focus on the connection between employee job performance and organizational objectives.

Mahlamaki, Rintamaki, and Rajah (2019) claimed that almost all five personality qualities affected employee performance. Conscientiousness and agreeableness produce the most productive workers out of the five personality qualities (Sudiantha, Armanu, and Troena, 2017). That is consistent with the findings of Bhatia and Rawat (2019). They discovered that conscientiousness substantially negatively influenced work performance and agreeableness. However, extraversion, neuroticism/emotional stability, and openness had substantial favorable effects. As a result, it is suggested that the well-known Five-Factor Model and overall job performance may be related. The Big Five personality qualities and how they impact employees' capacity to do their jobs have been the subject of intense research.

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Agodi JE, Ahaiwe E, and Awah (2017) investigated that it is not true that effective salesmanship requires a suit and aggressive selling techniques. The need to examine the association between salesman personality type and sales success among FMCG in Nigeria stems from the fact that several elements impact sales performance and distinguish between exceptional and merely competent salespeople. Utilizing a convenience sample method, 54 sales managers and salespeople from the selected cosmetics firms completed a self-administered questionnaire, which was then analyzed using the Pearson correlation co-efficient statistical model. Cronbach's alpha was used to evaluate the gauge's trustworthiness. Results indicate a positive and strong

association between the three investigated personality qualities and sales performance (Empathy, assertiveness and ambitiousness).

2.5 Previous Literature Review

2.5.1 Relationship between Big Five Personality Traits and Job Performance

Every firm values its employees' distinct personalities. In psychology, the five personality dimensions provide a distinct conceptual and quantitative structure for personality research characterizing human personality. Companies' fantastic success depends not only on the skills and abilities of their personnel but also on their many personality traits. Any personality's core building elements are its traits. Most of how well a person performs his or her allocated activities has historically been used to evaluate work performance. Nevertheless, to attain the goals and objectives of businesses in recent years, employees must be willing to go above and beyond the tasks allotted to them. Work performance can be evaluated by looking at the output or checking that processes and procedures are followed correctly. In certain circumstances, evaluating a job's performance is effortless since the performance objectives and goals are apparent.

However, evaluating or measuring a job's performance can be challenging when the goals and objectives must be clarified. So, various people have distinct personalities that affect how well employees perform. Unquestionably, a person's personality influences his or her job. (Delima, 2020). Much research corroborates the assertions

above on the link between performance review behavior and the prominent five personality characteristics in numerous countries and organizations.

Rusbadrol, Mahmud, and Arif study the association between personality traits and work performance among Malaysian public secondary school teachers (2015). The findings correlated with agreeableness, receptivity to new experiences, and career advancement. Conversely, the association between work performance and emotional stability/neuroticism is negative. Yakasai and Jan (2015) investigated how culture and the Big Five personality characteristics mediated the effect of culture on the performance of salespeople. They also took into account the customer orientation's mediating effect. Although efficiency is a context-based result, this study found that no variables could make a salesperson's performance efficient under all conditions.

The Big Five Personality Traits and Managers' Job Performance in India's Fast-Moving Consumer Goods (FMCG) Sector: Results from 400 managers in the FMCG sector are anticipated for a survey by Neema and Ashish (2020). 350 out of the 400 managers correctly answered the questions. The data were collected using face-to-face interviews, questionnaires, and an online survey.

They examined the data using descriptive statistics (percentages, averages, standard deviations, correlations, regressions, and reliability analyses). The study's results suggested that a manager's personality traits affect how successfully they perform their duties in the workplace. There are certain restrictions on the generalizability of these results. The paper disregarded the positive and negative elements of personality traits. Furthermore, a private corporation cannot achieve the same outcome as a publicly traded company.

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Using the research of breweries and food/beverage manufacturing firms in Nigeria, Sev. (2019) studied the five most influential personality factors on work performance behavior in business entities. Data from the sample size of 352 determined by Taro Yamane's formulae were tested using ANOVA (Analysis of Variance). According to the study's findings, the Big Five Personality Traits—Openness to Experience, Conscientiousness, Extraversion, Agreeability, and Neuroticism/Negative Affectivity (Emotional stability)—have a significant impact on how well employees perform at their jobs in breweries and other beverage manufacturing companies.

The recommendations to Breweries and Food/Other Beverage Companies are to employ workers with the Big Five Dimensions would lead to competitive success and achievement of profit goals, market share increase, return on investment, growth, and diversification goals. Suppose organizations are to gain a competitive edge. In that case, teaching and developing people to exhibit these Big Five Personality Traits is crucial because social, cultural, and environmental factors also influence personality. The sample was representative of the manufacturing sector nationally, but it tends to exclude those who worked in the FMCG industry.

In 2020, Maryam and Muhammad researched how well the Big Five Personality Attributes affected the productivity of university lecturers in Peshawar, Pakistan. The research used a quantitative survey to gather data from 70 randomly selected respondents. The findings show that extraversion has favorable but insignificant effects on employee job performance among the Big Five personality traits, while emotional stability has adverse and insignificant effects. The recommendation demonstrates that universities and other higher education institutions' human resource HR functions should consider personality traits as a criterion in hiring and firing

teaching staff. The personality traits used in these processes may be developed appropriately. One of its fundamental flaws was that this study's sample size of 70 respondents needed more significance to draw firm conclusions about personality traits.

According to Erik and Olga (2020), the study's findings show how extraversion, job importance, and task variety interact at work in the United Kingdom. The study reveals that task importance strengthened the relationships between extraversion, work performance, and citizenship behavior in the organization across 56 employees and two multi-source investigations. These connections between extraversion and performance were unaffected by task diversity. The findings of this research highlight the potential value of employing acquaintance- or other-rated personality (such as extraversion) as a reliable predictor for hiring and promoting individuals. The research did not address other aspects of the prominent five personality characteristics since it only examined one dimension of those qualities.

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The literature studies indicated several factors that influence employees' work performance. Dispositional factors, particularly personality traits, have substantially impacted job performance. Lower personality among employees will result in lower job performance, which typically results in lower performance for the company. Organizational performance in the organization is influenced by the various personalities of the people that make up the organization. Thus, the Big Five Personality Traits significantly impact an employee's performance at work, mainly for those working in the FMCG industry, which cannot afford to stand still if it wants to remain competitive and relevant. As a result, everyone working for the firm must contribute excellently, whether through research and development, marketing brand-

new items to customers, or even ensuring that the supply chain is efficient. (Why You Should Consider a Career in Consumer Goods, n.d.)

2.6 Hypothesis Development

It is generally acknowledged that personality traits can significantly predict an individual's performance when correctly matched with their organization's and vocation's requirements. The Big Five Personality factors—extraversion, conscientiousness, openness to experience, neuroticism, and agreeableness—are among the characteristics that have been repeatedly linked to employee job performance (Waheed et al., 2017).

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2.6.1 The relationship between Extraversion trait and Job Performance.

The degree to which a person is gregarious, chatty, vivacious, active, and excitable is referred to as extraversion. Moreover, they often dominate and talk often (Ghani, Yunus, & Bahry, 2016). Throughout many different categories, extraversion can be used to predict effective functioning and well-being (Alsuwailem & Elnaga, 2016). People with high extroversion tend to be active, start conversations, and encourage social contact. An Introvert is the antithesis of an extrovert. The attributes of impartiality and reserve are typical of introverts: low-key, quiet, deliberative, and less dependent on the social environment. Extraversion has been found to influence job engagement significantly (Ongore, 2013), organizational citizenship behavior (Leephaijaroen, 2016; Patki & Abhyankar, 2016), the job performance of individuals

(Abdullah, 2013; Alsuwailem & Elnaga, 2016; Echchakoui, 2013; Ghani et al., 2016; Soegoto, Indiyati, & Marhaliyyah, 2017), the academic performance of students (Alsuwailem & Elnaga, 2016).

2.6.2 The relationship between Conscientiousness traits and Job Performance

Conscientiousness refers to how much a person demonstrates accountability, a goal-oriented mindset, reliability, and tenacity. Conscientious people put up much effort and practice self-control. In addition, individuals are more likely to get comprehensive evaluations of their work and have less ambiguity. Conscientious people exercise good self-control, perform their duties diligently, always strive for success, and adhere to plans rather than acting impulsively. Consequently, they are skilled at setting long-term objectives, arranging and preparing the means to achieve them, and persisting in their endeavors (Waheed et al., 2017).

According to research by Ongore (2013), Alsuwailem & Elnaga (2016), Askarian & Eslami (2013), Echchakoui (2013), Ghani et al. (2016), Khuong et al. (2016), Soegoto et al., (2017), and Patki & Abhyankar (2016), conscientiousness has a significant impact on job engagement, organizational citizenship behavior, individual job performance, counterproductive work behaviors, academic performance, sales performance (Alsuwailem & Elnaga, 2016). Nevertheless, the relative lack of relevance of effort for success in other studies' samples stood out (Nye et al., 2013).

2.6.3 The relationship between Openness traits and Job Performance.

The aspect of a cognitive style known as openness to experience separates imaginative, creative, and conventional persons. The level of someone's creativity, consideration, and openness to experience is referred to as their openness to fresh experiences and inquisitiveness. It also gauges a person's imagination and desire for new experiences, including depth, breadth, and variety. Individuals with a high degree of openness tolerate uncertainty and strive out excitement and danger, while those with a low degree of openness go for the safe to reduce risk. Openness to experience has been found to affect job engagement significantly (Ongore, 2013), organizational citizenship behavior (Leephaijaroen, 2016; Patki & Abhyankar, 2016), individual job performance (Abdullah, 2013; Askarian & Eslami, 2013; Echchakoui, 2013; Ghani et al., 2016; Khuong et al., 2016; Soegoto et al., 2017), sales performance (Ferreira & Nascimento, 2016).

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2.6.4 The relationship between Neuroticism/emotional stability trait and Job Performance.

The ability of the person to adapt to emotional stability is related to neuroticism. It addresses the propensity for people to have a wide range of disturbing emotions and ideas. More prone to worry, insecurity, and tension than people with low levels of neuroticism are those with high degrees of neuroticism. Researchers have discovered that neuroticism (or emotional stability) significantly affects organizational citizenship behavior (Leephaijaroen, 2016), individual job performance (Askarian & Eslami, 2013; Echchakoui, 2013; Khuong et al., 2016), sales performance (Waheed

et al., 2017), academic performance (Nye et al., 2013), and counterproductive work behaviors (Ferreira & Nascimento, 2016). Several investigations have discovered a negative relationship between neuroticism and physical, emotional, and cognitive involvement during role performance (Ongore, 2013; Abdullah, 2013; Alsuwailem & Elnaga, 2016; Ghani et al., 2016); academic performance (Attia, 2013); and leadership ability (Alsuwailem & Elnaga, 2016).

2.6.5 The relationship between Agreeableness trait and Job Performance.

The level of trust, friendliness, and collaboration someone exhibits can be measured by their agreeableness. With a high degree of agreement, people are often cooperative, kind, humble, adaptable, forgiving, polite, and considerate, which makes them easy to deal with at work. They perceive people nicely and believe they are friendly, dependable, and truthful. They have positive relationships with others because they cherish social harmony. According to research, agreeableness significantly influences a variety of outcomes, including job engagement (Ongore, 2013), organizational citizenship behavior (Leephaijaroen, 2016; Patki & Abhyankar, 2016), individual job performance (Abdullah, 2013; Askarian & Eslami, 2013; Echchakoui, 2013; Ghani et al., 2016), academic performance (Nye et al., 2013), sales performance (Waheed (Ferreira & Nascimento, 2016). According to other studies, agreeableness is inversely associated with leadership skills (Alsuwailem & Elnaga, 2016).

Based on the arguments, this study proposed the hypotheses below:

Hypothesis 1

H1: There is a significant relationship between the extraversion trait and job performance.

Hypothesis 2

H2: There is a significant relationship between conscientiousness traits and job performance

Hypothesis 3

H3: There is a significant relationship between openness traits and job performance.

Hypothesis 4

H4: There is a significant influence between neuroticism/emotional stability trait and job performance.

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Hypothesis 5

H5: There is a significant influence between agreeableness traits and job performance.

2.7 Conceptual framework

The conceptual framework, as previously noted, demonstrated the researchers' hypothesis regarding how the relationship between the "Big Five" personality traits and job performance is investigated. It focused on the Five Factor Model hypothesis,

which summarizes the results of several studies on the causes of events. Since job performance is the dependent variable, the "Big Five" personality qualities are the independent variable. The relevance of an employee's personality as a determinant of success in today's workplace is rising (Askarian & Eslami, 2013).

