

The Effect of Big Five Personality on Lecturers and Employee's Performance

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Abstract— Lecturers and staffs play a very important role to achieve organizational goals in the university. The accomplishment of goals is the accumulation of each individual performance. The research is to test the association between the personality and the performance through the organizational commitment as a mediator empirically. The data was taken from 31 lecturers and 59 staffs and inspect by path analysis with SPSS. The study shows through the organizational commitment as a mediator the personality factors, such as Conscientiousness, Neuroticism, and Openness to New Experience are affecting the lecturer's performance. Meanwhile, as for the staffs, it just Conscientiousness and Neuroticism that associated with the performance. In addition, the study also shows that the organizational commitment has no effect on the performance of the lecturers.

Keywords— *Personality, Big Five Theory, Performance, Organizational Commitment*

I. INTRODUCTION

The behavior management approach that known since the 19th century emphasizes the importance of paying attention to individual behavior in organizations and its changes to organizations. As a person, each individual will bring their personal abilities, beliefs, expectations, needs, and experiences in the organization. In general, individuals created with different instincts that then emphasize personality as the way people act or react to the environment [1].

Individual personalities conceptualized from a variety of theoretical perspectives. One of them is The Big Five Theory or the top five theories of McCrae and Costa. The theory formulated by McCrae and Costa states that the personality of the individual influenced by five great things, namely Neuroticism, Extraversion, and Openness to New Experience, Agreeableness, and Conscientiousness.

The role of the individual within an organization manifested in the resulting performance. The organizational performance is the accumulation of all individual performance and activities within the organization. The individual performance is the result of individual work, quantitatively and qualitatively in accordance with their

respective authorities and responsibilities [2]. The persons who are committed to an organization will provide a high level of effort and will give positive results on the overall performance [3]. Abdullah, Rashid, and Omar also states that personality is a good predictor of performance [4]. Some factor of the big five personality approach which is Extraversion, Conscientiousness, Agreeableness, and Openness to new experience, significantly and positively effects on employee work achievement while Neuroticism has the negative effect on task and contextual performance of employees. As a university, one of the challenges faced by the Institute of Business and Informatics Stikom Surabaya (Stikom Surabaya) is to improve the performance of human resources. In Stikom Surabaya, human resources divided into categories namely, lecturers, employees, and structural officials. The performance appraisal of employees in each category is related to the work that performed. The purpose of this research is to test the correlation of personality factors and the performance of lecturers and employees empirically. The Organizational commitment is used as a moderating factor because the organizational commitment is an individual identification and involvement in the company and the nature of work plays an important role in the organizational commitment.

II. METHOD

This research is an explanatory research, to test the relationship of mutual influence between variables using path analysis method. In this study, variables tested are extraversion, agreeableness, conscientiousness, and neuroticism, openness to new experience, organizational commitment, and performance.

In this study, the personality variables include are:

1. Extraversion, which is related to the level of comfort in interacting with others. This dimension assesses the quantity as well as interpersonal interactions such as Gregariousness, Assertiveness, and Positive Emotions.
2. Agreeableness, a factor in which individuals tend to be more compliant with other individuals and have a

personality that wants to avoid conflict. These characteristics include prioritizing the interests of others, gentle, and willingness to help,

3. Conscientiousness, namely dimensions that describe individuals who tend to be more careful in doing an action or full consideration in taking a decision, regularly and attach importance to achievement,
4. Neuroticism is a personality dimension that assesses one's ability to withstand stress or stress that includes negative feelings, such as anxiety, sadness, irritability, and tension,
5. Openness to New Experience, the dimension that groups individuals based on their interest in new things and the desire to know and learn something new, among others, the power of imagination, the ability to explore new things and appreciate in diversity.

The organizational commitment is a strong belief in organizational goals and values; a willingness to work hard as part of the organization; and a strong desire to be in the organization.

The performance is the embodiment of work performed by employees used as a basis or reference assessment of employees. [6] stated that performance is expressed as the demonstration, the work of personnel of good quality, as well as the quantity of individual performance as well as the working group of personnel, the performance of the work is not limited to personnel who hold functional or structural positions but also to the whole range of personnel within the organization.

To analyze this research used path analysis technique. Path analysis is a technique for analyzing causal relationships that occur in multiple regression if the independent variables affect the dependent variable not only directly but indirectly [10]. The research framework model can be illustrated in Figure 1 as follows.