The conceptual framework of this paper has been adapted from the study of Askarian & Elsami (2013). How personality is defined is the dynamic arrangement within the individual of those psychophysical processes that determine his unique behavior and thought. The Big Five Model, sometimes known as the Five Factor Model (FFM), has historically enjoyed broad theoretical support. Extraversion is generally regarded as the first dimension of the prominent five paradigms. Sociability, assertiveness, talkativeness, expressiveness, and activeness are characteristics of extraversion.

Another aspect of personality, neuroticism/ emotional stability, describes the propensity to feel emotions, including fear, sadness, embarrassment, anxiety, wrath, guilt, and disgust. As a result, it will motivate management and decision-makers to think beyond the conventional outside criteria that were considered when deciding employee work performance. The third of the five component model's dimensions, agreeableness, is frequently linked to trust, honesty, altruism, obedience, modesty, and tender-heartedness. Conscientiousness is the fourth of the five factors in the model, and researchers have also referred to it as dependability.

Openness to experience is typically correlated with qualities like creativity, culture, originality, curiosity, intelligence, and artistic sensitivity. Several academics believe that there is a strong correlation between personality and work success. In addition, the five-factor model is a valid predictor of personality and work success. Askarian & Eslami (2013) developed the following study model by making inferences from

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various earlier studies' findings, conclusions, and supporting data about the research topic. Hence, this conceptual framework was built on thoroughly analyzing the topic area's literature.

Figure 2. 1
Conceptual framework of the study

Adapted from Askarian and Eslami (2013)

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2.8 Underpinning Theory

There are many theories about personality traits, but for this study, Trait theory served as the foundation. Trait theory is one of the most prevalent techniques to analyze individuals. From this approach, personality traits are considered as permanent patterns of attitude, outlook, and behavior that may be seen in many circumstances. The most important elements of traits are their influence on behavior, the variable degrees to which they are manifested by different individuals, and their relative stability through time (Novikova, 2013). Trait theory been discussed further with the

Five Factor Model—also known as the Big Five personality model. The "Big Five" are Extraversion, Agreeableness, Conscientiousness, Neuroticism/Emotional Stability (sometimes known as its polar opposite, Emotional Stability), and Openness, which together make up the five-factor model of personality (FFM) (sometimes named Intellect).

Before the Big Five Factor Personality Theory was formed, psychologists had debated characteristic personality models for over thirty years (Syed et al., 2015). Personality characteristics are crucial determining factors that regulate and impact people's behavior. Previous research differentiates between affective and cognitive personality characteristics, with the former of personal ideology while the latter refers to mindsets and behavior patterns (Lee et al., 2020). When defining personality, we use a unique blend of cognitive, behavioral, and physical characteristics (Harini et al., 2018). Humans differ significantly from one another.

Many experts have underlined the relevance of personality characteristics in the workplace regarding leadership, management, collaboration, efficiency, motivation, entrepreneurship, and strategy. Examples of personality features include recurring attributes, emotions, and ideas. The Big Five Model is the preferred framework for analyzing the relationship between these personality qualities and job success. They are neuroticism/emotional stability, extraversion, conscientiousness, and receptivity to new experiences. Openness to experience sometimes referred to as "intelligence" or simply "openness," implies a curious and exploratory person, requires variety and aesthetic sensitivity, and is a reliable indication of creativity. Unsurprisingly, conscientiousness, including punctuality, systematization, responsibility, and perseverance, is a reliable and vital predictor of job success. Extraversion is a crucial

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personality trait that shows someone is talkative, assertive, and sociable and is associated with social success and popularity. Extraversion relates to a better quality of life and a more considerable lifetime income. In addition, agreeableness is a character trait that covers characteristics such as politeness, collaboration, care, and friendliness.

Next, neuroticism is even-temperateness with unpleasant emotions such as tension, apprehension, melancholy, or nervousness. Those with low emotional stability may occasionally experience mood swings brought on by irritation over trivial professional problems. A person who demonstrates openness is also considered creative, curious, and open-minded. Companies should seek applicants receptive to experience, as this demonstrates how they will respond to initiative, innovation, and change. Conscientiousness strongly indicates dependence, goal orientation, and task performance. At the organizational level, conscientiousness shows dedication, citizenship, and conformance. Consistent with extraversion, it describes someone sociable, decisive, and outgoing. Extraversion predicts collaboration and performance in the workplace.

Moreover, agreeableness is an excellent predictor of tolerance, collaboration, and contribution. A high degree of agreeability allows one more likely to adhere to social norms, which may also indicate how individuals react to the actions of others. Lastly, neuroticism is a trait that displays a predisposition for unpleasant emotions, attitudes, and beliefs. Conscientiousness predicts individual competency and performance, and openness to experience predicts adaptability and proactivity.

Extraversion is positively correlated with the performance of the team. Agreeableness predicts adaptability and team proficiency at levels of an organization. Lastly,

neuroticism/emotional stability is negatively related to all performance dimensions (Neal et al., 2012). The fundamental objective of the Five Factor Model is to preserve the effect of personality traits on personnel attitudes and views, which might alter them at various levels. It indicates that these workplace characteristics prompt pleasant or negative feelings that influence employees' job performance. (Merhad, 2020)

2.9 Gaps in Literature Review

Personality testing is one of the techniques some businesses utilize to enhance the fit and find people who could make suitable job applicants. Numerous businesses administer personality assessments before hiring. Companies who use them think that these assessments increase the efficacy of their hiring process and lower turnover. However, are these techniques effective for choosing employees? This issue is highly divisive, and experts have not yet reached a consensus. According to studies referenced by several experts, personality tests may reliably predict work performance and other critical characteristics such as job satisfaction.

Nevertheless, we must recognize that the validity of a personality test depends on how it is used. As survey participants lack a concrete incentive, employee selection circumstances where the "best" applicants will receive a job offer are complicated. They might be more driven to respond and assume the employer's desires. As a result, a candidate's ability to mislead could impact their test scores. This issue is considered to be significant by some experts.

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Knowing these tests' limits is critical if a company decides to utilize them for hiring. Together with other examinations, such as cognitive function testing, they may help individuals make good choices. The organization must guarantee that the exam is relevant to the role and reliably predicts performance. This process is known as test validation. To determine the most crucial qualities for success in this specific company and career, the company might conduct the exam for current employees before distributing it to candidates.

The organization can then pay close attention to those characteristics during selection. It means that to ensure the selection of the best-fit individual for a function, whether internal or external, the organization must understand what characteristics suit the role or responsibilities they had in their company. Employees with extroverted personalities, for instance, excel in jobs that call for social interaction with others. Why not give a socially oriented employee (whom you have) a position that allows him to be himself (in a controlled way)? In doing so, they can provide their all in their role, benefiting both businesses and themselves regarding job performance. (2021; Angelin Boo).

In addition, previous research reveals a correlation between the prominent five personality characteristics and work success, which lends credence to the assumption that personal characteristics play an essential role in predicting job performance. The research findings demonstrated a positive and statistically significant correlation between extraversion, conscientiousness, and openness to experience professional success. However, a negative and significant link existed between job performance, neuroticism, and agreeability. According to the study, owner-managers who exhibit

high levels of extraversion, conscientiousness, and openness to experience will likely have more economic success (Blay, 2019).

The gap created by the prior findings' contradiction prompts the researcher to look into the scope of the disagreement and its root causes. Previous literature evaluations have found gaps in the characteristics of personality characteristics examined, along with the benefits and drawbacks of the dimensions in predicting job performance, the size of the sample, and the sector selected for the research. Additionally, there is a dearth of empirical studies examining how the big five personality traits affect workers' success on the job, particularly in Selangor's FMCG industry. By examining whether the big five personality traits impact work performance in Selangor's FMCG industry, this study seeks to close a knowledge gap.

2.10 Chapter Summary

This chapter reviews and assesses the study results and article about the relationship between Big Five Personality and work performance. These literature evaluations serve as the foundation for the hypotheses evaluated in the following chapter using the appropriate data analysis techniques.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This study focuses on the Big Five Personality qualities and job performance in the FMCG sector in Selangor. The research framework and hypotheses have already been created based on preliminary analysis. In chapter two, the researcher examines pertinent literature to pinpoint traits that might affect how well Malaysians were working in the FMCG sector of Selangor to perform on the job.

This chapter describes the research methodology used to perform this study. Additionally, it describes the research design, sample methods, operational definition, and research methodology for the current study. This chapter also discusses measuring variables and instruments, data gathering methods, data analysis strategies, and conclusions.

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3.2 Research Design

A study design is a thorough plan for validating collected data and addressing the research topic (De Vaus, 2001). The research design must define a program's actions to achieve its goals (Sahu, 2018; Creswell, 2019). A descriptive research approach was used for this research. Because it is quantitative, descriptive research is seen as being of a conclusive nature. The cross-sectional nature of the descriptive research design, in which data are collected mainly by questionnaire, was a crucial factor in its

selection. In addition, it provides evidence of a current scenario or a set of events; consequently, surveys provide a more realistic depiction of what is occurring and seek to explain people's attitudes and actions in context with data gathered at a particular moment. Also, it has the benefit of obtaining quality replies from various people in a highly cost-effective manner. It also includes reliable and unbiased data collecting to characterize an actual occurrence (Nwandinigwe, 2005).

Thanks to thoughtful design, implementation, and administration, surveys and questionnaires are efficient research tools for producing valuable data, claim Slattery et al.(2019). According to Kerlinger and Lee (2000), survey research is the most effective method for gathering knowledge, viewpoints, and sentiments regarding private and public matters. The researcher collected the data using a questionnaire that the participants filled out on their own time. The researcher concluded that convenience sampling was the most effective strategy since it collects data for market research from a readily accessible group of respondents. It is often simple to find volunteers to act as sample participants. The most popular sample technique is quick, easy, and inexpensive. Furthermore, there are no prerequisites for including this sample. The SPSS software will be used to analyze the data.

Convenience sampling, also known as availability sampling, is a special kind of non-probability sampling that gathers information from people of the population who are available to take part in the research. As its name implies, convenience sampling is when a study uses the first accessible primary data source. This method of sampling involves recruiting participants from any accessible location. No criteria for inclusion were specified prior to the convenience selection of participants. Everyone is invited to participate. Convenience sampling was commonly employed in population research

because it is less costly, time-consuming, and complicated than other sample approaches. Using convenience sampling to generate a future hypothesis or research aim is beneficial. Notwithstanding the shortcomings of convenience sampling, some steps may be taken to enhance the credibility of this extensively used and uncomplicated method (Stratton, S. 2021).

3.3 Operational Definition and Measurement of Variables

According to the notion, an operational definition operationalizes the viewpoint dimensions or aspects. The objective of the active segment is to clarify the characteristics of the relevant variables and to establish connections between the theories and concepts under investigation. Extraversion, agreeableness, conscientiousness, neuroticism/emotional stability, openness, and job performance make up the operational description for this study.

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Table 3. 1
Operational Definition

Variables	Operational Definition
Extraversion	The extroversion trait reveals a person's potential for sociability and gregariousness. Those with high extroversion tend to be more assertive, socially confident, and recharge through social interaction. In contrast, those with low extroversion tend to seek out isolation and contemplation more frequently (The Big Five Personality Traits in the Workplace - Florida Tech Online, 2020).

Agreeableness	Being agreeable demonstrates a person's interpersonal skills. When it comes to this characteristic, those that score highly are typically likable, sympathetic, and affectionate. In contrast, those who score poorly are seen as brash, rude, and caustic(The Big Five Personality Traits in the Workplace - Florida Tech Online, 2020).
Conscientiousness	This characteristic gauge a person's dependability and reliability. Higher scores indicate a person who is more goal-oriented, has better impulse control, and is typically more organized. They are likely to achieve academic success and show leadership potential. Low scorers are more inclined to act impulsively and put off completing duties (The Big Five Personality Traits in the Workplace - Florida Tech Online, 2020).
Neuroticism/ Emotional stability	A person's capacity to manage negative emotions like melancholy and anxiety. A high score in this area suggests the person may be prone to such feelings and low self-esteem. Low scorers will likely be more self-assured and daring (The Big Five Personality Traits in the Workplace - Florida Tech Online, 2020).
Openness	This characteristic is frequently described as the breadth of one's imaginative or mental experiences. It includes a person's drive to take risks, be adaptable, and exercise their creative faculties. Those that perform well in this area are typically creative and inquisitive. In contrast, those who perform poorly tend to be traditional and like to remain in their comfort zones (The Big Five Personality Traits in the Workplace - Florida Tech Online, 2020).

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Job Performance	Job performance is the combination of employees acting at work and how well they carry out the tasks and how well they carry out the tasks assigned to them. The organization often sets performance goals for individual employees and the company itself to provide customers with high value, reduce waste, and run the firm efficiently. (Employee Performance Definition | Bizfluent, 2019)

Next is the discussion on the measurement of variables for this study. All questionnaire sets were developed following the study's objectives. Each field on the form was brief and easy to understand. The items' language, however, was changed to fit the sample and the local context. This study examined a substantial amount of data from past studies. In order to evaluate how extraversion, agreeableness, conscientiousness, neuroticism/emotional stability, and openness affect employees' capacities to perform their duties in Selangor's FMCG Sector, the following 1-5 Likert scale was used: 1=Strongly Disagree, 2=Disagree, 3= Neither disagree nor agree. 4= Agree, 5=Strongly Agree (Goelz, 2020).

The pre-questions determine whether the respondent is compatible with the study's goals and establish the conversation topic. The survey has three sections, and section A asks for personal information. Questions for the independent and dependent variables are included in Sections B and C. For the variables, there are thirty-one (31) questionnaires. The components of variables and sources of the questionnaire are shown in Table 3.2 below.

Table 3. 2
Sources of Instruments

Section	Sources	Type of Scales	Item
Section A: Socio-Demographic	General Question	Nominal Scale	4
Section B: The Big Five Personality Trait Dimensions	Echchakoui (2013)	Likert Scale	25
Section C: Job performance	Pradhan & Jena (2016)	Likert Scale	6

3.4 Population and Sampling

3.4.1 Population

The target demographic for this study is Malaysian workers between the ages of 22 and 50 working in the FMCG Sector of Selangor. The Department of Statistics Malaysia (DOSM) estimates that 22.8 million people in Malaysia are between 15 and 64. Men comprise 11.73 million of the population, compared to 11.01 million women (Department of Statistics Official Portal, Malaysia, 2022). Since FMCG businesses in Malaysia are dispersed across many states, it was more straightforward for the researcher to perform this study if respondents were grouped in the same state, Selangor, as it is one of Malaysia's most advanced and developed states.

Due to its advantageous location near Kuala Lumpur and the fact that it serves as the main entry point for the nation, it has a competitive edge. Selangor takes pride in possessing Malaysia's largest economy. Selangor is the hub of significant industry clusters like FMCG, supported by a vital infrastructure. Due to the most remarkable

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employment rate and job opportunities in Malaysia, Selangor attracts the country's most qualified and skilled workforce.

Due to its advantageous locations, Selangor has also experienced enormous Foreign Direct Investments (FDI) during the past few years. Investors can locate industrial regions in Selangor to establish their businesses and offices or begin initiatives and projects because this state has a robust commercial environment and significant state government backing (Why Invest in Selangor ? The Golden Economic State of Malaysia., n.d.). Hence, the researcher chose Selangor as the suitable region to research as it comprised multiple industrial business offices and workers.

3.4.2 Sampling Technique

Probability and non-probability sampling are the available methods (Saunders et al., 2012). Sampling is the process by which researchers examine a portion or sampling of a particular group and use the information to produce claims that may be applied to a larger population or group (Fritz & Morgan, 2010). Saunders et al. (2012) claim that it would be impractical to use the entire population due to the size, cost, and time involved. This topic focused on convenience sampling, a type of sampling that is not based on probability. The researcher may utilize convenience sampling to collect market research data by picking participants from an accessible pool.

It is the most commonly utilized sampling procedure since it is rapid, easy, and inexpensive. If a member wishes to be a part of the sample, they are often simple to contact. Non-probability sampling strategies, which ensure participation from just a subset of the target population, are less unbiased than probability procedures.

Participants in these approaches may be selected by the researcher, directed to the researcher, or selected freely to participate in the study.

The most common types of non-probability sampling include convenience sampling, snowball recruitment, and purposeful sampling, in which participants are selected directly by the researcher. Then the researcher announces the study, and participants self-select if they wish to participate. Non-probability sampling research results can only be generalized to the research participants; this is significant since it limits researchers from extending study findings to the general population.

Non-probability sampling research does not allow for evaluating sample error or data correctness concerning a target population. A non-probability-based study cannot draw generalizable causal inferences or empirical connections from its participant population (Stratton, S. 2021). Convenience sampling allows researchers to acquire data that would be impossible to collect without a sample size. Furthermore, it typically costs little money and is simple to do with readily available subjects. Besides, convenience sampling enabled the researcher to collect information that can be used to develop a strong hypothesis because this study is exploratory. (Nikolopoulou, 2022)

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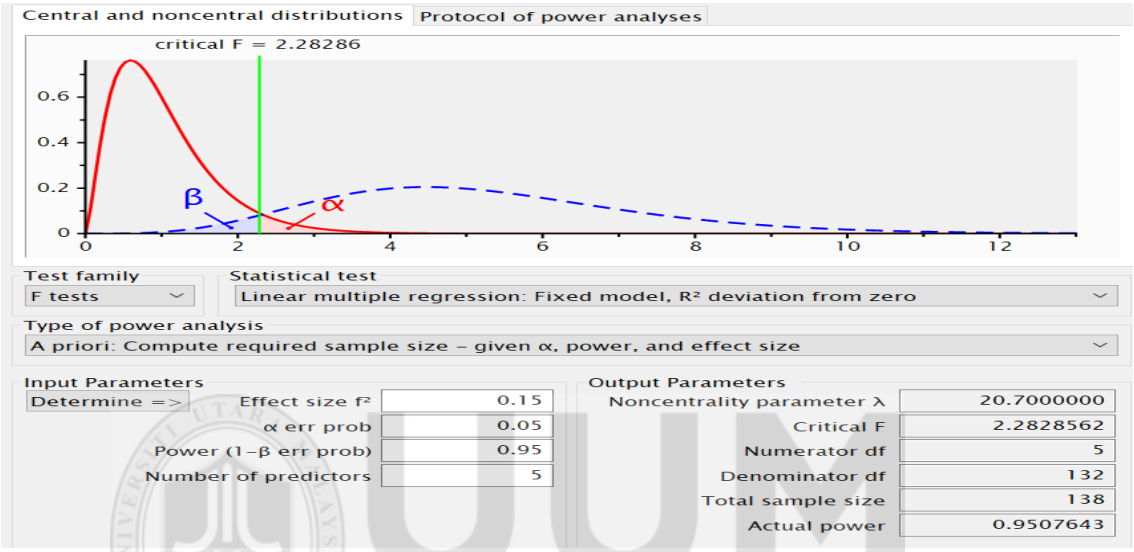
3.4.3 Sample Size

The selection of sample size is determined by several variables, such as the study's objective, statistical analysis, instrument selection, and practical concerns (Memon, 2020). Sekaran (2018) contends that to extrapolate the sample's findings to the population under study, it is essential to have an appropriate and trustworthy sample

size. For it to be statistically valid, the sample size must allow for a minimal error margin while accurately reflecting the population's features. GPower is among the most well-known approaches for calculating the optimum sample size for research (Prajapati, Dunne, & Armstrong, 2010).

Figure 3. 1

G-Power Analysis



The researcher used G-Power analysis to determine the sample size for this research. The minimum sample size was set at 138. The researcher distributed twice as many (n=276) even though the projected sample size was 138 to increase the response rate.

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3.4.4 Unit of Analysis

The degree of data collection for the subsequent data analysis is known as the analysis unit. An individual unit of analysis is analogous to referring to data acquired from each person and recognizing employee input as an individual factual foundation.

3.5 Data Collection Procedures

3.5.1 Primary Sources

Primary data is information the researcher directly collected from sources important to the study's goal. Observations, surveys, and interviews are the primary sources of information (Sekaran & Bougie, 2013). Using a questionnaire, the researcher primarily collected data from participants for this study. The researcher responded in English because of the wide range of backgrounds represented among the respondents. The results of this survey will reveal the respondents' personality qualities and how they relate to their work performance.

3.5.2 Questionnaires Design

Every question complies with the goal of the study. The questions in each questionnaire section are brief and straightforward enough for respondents to understand. The primary goal of the preliminary questions is to introduce the conversation topic while determining whether the respondent fits the study's objectives. These inquiries assist in defining the sample and looking at its subgroups (Collis & Hussey, 2014). There are three sections of the questionnaire in this study. Section A is about the socio-demographics of respondents, which has been measured using a nominal scale. The five major personality traits are discussed in Sections B and C, together with job performance as measured using a 5-point Likert scale, as shown in Table 3.3.

Table 3. 3
5-Point Likert Scale

Scale	Meaning
1	Strongly disagree
2	Disagree
3	Neither disagree nor agree
4	Agree
5	Strongly agree

Adapted from Zikmund et. al (2010)

Table 3. 4

Summary of Questionnaires Design

Section A: Socio-Demographic

Variables	Item Number
Age	1
Gender	2
Highest Educational Qualification	3
Business Sector	4

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Section B and C: The Big Five Personality Trait Dimensions and Job Performance in the FMCG Sector of Selangor

Construct	Item
Extraversion	I talk to a lot of different people
	I do not mind being the center of attraction
	I am the life of the party.
	I feel comfortable around people.
	I start conversations
Conscientiousness	I am always prepared
	I pay attention to details

	I get chores done right away
	I like order
	I follow a schedule
	I am exacting in my work
Openness to Experience	I have excellent ideas
	I am quick to understand things
	I use difficult work
	I am full of ideas
Neuroticism/Emotional Stability	I get irritated easily
	I get stressed out easily
	I get upset easily
	I have frequent mood swings
Agreeableness	I am interested in people
	I sympathize with other's feelings
	I have a soft heart
	I take time out for others
	I feel others' emotions
	I make people feel at ease
Job performance in the FMCG Sector of Selangor	I used to maintain a high standard of work.
	I am capable of handling my assignments without much supervision.
	I am very passionate about my work
	I know I can handle multiple assignments to achieve organizational goals.
	I used to complete my assignments on time
	My colleagues believe I am a high performer in my organization

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3.6 Data Processing

Data processing is the process of translating data into information. Before the researcher analyses the data that has been gathered, the organization and generated data are required. Aspects of data processing include editing, coding, transcribing, and cleaning. Data verification identifies problems and survey errors, such as typographical and content errors. After a preliminary test, the survey questions are precise and exhaustive. These modifications and the removal of inaccurate replies are included in the data editing. Consequently, the data will be improved, and accuracy will grow.

Data is categorized using numbers and characters in data coding. One denotes high disagreement, two denote disagreement, three denotes neutrality, four denotes agreement, and five denotes strong agreement. In the questionnaire, respondent replies are coded appropriately. Data transcription is the process of entering coded data into computers, and the researcher uses SPSS version 28 to examine the data they have collected. Last, data cleaning, sometimes called data scrubbing, focuses on finding and removing errors and contradictions to raise the data quality.

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3.7 Data Analysis Techniques

The researcher analyzed the study's data using the statistical program for the social sciences, version 28. It is an interactive or survey analysis statistical software program. Most top research organizations worldwide utilize SPSS to analyze and mine text data for their research and survey initiatives. One of the numerous

advantages of using this program for data analysis is how little effort it demands from the researcher.

Compared to other statistical tools, SPSS takes less time to analyze data, allowing the researcher to undertake in-depth, critical studies involving enormous amounts of numerical data and information. Systematic data review and interpretation is a time-consuming and challenging procedure. However, SPSS software can readily manage vast data and information to continue the research and reach a crucial conclusion. Because it assists in analyzing, transforming, and producing the data set between various data variables, this program is helpful for data analysis and surveying. So that the researcher can rapidly understand and evaluate the results, the output can be shown graphically.

Through SPSS analysis, the researcher could build a thorough critical review and critically assess the link and interdependence between variables within data sets. Therefore, it would be advantageous for the researcher to use SPSS software to improve the rationality and conciseness of the data analysis and evaluation in order to assess the most recent trend and interpret the data by comprehending the interrelationship between the dependent information and data in order to test the survey's hypotheses.

In this study, the researcher ran a descriptive analysis, a pilot test, a multiple regression test, and a Pearson correlation coefficient test. Data will be assessed, documented, and decrypted using logical or statistical methods. After collecting all user data, data analysis is carried out, and this method assesses the discrepancy between actual and predicted data. It then evaluates the consistency of data quality and characteristics. In the first part, descriptive statistical analysis will describe and

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summarize the information. These statistics will contain dispersion and central tendency (average) metrics (the spread of data or how close each other is to the measure of central tendency).

Frequency statistics, such as correlation and regression, evaluate the dependability of the data. In the meantime, the researcher will also use Pearson's correlation to ascertain the relationship between the independent and dependent variables. This approach is often used to detect if multiple variables have a low or high correlation level

3.7.1 Descriptive Analysis

A group's characteristics can be described partly by age, gender, and educational background. Using cross-tabulation analysis, the data in this study are examined. It provides a summary of the information given, describing the respondents' industries of business and the central tendency metrics (Burns & Bush, 2003). All the information will be compiled in tables and figures.

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3.7.2 Pilot Test

By pre-testing the questionnaire, challenging questions will be removed. According to Zikmund (2013), a survey's quality outcomes are solely determined by the design of the questionnaire. A good survey should be simple to interpret, offensive-free, and fair to all respondents. Duane (2005) states that a pre-test is essential since it reveals

grammatical and structural flaws. Hence, a few questionnaires are given to a lecturer at UUM Kuala Lumpur who specializes in this subject to assess the questionnaire's quality. The questionnaire was altered before the researcher ran the pilot test based on all comments and suggestions.

The pilot study took place in the second week of December 2022. The researcher decides to pre-test the questionnaire involving 30 participants to verify the reliability of the scale, wording, and question sequence, as well as the respondents' grasp of the questions' substance. The researcher evaluated the consistency and stability of the scales using Cronbach's alpha. Because dependability scores between 0.70 and 0.90 are frequently suitable for academic purposes, this measurement is very dependable. (Maina et al., 2015; Huang, 2012; Nunnally, 1978). The Cronbach Alpha expansion is displayed in the table below.

Table 3. 5
Cronbach's Alpha

Cronbach's Alpha	Internal Consistency
<0.6	Weak
0.6 until < 0.7	Average
0.7until < 0.8	Good
0.8 until < 0.9	Very Good
>0.9	Distinction

Source: Hair et al. (2010)

Table 3. 6
Reliability (Pilot Test)

Variables	Number of Items	Cronbach's Alpha
Extraversion	5	0.922

Conscientiousness	6	0.895
Openness	4	0.795
Neuroticism/Emotional Stability	4	0.893
Agreeableness	6	0.913
Job Performance	6	0.919

3.7.3 Hypothesis Testing

Hypothesis testing enables the researcher to determine the interrelationship between variables. It helps predict the correlation between independent variables (conscientiousness, extraversion, agreeableness, openness to experience, and neuroticism/emotional stability) and how it influences the dependent variable (job performance) among workers in the FMCG sector in Selangor. Pearson's Correlation Coefficient and Multiple Regression Analysis were performed to identify any association between the independent and dependent variables.

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3.7.4 Pearson-Correlation Coefficient Analysis

The degree to which two or more quantitative variables are related is evaluated using the Pearson product-moment correlation coefficient test (Pallant, 2013). Pearson Correlation values between -1 and 1 indicated the strength of the association between the variables, according to Pallant (2013). The guidelines for the Pearson Correlation coefficient are given by Choudhury (2009).

Table 3. 7
Strength of Correlation Coefficient

Scales	Relationship
(-1.0 to 0.5) or (0.5 to 1.0)	Strength
(-0.5 to -0.3) or (0.3 to 0.5)	Average
(-0.3 to -0.1) or (0.1 to 0.3)	Weak
(-1.0 to 0.1)	Very Weak/No Relationship

Adapted from Choudhury (2009) and Pallant (2013)

3.7.5 Multiple Regression Analysis

The influence of independent and dependent variables can be evaluated by multiple regression (Sekaran & Bougie, 2013). The researcher performed multiple regression analyses to investigate the significant relationship between independent traits such as extraversion, agreeableness, conscientiousness, neuroticism/emotional stability, and openness and dependent variables such as job performance. It becomes evident that a one-unit increase in any of the other independent variables impacts the dependent variable as each independent variable's regression coefficient increases.

3.8 Chapter Summary

In this chapter, the researcher gives a more detailed description and outline of the research technique or strategy employed in the study. To improve the research model, the researcher has already used quantitative approaches. Additionally, the researcher discussed data gathering, analysis, and sampling.

Additionally, convenience sampling was used in this study's sample technique to increase the generalizability of its findings. As a result, millennials who work in the FMCG sector of Selangor between the ages of 22 and 50 make up the study's target demographic. In addition, construct metrics have been developed based on prior research and focus group talks. It will be carefully chosen to ensure that each construct's measure is as accurate as possible in collecting participants' individual data and experiences.

An additional five (5) points for each concept will be evaluated using a Likert scale, with all interval scale items scoring between 1 and 5. In order to clarify the data analysis conclusions, a thorough examination of the survey data will be covered in the next chapter.

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CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter includes a descriptive statistical analysis of the survey questionnaires and conclusions about the relationship between the Big Five Personal Attributes and work performance in the FMCG industry of Selangor. This chapter discusses the response rate, respondents' demographic background, reliability analysis, descriptive analysis of variables, and hypotheses testing.

The descriptive analysis of variables explained the mean and standard variance of variables. In comparison, the hypotheses testing comprised Pearson's correlation and multiple regression analysis to determine the inter-relationship between variables—lastly, the conclusion of the chapter.

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4.2 Response Rate

There were a number of 295 surveys sent out to industrial production staff. However, only two hundred seventy-six questionnaires were returned, contributing to a 93.5% response rate of the respondent in the present study. Sekaran and Bougie (2010) concur that a 30% return rate is sufficient. Table 4.1 shows the response rate for this study.

Table 4. 1
Response Rate

Items	Total (n)	Percentage (%)
Distributed Questionnaire	295	100
Collected Questionnaire	276	93.5
Unreturned Questionnaire	19	6.5

4.3 Respondent's Demographic Background

This section addresses the profile of participating respondents based on demographic characteristics. The respondents' demographic must be identified before reporting the findings to check any variables affecting the study's validity. Respondent's demographic information for this study included age, gender, highest educational, and business sectors. The demographic respondents were measured on nominal and ordinal scales. Table 4.2 shows the demographic information of respondents.

The total number of respondents for this study is two hundred seventy-six. The respondents varied in age. The majority of respondents were above 40 years old (30.4%), followed by respondents in the range age of 31-35 years old (26.1%), 25-30 years old (22.1%), 36-40 years old (14.1%) and below 25 years old (7.2%). Females comprise more than half of those who responded to the survey, 172 (62.3%), and male104 (37.7%). In terms of academic qualification of respondents, 2 (0.7%) had a primary education level, 15 (5.4%) had a secondary education level, and 259 (93.8%)

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had tertiary level education. Of all the respondents, two hundred seventy-six (100%) belong to the FMCG sector in Selangor.

Table 4. 2
Measurement of Demographic Information

Demographic Information			Frequency	Percent(%)	Valid (%)	Cumulative Percent(%)
Age	Valid	Below 25 years	20	7.2	7.2	7.2
		25-30	61	22.1	22.1	29.3
		31-35	72	26.1	26.1	55.4
		36-40	39	14.1	14.1	69.6
		Above 40	84	30.4	30.4	100.00
Gender	Valid	Male	104	37.7	37.7	37.7
		Female	172	62.3	62.3	100.0
Education	Valid	Basic	2	.7	.7	.7
		Secondary	15	5.4	5.4	6.2
		Tertiary	259	93.8	93.8	100.0
Sector	Valid	FMCG Sector in Selangor	276	100.0	100.0	100.0

4.4 Reliability Analysis

The reliability analysis for two hundred seventy-six respondents was analyzed to measure the internal consistency through Cronbach's alpha. The reliability scale can be measured by the alpha coefficient value, which ranges from 0 to 1, according to Hair et. Al (2010), a Cronbach's Alpha range from 0.7 to 0.8 represent excellent strength of association, and the value range from 0.8 to 0.9 represents distinction

strength of association. An alpha range of more than 0.9 represents an excellent strength of association. According to Loewenthal (2004), a result over 0.6 is regarded as appropriate for exploratory research.

Table 4. 3
Reliability (Actual Study)

Variables	Number of Items	Cronbach's Alpha
Extraversion	5	0.869
Conscientiousness	6	0.833
Openness	4	0.754
Neuroticism/Emotional Stability	4	0.920
Agreeableness	6	0.856
Job Performance	6	0.835

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4.5 Descriptive Analysis of Variables (Correlation Matrix)

In this research, descriptive analysis was used to identify the characteristics of variables in terms of mean and standard deviation. The function of the mean value is to measure the data set's average (Meier & Brudney, 2002). Standard deviation measures the dispersion of data that deviates around the mean.

The data were tested for the first independent variables, extraversion, conscientiousness, Openness, neuroticism/emotional stability, and agreeableness. The mean value of variables was measured using a 5-point Likert scale. There are three different 5-point Likert scale was used in this study.

For the five independent variables; extraversion, conscientiousness, Openness, neuroticism/emotional stability, agreeableness, and one dependent variable; job performance has been measured using a 5-point Likert scale such as 1: "Strongly disagree," 2: "Disagree," 3: "Neither disagree nor agree," 4: "Agree," 5: "Strongly Agree." (Goelz, 2020).

Table 4.4 displays the standard deviation and mean for both dependent and independent variables. The results showed the mean (M) and standard deviation (SD) values for independent variables, which are Extraversion (M=3.8623, SD=0.67357). It means that the relationship was supported by more than fifty percent of the participants (3.8623); however, the standard deviation indicates that the data point is spread away from the mean (more than 60 percent).

Conscientiousness (M=3.8496, SD=0.52746) shows more than half of our participants moderately agreed with this; as a result, we know that a bit high (more than 50 percent) standard deviation indicated that the data point is spread away from the mean. Openness to experience shows the reading of (M=3.8841, SD=0.52843). The mean of Openness to experience (3.8841) shows that many of our participants agreed with the positive relationship; as a result, a 52.84 percent standard deviation indicates that the data point is spread over an extensive range of values.

Neuroticism/emotional stability (M=1.4638, SD=0.80258) shows few participants agreed with the relationship, and data are spread far away from the mean. Agreeableness (M=3.8804, SD=0.57384) shows that more than half of our participants moderately agreed with this; as a result, we know that moderately high (more than 50 percent) standard deviation indicates that the data point of spread away from the mean. While the mean and standard deviation value for the dependent

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variable, job performance, is M=3.9674 and SD=0.48507. The mean of 'Job Performance' (3.8804) shows that more than half of the participants moderately agreed with the relationship. The standard deviation is less than 50 percent, indicating that the data point is close to the mean.

Table 4. 4
Descriptive Statistics

Variables	Mean	Std. Deviation
Extraversion	3.8623	.67357
Conscientiousness	3.8496	.52746
Openness	3.8841	.52843
Neuroticism/Emotional Stability	1.4638	.80258
Agreeableness	3.8804	.57384
Job Performance	3.9674	.48507

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4.6 Hypothesis Testing

4.6.1 Analysis of The Pearson Product-Moment Correlation Coefficient

One systematic method for evaluating the closeness of a relationship between two or more numerical variables is the Pearson product-moment correlation coefficient test (Pallant, 2011). The Pearson Correlation values within -1 and 1 indicated the degree of correlation between the variables, according to Pallant (2011).

a) Hypothesis 1

H1: There is a significant relationship between the extraversion trait and job performance. Pearson correlation has been used for testing Hypothesis 1. Table 4.9 indicates that no association between extraversion and work performance is statistically significant. There was a positive relationship between the extraversion trait and job performance r= 0.198 at p<0.001. The result indicates that the strength of the relationship between the extraversion trait and job performance is weak (r= 0.198). A weak correlation indicates a minimal relationship between the variables (Zevia Schneider & Dean White Head, 2013). Thus, the hypothesis for this relationship has yet to be accepted.

b) Hypothesis 2

H2: There is a significant relationship between conscientiousness traits and job performance, as shown in Table 4.9. Pearson correlation has been used for testing Hypothesis 2. The correlation between conscientiousness trait and work performance was a positive relationship r=0.343 at p<0.001. The result indicates moderate relationship strength between conscientiousness and job performance (r= 0.343). It demonstrates that conscientiousness trait can affect the employees' job performance. Thus, the hypothesis for this relationship is accepted.

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c) Hypothesis 3

H3: There is a significant relationship between openness traits and job performance.

Pearson correlation has been used for testing Hypothesis 3. Table 4.9 shows a substantial correlation between openness and work performance. There was a positive relationship between openness and job performance at r= 0.350 at p<0.001. The result indicated moderate relationship strength between openness and job performance (r= 0.350). Hence, the openness trait moderately impacts employees' job performance. Thus, the hypothesis for this relationship is accepted.

d) Hypothesis 4

H4: There is a significant influence between neuroticism/emotional stability trait and job performance. Pearson correlation has been used for testing Hypothesis 4. No significant relationship existed between neuroticism/emotional stability and job performance, as shown in Table 4.9. There was a positive correlation between neuroticism/emotional stability and job performance r= 0.009 at p<0.001; however, the result indicates that the strength of the relationship between neuroticism/emotional stability and job performance is weak/no relationship (r=0.009). The conclusion based on the result is that extremely high or low neuroticism personality trait is not desirable for excellent job performance. (Neema Gupta & Ashish K. Gupta, 2020). Hence, the hypothesis for this relationship has yet to be accepted.

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e) Hypothesis 5

H5: There is a significant influence between agreeableness traits and job performance.

Pearson correlation has been used for testing Hypothesis 5. As shown in Table, a significant relationship exists between the agreeableness trait and job performance. There was a positive relationship between the agreeableness trait and job performance r= 0.502 at p<0.001. The result indicated a strong relationship between the agreeableness trait and job performance (r= 0.502). It shows that increased agreeableness would lead to higher job performance among employees. Thus, the hypothesis for this relationship is accepted.

Table 4. 5
Summary of Correlation Analysis

		EXT	CON	OPN	NES	AGR	JOP
Extraversion	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	276					
Conscientiousness	Pearson Correlation	.162**	1				
	Sig. (2-tailed)						
	N	276	276				
Openness	Pearson Correlation	.272**	.332**	1			
	Sig. (2-tailed)						
	N	276	276	276			
Neuroticism/ Emotional Stability	Pearson Correlation	-.241**	-.013	-.190**	1		
	Sig. (2-tailed)						

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	N	276	276	276	276		
Agreeableness	Pearson Correlation	.385**	.352**	.299**	.054	1	
	Sig. (2-tailed)						
	N	276	276	276	276	276	
Job Performance	Pearson Correlation	.198**	.343**	.350**	.009	.502**	1
	Sig. (2-tailed)						
	N	276	276	276	276	276	276

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

4.7 Multiple Regression

As shown in Table 4.6, the R-value shows a high degree of correlation (R= 0.560). Moreover, the (R square=0.314) indicates that 31.4% of the variance that explained job performance was accounted for by the independent variables, where the F (20.316, 44.390) = 24.715 at p<0.001, as depicted in Table 4.7.

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Table 4. 6
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.560a	.314	.301	.40547

a. Predictors: (Constant), Agreeableness, Neuroticism/Emotional Stability, Conscientiousness, Openness, Extraversion

b. Dependent Variable: Job Performance

The ANOVA table 4.7 shows how much of the total variance is random and how much is caused through treatment variation. As the sum of the square for regression (20.316) is less than the sum of squares for residual (44.39), we can state that the random variation is greater than the treatment variation. The F value is higher than its critical value, so we can conclude that the strengths of the relationships between extraversion, conscientiousness, agreeableness, neuroticism/emotional stability, openness, and job performance are all different.

Table 4. 7
Anova Analysis

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.316	5	4.063	24.715	<.001b
	Residual	44.390	270	.164		
	Total	64.707	275			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Agreeableness, Neuroticism/Emotional Stability, Conscientiousness, Openness, Extraversion

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Table 4.8 displays, as a result of regression analysis, the Beta Coefficient of each element of personality characteristics: Extraversion(β=-0.21), Conscientiousness (β=0.130), Openness to experience(β=.178), Neuroticism/ Emotional stability (β=.011), Agreeableness(β=.342). The analysis showed that Agreeableness and Openness to experience had the highest and lowest impact on the dependent variable

of job performance, respectively. The higher value of t at the significance level ($p<.001$) would mean that the variable contributes more towards job performance.

The above table indicates that only Agreeableness (t- statistics = 6.832 and Sig. value $p<0.001$), Openness (t- statistics = 3.446 and Sig. value $p<0.001$), and Conscientiousness (t- statistics = 2.539 and Sig. value $p= 0.012$) are significant among all the five variables that contribute to the model. The statistics show that with one unit change in Agreeableness, the performance of employees will increase by 0.342 units. In contrast, with one unit change in Openness, the performance of employees will increase by 0.178 units. For the independent variable of Conscientiousness, with one unit change, the performance of employees will increase by 0.130 units. Moreover, Neuroticism/Emotional Stability does not contribute to the model for predicting Job performance (t- statistics = 0.347 and Sig. value = 0.729). Conversely, extraversion (t- statistics = -0.510 and Sig. value = 0.610) negatively affected job performance.

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The purpose of the multiple regression study was to provide more support for the relationship between job performances and the Big Five personality characteristics by using only instruments expressly developed to assess these dimensions. In the overall results, it has been found that Agreeableness had the highest validity of the Big Five dimensions for overall job performance (t- statistics = 6.832 and Sig. Value is $p<0.001$). Interestingly, there are no association degrees of criterion-related validity between Neuroticism and Emotional Stability.

In addition, the individual sector assessments, such as FMCG, present a more comprehensive overview of the Big Five's validity than previous studies. The dimensions beyond Extraversion show weak validity for the relationship with job

performance in sectors like FMCG. Since the broad, active, and expanding FMCG industry welcomes street-smart individuals. Given the variety of occupations available, there are a wide variety of personalities and people with highly different talents, backgrounds, and experiences in the FMCG sector. Although this will undoubtedly be advantageous in the job, where diverse abilities will be highlighted in specific areas, it also gives employees a fantastic opportunity to interact with individuals from all over the world and from a variety of backgrounds (Why Consider a Career in FMCG? – the King's Careers Blog, 2019).

Employees with these two characteristics, Openness to Experience and Agreeableness, were found to be more intellectual and creative in their work. They created a good environment that put the needs of everyone first and has been shown to boost performance at work favorably. They have not only demonstrated that an employee's personality traits do have a significant impact on their performance at work, but they also urge employers and business leaders to develop effective employee development plans based on these personality traits if they want to see a significant increase in the productivity and development of their organization (Personality Traits and Job Performance, n.d.).

In addition, conscientious workers are accountable, organized, and diligent. Personality traits also depict self-control, perseverance, responsibility, and dependability. Employers seek conscientious candidates, so conscientiousness is a desirable trait. Personal and professional success are dependent on conscientiousness. Temporary difficulties or barriers do not dishearten conscientious individuals. Even when things do not go according to plan, they persist in pursuing their objective. Regardless of age or position, workers should strive to develop qualities such as

punctuality, awareness of deadlines, goal planning, and dedication. (Why Is Conscientiousness Important? - Indeed, Editorial Team 2020).

Next, Neuroticism/ Emotional stability has been connected to irritation, worry, insecurity, irritability, depression, and anxiety, which appear to predict performance in various jobs. However, just because a workplace has the potential to be stressful does not mean that every person will experience a high level of stress. Each individual effectively handles stress and analyzes the job environment based on personality features and life experiences (Jesús & Peña & Fernández-Salinero & Topa, 2020). Hence, Neuroticism/ Emotional Stability could not be a valid predictor of job performance. Besides that, many individuals believe extroverts excel in leadership, sales, and other work areas. Introversion and extroversion, the two various "temperaments" humans can have, are related to ambiversion. Many of us discuss these two qualities as though a person must possess either one or the other.

Nevertheless, that is not accurate. Nobody is entirely one way or the other regarding introversion and extroversion; they exist on a spectrum. Not even the chattiest or the most reserved extrovert (What Is an Ambivert? An In-Depth Definition and Guide, n.d.). When deciding between introverted and extroverted, ambiverts do not mind either working alone or in a group.

This adaptable personality type benefits from working in a workplace where employees may have to interact with many people and complete various activities. Being adaptive will allow a person to take advantage of greater possibilities and make the individual more aware of the environment. Ambivert personalities are very effective at advocating for themselves. They can separate their emotions and think.

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They can be reticent in some circumstances and outspoken when necessary rationally (What Is an Ambivert? An In-Depth Definition and Guide, n.d.).

It supports multiple regression results that extraversion does not predict employment success. According to a previous study, employees' job performance increased when their personality qualities were used appropriately. Suppose business employers want to train their employees to perform at their best. In that case, the researchers also advise that personality traits be considered in various scenarios, including assessing employees' responsibilities and establishing administrative regulations (Timothy & Cindy, 2015).

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Table 4. 8

Coefficient Results of the Study Model

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.513	.258		5.861	<0.001
	Extraversion	-.021	.041	-.029	-.510	.610
	Conscientiousness	.130	.051	.141	2.539	.012
	Openness	.178	.052	.194	3.446	<0.001

Neuroticism/Emotional Stability	.011	.032	.019	.347	.729
Agreeableness	.342	.050	.404	6.832	<0.001

a. Dependent Variable: Job Performance

4.8 Summary of Hypotheses

In this investigation, four hypotheses were created. The analysis supported all hypotheses. The hypothesis summary is shown in Table 4.9.

Table 4. 9
Summary of Hypotheses

	Hypotheses	Result
H1	There is a significant relationship between the extraversion trait and job performance.	Not Supported
H2	There is a significant relationship between conscientiousness traits and job performance	Supported
H3	There is a significant relationship between openness traits and job performance.	Supported
H4	There is a significant influence between neuroticism/emotional stability trait and job performance.	Not Supported
H5	There is a significant influence between agreeableness trait and job performance.	Supported

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4.9 Conclusion

This chapter describes the outcome of analyzing the data collected via the disseminated questionnaire. The analysis included the response rate, respondent's demographic background, reliability analysis, descriptive analysis, Pearson's correlation, and multiple regression analysis. The findings of this study also summarize the supported hypotheses that have been developed earlier. The next chapter is on the present study's discussion, recommendation, and conclusion.

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CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter highlights the essential conclusions from the data analysis. The findings can be concluded by answering the research objectives to verify the Big Five Personality Traits influencing job performance among FMCG workers in Selangor. The implication of theoretical and practical are being addressed. In addition, the study's limitations, ideas for further research, and suggestions are explored. The chapter concludes with a conclusion.

5.2 Recapitulation of the Study

This study investigated the relationship between job performance and Big Five Personality traits in the FMCG sector in Selangor. Two hundred ninety-five questionnaires were distributed, but only two hundred seventy-six were returned. The collected questionnaire was analyzed using descriptive analysis to know the respondents' demographic. Then, Pearson's correlation and multiple regression analysis were run to know the relationship between variables.

For the respondent's demographic background, most respondents belong to the age range of above 40 years, with a total of 84 (30.4%). The respondents are mainly female, where the female respondent is 172 and the male respondent is 104. In addition, workers in the FMCG sector in Selangor responded to a total of surveys. Most respondents had a tertiary education level, with a total of 259. The correlation

analysis was conducted for all variables. The correlation analysis results showed that independent variables, such as extraversion, had weak correlation strength (r= 0.198), and neuroticism/ emotional stability was fragile with no relationship (r=0.009). The strength of correlation ® between other independent variables is strong and moderate at (r= 0.343) for Openness, (r= 0.387) for agreeableness, (r= 0.350), and for Conscientiousness (r= 0.387). For the regression analysis, (R= 0.560) show that all the independent variables significantly predict job performance.

In addition, the (R Square=0.314) indicated that all variables contributed about 31.4% of the variance in job performance. Furthermore, the beta (β) value for all independent variables was unrelated to job performance. Agreeableness contributed to the most significant relationship on job performance with (β = .342), followed by Openness to experience (β =.178), Conscientiousness (β = 0.130), Neuroticism/ Emotional stability (β=.011), and Extraversion(β=-0.21).

This research study has revealed that the researcher has developed the Big Five personality profiles of workers in the FMCG sector in Selangor. The Big Five Personality traits are ultimately regarded as a guide to personality qualities. These five dimensions provide a framework for analyzing a person's personality, analyzing the development and process of psychological systems, behavior, and emotions in particular circumstances at work. According to the study, some personality traits significantly impacted employees' ability to accomplish their work. Doing the job well is essential for a well-functioning company attained through high employee productivity.

Hence, a rise in employees' productivity is necessary for the growth and success of an organization. By defining and describing patterns of behavior, behaviors, and

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feelings that last over a longer time, personality traits might be appealing to specialists in management (Hadziahmetovic & Mujezinovic, 2021). The interpretation of a person's behavior follows the understanding of the Big Five, which ultimately leads to reciprocity. The results of this study suggested job performance had a significant relationship with the Big Five dimensions, which are Agreeableness, Openness to experience, and Conscientiousness, although with a moderate to solid strength while disregarding neuroticism and extraversion, as it showed a weak, not significant relationship.

Agreeableness was determined to have the greatest influence on employees' job performance. Similar findings from other studies support the notion that agreeableness is the best predictor of job performance. (Blay, 2019). Although it was recommended that some dimensions were more appropriate for particular work occupations, other dimensions should be addressed. The findings of this study would promote the value of personality in the workplace and the use of various methods to compare discovered judgments.

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5.3 Discussion of the Findings

Earlier in this study, five objectives were set to examine the relationship between the Big Five Personality traits and job performance. Further discussion for each objective is elaborated in the following section.

5.3.1 The relationship between Extraversion trait and Job Performance

High extraversion employees were friendly, in search of excitement and enjoyment, and had a supportive social network. Extraversion test takers with high scores are social, outspoken, enthusiastic, friendly, talkative, forceful, and show positive conduct toward others. They are happy, creative, enthusiastic, and upbeat people. They never stop being active. They are entrepreneurially minded and enjoy working on a variety of initiatives. They are frequently discovered to be in crowded areas.

Those with low scores, on the other hand, are reserved, subservient, socially inept, and far less interested in others. Reduced extroversion does not imply that a person is less productive; it simply indicates that they work slowly. They are usually alone (Alsuwailem & Elnaga, 2016). Extroverts appreciate and thrive when they are the center of attention. Warmth, gregariousness, and assertiveness can be seen in extroverts. Extroverts are outgoing, lively, positive, and enthusiastic. Speaking, excitement, and stimulus appeal to them. They tend to be upbeat and enthusiastic. It is harder to describe introverts. They move steadily and are not always depressed or pessimistic.

While being reserved, they could come across as cold to others. Despite their independence, others could perceive them as bad teammates. Even though they may deny it, they prefer to work alone. (The 5 Fundamentals of Leadership Personality, n.d.). This study discovered a regression result of (t- statistics = -0.510 and Sig. value = 0.610) when the relationship between extraversion and job performance was examined. Extraversion was not a significant predictor of job performance in the current study, which is surprising. A possible explanation may be that the FMCG

sector does not rely heavily on being expressive. It is because the FMCG sector comprises a combination of extroverts and introverts who contribute to their job performance, which will impact the business's success.

Instead, FMCG workers are compensated according to their performance. In the FMCG sector, we need employees with both extraversion and introversion traits. There has been much discussion regarding introverts and creativity. According to some accounts, introverts are more naturally creative than extroverts. This assertion lacks support. Both introverts and extroverts have the capacity for and are creative in their particular ways. Both extroverts and introverts possess skills that the world needs. This simple fact renders the argument over which personality type is superior in business and life in general useless.

Regardless of personality type, an individual must learn to use natural talents to enhance their career and life (Abdulrahman, 2019). However, Extraversion may predict job performance in other occupations that require expression skills, like public relations. Public relations are about interacting with people on many platforms to influence and develop relationships with them. These people interact with the media, approach potential stories, set up interviews, and manage crises. Therefore, Extraversion may predict performance for consultants who focus on building and maintaining a solid network for the organization they represent in the public eye (Best Jobs for Extroverts: 15 Sociable People Person Careers, n.d.).

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5.3.2 The relationship between Conscientiousness trait and Job Performance

The third personality trait that impacted job performance examined in this study is Conscientiousness. The study's findings for regression result was (t- statistics = 2.539 and Sig. value p= 0.012). Conscientiousness refers to how much a person demonstrates accountability, a goal-oriented mindset, reliability, and tenacity. Conscientious people put up much effort and practice self-control. Once more, they have the propensity to get detailed feedback on their performance and lessen the uncertainty. Conscientious people exercise good self-control, perform their duties diligently, always strive for success, and adhere to plans rather than acting impulsively.

As a result, they are adapted to creating long-term goals, organizing and planning ways to get there, and persevering in their efforts (Ghani et al., 2016; Seng et al., 2013; Waheed et al., 2017). Conscientious individuals have a strong sense of purpose, determination, and willpower. Accomplishment reliability, orientation, and orderliness are indicators of Conscientiousness. On the other hand, excessive scrupulosity or workaholism can result from high Conscientiousness and can be bothersome (Shazad, 2014). Poor scorers may not always lack moral ideals, but they may not always apply them with the same rigor.

Since the researcher found that Conscientiousness and agreeableness both significantly affect job performance, which is similar to this study result, they have concluded that people with conscientiousness and agreeableness traits have high levels of job performance. The management of every organization prefers workers who possess both personality attributes. If the workers lack these personality traits, the effectiveness of the individual, the team, and the company may suffer. Laziness,

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irresponsibility, and uncooperative are negative personality traits that may be displayed in the workplace. Companies want prompt employees to stick to schedules and put 110% effort into whatever they do.

In essence, being diligent will enable the employees to be more successful throughout their work, regardless of whether they are the CEO of a global company, a manager of a small team, or even just a waitress at a small restaurant. A further desired and employable trait that will continue to be a critical factor in success in the job and all other spheres of a person's life is Conscientiousness, defined as honesty and having strong moral principles. Owing to their tendency to be better structured, conscientious individuals also have a greater probability of achieving success. It allows us more time to focus on what is vital and complete what is required. In essence, if employees are organized, they will need to spend less time searching through computer papers or files and more time completing the task at hand in order to make the deadline (Heather, 2018).

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Similarly, their employers noticed their superior performance and wished to have them in leadership positions so they could set an example. Also, as conscientious individuals are less inclined to skip work, they will miss fewer meetings and deadlines. As a result, they will be more knowledgeable and better equipped to advance their careers and perform on the job (Heather, 2018).

However, high levels of Conscientiousness may not always be beneficial because they can harm well-being when a failure occurs. Although Conscientiousness has emerged as the strongest of the five criteria to predict job performance (Seng, 2013), a key distinction has been established between task performance, which is the fulfillment of the fundamental functions and duties specified in the job description,

and contextual performance, which consists of the additional role and pro-social behaviors above the basic job requirements (Alsuwailem & Elnaga, 2016; Attia, 2013; Waheed et al., 2017). The mentioned finding aligned with this research result where Conscientiousness showed moderate strength of correlation to job performance, and this indicated that the conscientiousness trait level is not too high in the personality profile of employees.

5.3.3 The relationship between Openness trait and Job Performance

The second most important quality that positively impacts job performance, according to the regression test that was done, is Openness to experience (t- statistics = 3.446 and Sig. value $p<0.001$). It demonstrates that the businesses chosen for the study place a premium on innovation, being receptive to new ideas, and accepting change as a necessary component of successful work performance. Moreover, being open to new experiences is a situation-specific productive quality in organizational settings where encouraging creativity and new ideas is essential to increasing profitability (Al-Sabi et al., n.d.). One of the most dynamic businesses today is the FMCG sector, where employees must be innovative, perceptive, and technically proficient to succeed. The significance of Openness to experience results is determined by the character and layout of the task. More open people will prefer unstructured work and functioning styles. These people also respect autonomy in their profession and are like an ongoing challenge.

Consequently, Openness should only be seen positively by those who hold jobs that need a high degree of independence, autonomy, and creative thought. The aspect of

the cognitive style known as Openness to experience separates imaginative, creative, and conventional persons. Openness to experience is the amount to which a person is inventive, thoughtful, accepting of fresh experiences, and inquisitive. It also gauges a person's imagination and desire for new experiences, including depth, breadth, and variety. Those with high Openness demonstrate tolerance for ambiguity and seek out excitement and dangers, whereas others with low Openness opt for the safe to minimize risk. Measurements of Openness to experience may be used to identify persons who are "training ready" or ready to learn (Alsuwailem & Elnaga, 2016; Attia, 2013; Ghani et al., 2016; Seng et al., 2013; Waheed et al., 2017). High Openness is detrimental in professions that need primarily mechanical labor and little independent thinking.

Because of their intrinsic potential to flourish in circumstances with increased complexity, persons with an open disposition would be promoted to higher ranks in the hierarchy. Also, there is a correlation between the urge for success and being open to ambition. Open individuals can naturally become group leaders since they are likelier to promote fresh ideas, pose more inquiries, and express more views. As a result, Openness is a crucial trait in predicting professional advancement in addition to performance. The degree to which a person allows internal or external influences to influence them is called Openness to experience.

People with a high Openness to experience seem more inclined to seek out new experiences, initiate unique ideas, and exhibit a creative attitude. Openness to "taking in, analyzing, and weighing what the world has to give" (culture) (Gouri Mohan & Zubin R. Mulla, 2013). These people can experience emotions that are richer and more varied than those felt by an average person. In Perak, Malaysia, academic staff from

private universities were evaluated for their Big Five personality traits and work participation by Hau & Bing (2018). They discovered that agreeableness, conscientiousness, and Openness significantly influenced a person's dedication to their professional experience.

5.3.4 The relationship between Neuroticism/Emotional stability trait and Job Performance

Workers who scored highly on neuroticism tend to be pessimistic. They consequently feel stress, hypertension, sadness, and anxiety. It has self-consciousness, vulnerability, excess, anxiety, and irritation. Greater neuroticism is more quickly irritated. They are powerless over their urges. They are more vulnerable to heart attacks and rage. Low-scoring employees are less likely to become angry. They do not quickly get angry and are stable, quiet individuals. If neuroticism is low, the person is reckless. Very low neuroticism is unacceptable from the perspective of a career. It relates to the person's capacity to adapt to emotional stability. It addresses the propensity for people to have a wide range of disturbing emotions and ideas. Individuals with elevated levels of neuroticism are much more susceptible to stress, uncertainty, and tension than those with low levels of neuroticism. In contrast, those with low levels of neuroticism can be described as self-assured, peaceful, even-tempered, and relaxed. In task situations, as opposed to interpersonal ones, a steady feeling, and responsible behavior are more productive.

Poor stress coping, illogical thinking, poor impulse control, and concern are all symptoms of low emotional stability or excessive neuroticism (Alsuwailem & Elnaga,

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2016; Attia, 2013; Ferreira & Nascimento, 2016; Ghani et al., 2016; Seng et al., 2013; Waheed et al., 2017). Maladjustment refers to the inability to adapt swiftly or sufficiently to transform the emotionally taxing situation into a leadership moment. It is difficult for negative people to adapt at work. They frequently have a more challenging time with the stress that leaders must deal with regularly. Leaders should be less neurotic and much more emotionally stable than the people they manage. Employees must possess the ability to handle pressure without getting agitated or disturbed. The manager can assist the employee in developing the ability to control the barrage of negative emotions, concentrate on job performance, and steer clear of upsetting circumstances (The 5 Fundamentals of Leadership Personality, n.d.).

A degree of stress is helpful in the workplace since it evokes responsibilities and a goal-oriented mindset. The effects of five personality factors on managers' performance at work in India's FMCG Industry were examined by Gupta & Gupta (2020). They found that the personality trait of neuroticism had the lowest link with the work performance of managers in the FMCG sector. This factor is similar to this study's regression result, where neuroticism/emotional stability does not significantly impact job performance (t- statistics = 0.347 and Sig. value = 0.729).

Individuals with a high score for this characteristic usually experience emotional depression or anxiety. They suffer more than those scoring low with emotions of anxiety, despair, guilt, and isolation. Neuroticism is a long-term emotional condition that may make ordinary situations look more challenging. It is doubtful that this attribute relates to values or work choices because it is associated mainly with happiness or discomfort. One might anticipate that neurotic people will struggle in positions with a high potential for negative stress. Although neuroticism is

characterized by excessive concern, persons with this trait may flourish in vocations that demand less stress, anxiety, and pressure. They may be successful as freelancers, food scientists, yoga teachers, massage therapists, painters, freelance designers, and librarians (Center, 2021).

5.3.5 The relationship between Agreeableness trait and Job Performance

According to the analysis, Agreeableness had the most positive regression result (t-statistics = 6.832 and Sig. Value is $p<0.001$) and significant relationship with job performance. Due to the relatively higher level of client connection required by the FMCG sector's business needs and business models, aspects of Agreeableness, including compliance, modesty, and trust, can affect performance stability. So, the cooperative attitude of agreeable people benefits performance (Al-Sabi et al., n.d.). Agreeableness significantly predicted workplace performance. Altruistic, trustworthy, forgiving, and tolerant traits can be applied to people with Agreeableness, in contrast to antagonism, indifference to others, self-centeredness, disobedience, and care. Besides that, a person with a high level of Agreeableness appreciates the cooperation and favors having good relationships with others. Being agreeable can establish a reliable reputation and foster productive, collaborative working partnerships. It may also hinder one from being willing to strike complicated deals, pursue one's self-interest, or sway people for one's advantage.

In principle, Agreeableness refers to a people's propensity to value the needs of others above their own. For instance, those with high levels of agreeableness are inherently empathetic and often find considerable delight in assisting and caring for others. In

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addition to being reliable and forgiving, pleasant individuals prefer to work with others rather than against them. Hence, a high agreeableness score may be advantageous in various situations since it is an essential trait for earning and maintaining popularity. In general, amiable individuals are valued and pleasant to be around. Most consider them friends (Understanding Agreeableness and Its Impact on Your Behavior, 2022). Agreeableness is an element of interpersonal dispositions.

A person with a positive perspective is an amiable person. The person is pleasant and trustworthy and collaborates rather than competes. The person wants to help others and feels empathy and sympathy for them, and they are confident that others will return the favor. Those who are pleasant are forthright, generous, obedient, and humble. On the other hand, the extreme antagonist or unpleasant person is egocentric, suspicious of others' intentions, typically affected by empathy deficiency disorder, and fiercely competitive. To be liked, it has been recommended that workers should strike an equilibrium between ego and empathy. Training in empathy decreases egos to a reasonable level. Consensus-building enhances an individual's credibility as favorable results spread. (The 5 Fundamentals of Leadership Personality, n.d.).

Pleasing people are more popular and more likely to follow the law. In addition, they display greater job fulfillment while being less likely to be involved in workplace accidents. Those with low agreeableness are likelier to engage in unproductive conduct at work and may endure longer-term professional failure (The Big Five Personality Traits in the Workplace - Florida Tech Online, 2020). According to this study's findings, employees exhibit a few characteristics: kindness, helpfulness, and cooperation. Because they are willing to work and get along with other colleagues, it may help to increase job performance. In order to avoid conflict, they are also prepared

to compromise on their interests when dealing with others. It can keep things peaceful at work and raise everyone's productivity. The association between personality traits and job performance among Malaysian public secondary school teachers is examined by Rusbadrol, Mahmud, and Arif (2015). The findings revealed a positive association between job performance, Openness to experience, and Agreeableness.

5.4 Research Implications

5.4.1 Theoretical Implications

Much research has been conducted on FFM's idea of organizational criteria prediction. A unique mix of personality qualities may be needed to predict different performance indicators. Thus, the theory of work performance must be exhaustive. From a theoretical standpoint, the findings suggested that the Big Five Personality qualities impact the applicability of work performance. Many studies have been undertaken to investigate the personality qualities that influence employees' work performance in production, hospitality, and academia. This study added to the idea in significant ways. This research demonstrated a significant association between agreeableness, openness to experience, conscientiousness, and work performance, with agreeableness being the most prominent predictor.

This study is similar to a previous study where the researcher found that the most important predictor of job performance is agreeableness (Sev, 2019). The findings offered novel insights into traits that affected employees' job performance. As a result, it is possible to validate the theoretical implications of the framework-establishing

process and use that as a foundation for future study that will broaden its focus to related areas. The study tried to theoretically support the literature on FFM with job performance by analyzing personality traits with how well individuals perform at work. After many years of personality research, the FFM model emerged as the most widely used model of personality to date. This model has been adopted in large numbers of civilizations and translated into many languages, resulting in research confirming its dependability as a personality theory and demonstrating its worldwide reliability (Ackerman, 2017). This research indicated that while FFM does not provide exhaustive explanations of personality, it is known as the Big Five since it encompasses several personality-related words. In contrast, many associated characteristics and features meet the five requirements but are not necessarily characteristics in their own right.

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5.4.2 Practical Implications

Due to being accustomed to the traditional hiring practices of using bio-data screening, in-person interviews, preliminary and written tests, IQ testing, Final Viva, et cetera., firms frequently need to pay more attention to using personality in the first employee recruiting and selection process. Furthermore, only a select few understand the significance of intangible elements like personality features and productivity at work. This study revealed that personality qualities such as agreeableness, openness to experience, and conscientiousness might influence an individual's success at work. As a result, employers should invest time and effort in growing and improving employees' personalities to ensure they have the appropriate personality for their position. In order to educate and support employees in developing their personalities

and controlling their capacity to produce the most extraordinary performance, the organization could also offer training programs on such themes.

According to this study, managers should use personality trait evaluation tools in their hiring procedures, especially those in human resources departments. It is impossible to overstate personality qualities' role in improving one's effectiveness at work. Organizations may attract highly motivated and productive people by understanding the distinctive traits of their current workforce. They will also assist firms in assigning workers from the FMCG sector to activities and projects where they are more likely to be productive. Also, it is obvious how personality affects human resources' ability to do their jobs, and many businesses use this information when hiring new personnel. Interviews for jobs and cognitive ability testing are both inferior to personality tests. Personnel's personality profiles are required to ensure the company's success (Ms. Neelu Tuteja & Dr. P.K. Sharma, 2018).

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5.5 Limitations of the Study

There are certain limitations to how this study was conducted. Due to the large sample size and the need to conduct research in the FMCG sector in Selangor, the time needs to be increased and constrained. The number of respondents who can engage in the study is constrained by time. In order to save time, our research only uses two hundred seventy-six copies of the questionnaire as the final, trustworthy data that accurately represents the number of employees in the FMCG sector. If there was a longer time frame, the research could be conducted with a larger sample size to ensure the validity of our findings. The next is geographic coverage. The research is limited to one state

to reflect the selected sector adequately. As a result, the research will not be geographically comprehensive.

Data from only this state was used in the research because it was only conducted in Selangor. It means these geographic areas may only represent some workers in the FMCG sector. The current study's scope was restricted to the FMCG industry, which could have constrained its conclusions. Other industries, including business, education, and finance/banking, may be able to offer a more comprehensive perspective on the Big Five Personality traits that affect job performance. Next, the skewed responses provided by respondents would be another limitation. According to a personality testing study, almost everyone somewhat exaggerates their responses (Colquitt et al., 2015). Due to the subjectivity of questionnaires, respondents may be dishonest by not disclosing all of their negative behavior patterns because of a fear of social rejection. Alternatively, respondents may be prejudiced toward their conduct and feelings.

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5.6 Suggestions for Future Research

Only two hundred seventy-six copies of the questionnaire were obtained for this study. Nevertheless, the research's sample size must include all of Malaysia. For future research, the sample size should be extended to include all of Malaysia's states to be more representative. It is also the case because respondents in all demographics come from various backgrounds and ways of thinking. The information gathered will not be biased and will vary even more.

In addition, Selangor is the only place where the data are gathered. In order to decrease result bias and increase the dependability and quality of the data, future research should include a wider variety of places. In addition to those mentioned above, it is advised that the researcher perform longitudinal research methods in the future that consist of the three components of trend, cohort, and panel study. The longitudinal method allows the researcher to analyze data quickly at many points. As a result, the researcher can periodically review and compare the research's developments. Besides that, research that more fully defines the nomological network linking personality to job success is needed, in addition to examining the more precise relationships between personality traits and job performance.

The bivariate correlation between personality and performance has been the focus of this research, which has adopted a very pragmatic approach. Nevertheless, to fully comprehend the connection between personality and work performance, we must go beyond this bivariate relationship and focus on identifying the connecting factors. For instance, when discussing the conscientiousness attribute, it is frequently assumed that it has implications for motivation. In a multivariate model, motivational variables should be investigated in greater detail as intervening variables. The overall influence of personality on job performance may become more evident than the basic bivariate correlation coefficient has shown with improved identification of intervening variables (Hadjer, n.d.)

5.7 Recommendations

The study found a significant relationship between the big five personality traits of agreeableness, openness to experience, conscientiousness, and employees' job

performance in the FMCG sector in Selangor. Nevertheless, this relationship has yet to be thoroughly examined, especially concerning its impact on job performance in the FMCG sector. Hence, it is recommended that;

It is important to regularly evaluate and examine an employee's personality traits to ascertain their skills, expertise, and suitability for carrying out the duties of the jobs to which they have been allocated. Therefore, the big five personalities, determined by agreeableness, openness to experience, conscientiousness, and positive influence on employee job performance, are essential. It will help FMCG companies in Selangor understand how well they can serve the firm's interests in order to achieve goals.

The Big Five Personality traits-agreeableness, openness, and conscientiousness should receive careful consideration when FMCG companies schedule interviews for employment. The Human Resource Management Department should assess and understand the applicant's personality traits, status, and profile with his or her skills, ability, knowledge, and effort, as well as how dependable he or she will be to accept responsibility. It also will enable the proper person to fill current gaps in the company and carry out the duties they were hired for, leading to gains in organizational performance.

Performance reviews should be created to consider the employees' personality features, as this will make it much easier to meet the goals set, as the jobs will be correctly assigned to and carried out by workers with the necessary training and expertise. To ensure that resources are used effectively and efficiently, the Human Resource Department will once more assist in developing training and development programs.

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FMCG organizations assessed should support sanctioning of employees who are detected displaying deviant Personality Characteristics as opposed to the Job/tasks expectations set to them, ergo the Big Five Personality traits each have distinctive qualities. Once an employee has been hired, it is assumed that they will have the appropriate skills for the job given to them. Since business organizations are expected to achieve profit goals, market share goals, return on investment (turnover), growth goals, and expansion goals, among others, failure to live up to expectations, expected performance norms, and standards of operations deserves punishment and damaging sanctions.

FMCG companies should promote high job performance practices to help organizations succeed in the marketplace. These include demonstrating higher levels of motivation and job satisfaction, achieving greater job effectiveness, which improves job involvement, increasing employee self-efficacy, which improves work efficacy, better performances in unfamiliar environments, the capacity to consider new points of view, and appropriate behavior to create work methods that maximize productivity, efficiency, and effectiveness. These will support the organization's competitive advantage position and contribute to achieving organizational goals through improved leadership, better-planned schedules, increased efforts, more drive and tenacity, innovation, increased learning, and creativity, among other things.

5.8 Conclusion

In this chapter, the researcher discussed the relationship between Big Five Personality traits with job performance. Three independent variables (agreeableness, openness to experience, and conscientiousness) show a significant relationship towards the

dependent variable (job performance); however, two independent variables (extraversion and neuroticism/emotional stability) showed weakly and no relationship towards the dependent variable (job performance). Moreover, agreeableness is the most significant predictor of work success. The study's theoretical and practical implications have also been examined.

Furthermore, a few suggestions for future research to investigate the significance of Big Five Personality traits with job performance. Lastly, a few recommendations were proposed to the organization to improve employees' job performance if the Big Five personality traits were examined. Extraversion, openness to experience, and conscientiousness are three personality traits that are particularly likely to predict job performance for FMCG employees.

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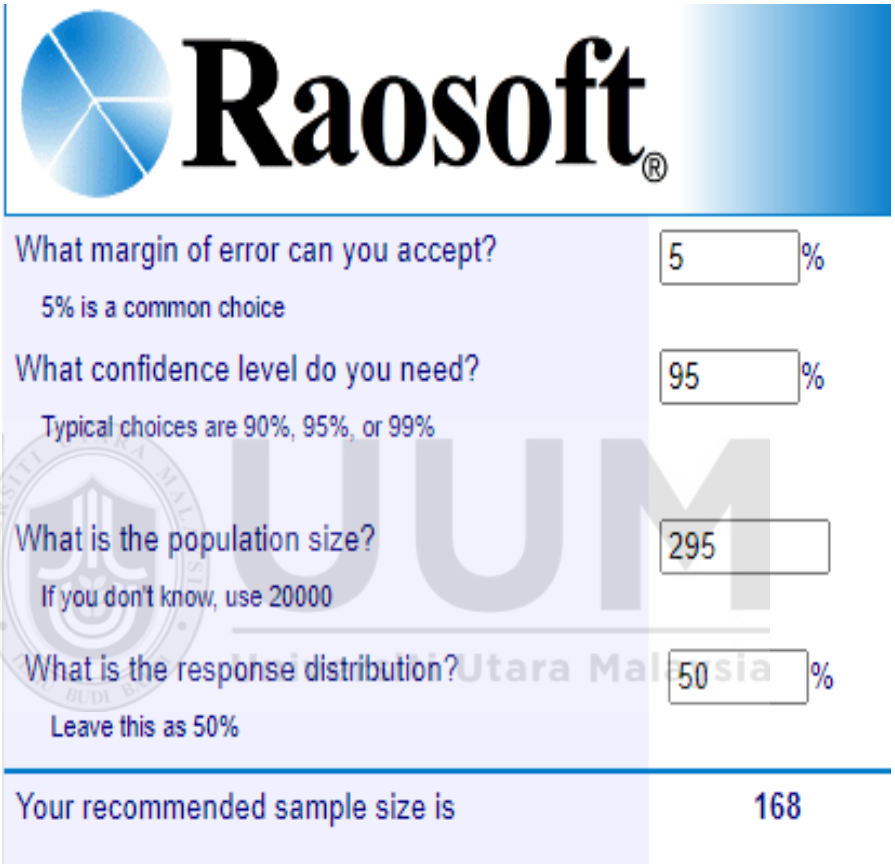
APPENDICES

Appendix A

Raosoft Calculator; Recommended Sample Size



Appendix B

Survey Questionnaire

Dear Respondent,

I am a postgraduate student at Universiti Utara Malaysia. I am conducting a study to examine the relationship of the big five personalities traits and job performance in the FMCG sector of Selangor. The following questionnaire is part of a research project for my Master of Science (MSC) Management. All your answers are confidential and will be utilized for academic purposes only. No information for individuals identified is to be disclosed or published, and all results will be presented as aggregated summary data.

The questionnaire consists of 3 sections which are :

Section A: Personal Data.

Section B:The Big Five Personality Trait Dimensions

Section C: Job performance in FMCG Sector of Selangor

Sincerely,

Pavityrah Mokhan

Universiti Utara Malaysia (KL Kampus)

MSc of Management

Email: pavityrah2306@gmail.com

Section A: Personal Data

A01. Age [years]: …….

A02. Sex: a. Male [ ] b. Female [ ]

A03. Highest educational qualification:

a. No education [ ]

b. Basic [ ]

c. Secondary[ ]

d. Tertiary [ ]

A04. Business Sector

a. FMCG [ ]

b. Others [ ]

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Section B: The Big Five Personality Trait Dimensions

The big five personalities traits are extraversion, conscientiousness, openness to experience, neuroticism/emotional stability and agreeableness.

Extraversion: Extraversion refers to the extent to which a person is sociable, talkative, lively, active, and excitable. Kindly indicate the extent to which you

agree with the following statement regarding extraversion.

Please indicate your level of agreement from **1**=least agreement to **5**= highest agreement with each of the statements by **circling** the appropriate number.

B01	I talk to a lot of different people.	1	2	3	4	5
B02	I do not mind being the centre of attraction.	1	2	3	4	5
B03	I am the life of the party.	1	2	3	4	5
B04	I feel comfortable around people.	1	2	3	4	5
B05	I start conversations.	1	2	3	4	5

Conscientiousness: Conscientiousness is the degree to which a person shows responsibility, achievement orientation, dependability and perseverance. Kindly indicate the extent to which you agree with the following statement regarding conscientiousness.

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Please indicate your level of agreement from **1**=least agreement to **5**=highest agreement with each of the statements by **circling** the appropriate number.

B06	I am always prepared.	1	2	3	4	5
B07	I pay attention to details.	1	2	3	4	5
B08	I get chores done right away.	1	2	3	4	5
B09	I like order.	1	2	3	4	5
B10	I follow a schedule.	1	2	3	4	5
B11	I am exacting in my work.	1	2	3	4	5

Openness to Experience: Openness to experience refers to the degree to which someone is creative, thoughtful, open to new experience and curious. Kindly indicate the extent to which you agree or disagree with the following statement regarding openness to experience.

Please indicate your level of agreement from **1**=least agreement to **5**=highest agreements with each of the statements by **circling** the appropriate number.

B12	I have excellent ideas.	1	2	3	4	5
B13	I am quick to understand things.	1	2	3	4	5
B14	I use difficult words.	1	2	3	4	5
B15	I am full of ideas.	1	2	3	4	5

Neuroticism: Neuroticism has to do with an individual's ability to adjust to emotional stability. It deals with one's tendency to experience a variety of disruptive emotions and thoughts. Kindly indicate the extent to which you agree or disagree with the following statement regarding neurotic

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Please indicate your level of agreement from **1**=least agreement to **5**=highest agreement with each of the statements by **circling** the appropriate number.

B16	I get irritated easily.	1	2	3	4	5
B17	I get stressed out easily.	1	2	3	4	5
B18	I get upset easily.	1	2	3	4	5
B19	I have frequent mood swings.	1	2	3	4	5

Agreeableness: Agreeableness is the degree to which someone shows trust, personal warmth and cooperation. Kindly indicate the extent to which you agree or disagree with the following statement regarding agreeableness.

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Please indicate your level of agreement from **1**=least agreement to **5**=highest agreement with each of the statements by **circling** the appropriate number.

B20	I am interested in people.	1	2	3	4	5
B21	I sympathize with others feeling.	1	2	3	4	5
B22	I have a soft heart.	1	2	3	4	5
B23	I take time out for others.	1	2	3	4	5
B24	I feel others' emotions.	1	2	3	4	5
B25	I make people feel at ease.	1	2	3	4	5

Section C: Job performance in FMCG Sector of Selangor

This section seeks data on the job performance in FMCG Sector of Selangor. Job performance is defined as a measure of how efficiently and effectively managers use resources to satisfy customers and achieve organizational goals.

Please indicate your level of agreement from **1=**least agreement to **5**=highestagreement with each of the statements by **circling** the appropriate number.

C01	I use to maintain high standard of work.	1	2	3	4	5
C02	I am capable of handling my assignments without much supervision.	1	2	3	4	5
C03	I am very passionate about my work	1	2	3	4	5
C04	I know I can handle multiple assignments for achieving organizational goals.	1	2	3	4	5
C05	I use to complete my assignments on time	1	2	3	4	5
C06	My colleagues believe I am a high performer in my organization	1	2	3	4	5

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Appendix C

Reliability Analysis for Actual Study

a) Extraversion

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.865	.869	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I talk to a lot of different people	15.79	6.586	.688	.508	.837
I do not mind being the centre of attraction	16.20	6.868	.758	.577	.823
I am the life of the party.	16.01	6.825	.588	.403	.863
I feel comfortable around people.	15.99	6.516	.729	.532	.826

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I start conversations	16.09	6.472	.693	.523	.836

b) Conscientiousness

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.827	.833	6

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am always prepared	19.61	7.148	.508	.347	.817
I pay attention to details	19.69	7.037	.549	.414	.810
I get chores done right away	19.58	6.085	.596	.387	.802
I like order	19.83	5.970	.581	.414	.808
I follow a schedule	19.79	6.172	.699	.539	.778

I am exacting in my work	19.76	6.377	.698	.521	.780

c) Openness

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.733	.754	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I have excellent ideas	11.51	3.218	.477	.292	.709
I am quick to understand things	11.66	2.932	.528	.302	.677
I use difficult work	11.84	1.989	.546	.350	.698
I am full of ideas	11.61	2.435	.645	.426	.599

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d) Neuroticism/Emotional Stability

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.919	.920	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I get irritated easily	4.61	5.955	.844	.723	.886
I get stressed out easily	4.49	5.974	.760	.587	.914
I get upset easily	4.55	5.767	.806	.666	.898
I have frequent mood swings	4.60	5.723	.851	.744	.882

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e) Agreeableness

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.853	.856	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am interested in people	19.81	8.287	.458	.232	.860
I sympathize with others feelings	20.00	8.149	.633	.409	.834
I have a soft heart	19.87	6.460	.712	.535	.818
I take time out for others	19.92	7.218	.668	.461	.824
I feel others' emotions	20.03	7.312	.708	.529	.816
I make people feel at ease	20.04	7.453	.706	.535	.817

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f) Job Performance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.836	.835	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I use to maintain high standard of work.	19.91	6.131	.453	.267	.837
I am capable of handling my assignments without much supervision.	20.28	5.349	.660	.458	.799
I am very passionate about my work.	20.01	5.374	.604	.394	.811

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I know I can handle multiple assignments for achieving organizational goals.	20.19	5.339	.667	.476	.798
I use to complete my assignments on time.	20.18	5.465	.642	.433	.803
My colleagues believe I am a high performer in my organization.	20.24	5.261	.636	.418	.804

Appendix D

Demographic Frequency Analysis

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Statistics

Gender		
N	Valid	276
	Missing	0

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 years	20	7.2	7.2	7.2
	25-30	61	22.1	22.1	29.3

	31-35	72	26.1	26.1	55.4
	36-40	39	14.1	14.1	69.6
	Above 40 years	84	30.4	30.4	100.0
	Total	276	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	104	37.7	37.7	37.7
	Female	172	62.3	62.3	100.0
	Total	276	100.0	100.0	

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Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Basic	2	.7	.7	.7
	Secondary	15	5.4	5.4	6.2
	Tertiary	259	93.8	93.8	100.0
	Total	276	100.0	100.0	

Sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FMCG Sector in Selangor	276	100.0	100.0	100.0

Appendix E

Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Extraversion	276	1.00	5.00	3.8623	.67357
Conscientiousness	276	1.00	5.00	3.8496	.52746
Openness	276	1.00	5.00	3.8841	.52843
Neuroticism/Emotional Stability	276	1.00	5.00	1.4638	.80258
Agreeableness	276	1.00	5.00	3.8804	.57384
Job Performance	276	1.00	5.00	3.9674	.48507
Valid N (listwise)	276				

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Appendix F

Correlation Analysis

Correlations

		Extraversion	Conscientiousness	Openness	Neuroticism/EmotionalStability	Agreeableness	Job Performance
Extraversion	Pearson Correlation	1	.162**	.272**	-.241**	.385**	.198**
	Sig. (2-tailed)		.007	<.001	<.001	<.001	<.001
	N	276	276	276	276	276	276
Conscientiousness	Pearson Correlation	.162**	1	.332**	-.013	.352**	.343**
	Sig. (2-tailed)	.007		<.001	.831	<.001	<.001
	N	276	276	276	276	276	276
Openness	Pearson Correlation	.272**	.332**	1	-.190**	.299**	.350**
	Sig. (2-tailed)	<.001	<.001		.002	<.001	<.001
	N	276	276	276	276	276	276
Neuroticism/Emotional Stability	Pearson Correlation	-.241**	-.013	-.190**	1	.054	.009
	Sig. (2-tailed)	<.001	.831	.002		.374	.887
	N	276	276	276	276	276	276
Agreeableness	Pearson Correlation	.385**	.352**	.299**	.054	1	.502**
	Sig. (2-tailed)	<.001	<.001	<.001	.374		<.001

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	N	276	276	276	276	276	276
Job Performance	Pearson Correlation	.198**	.343**	.350**	.009	.502**	1
	Sig. (2-tailed)	<.001	<.001	<.001	.887	<.001	
	N	276	276	276	276	276	276

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

Appendix G

Regression Analysis

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.316	5	4.063	24.715	<.001[b]
	Residual	44.390	270	.164		
	Total	64.707	275			

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.560[a]	.314	.301	.40547

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.513	.258		5.861	<.001
	Extraversion	-.021	.041	-.029	-.510	.610
	Conscientiousness	.130	.051	.141	2.539	.012
	Openness	.178	.052	.194	3.446	<.001
	Neuroticism/Emotional Stability	.011	.032	.019	.347	.729
	Agreeableness	.342	.050	.404	6.832	<.001

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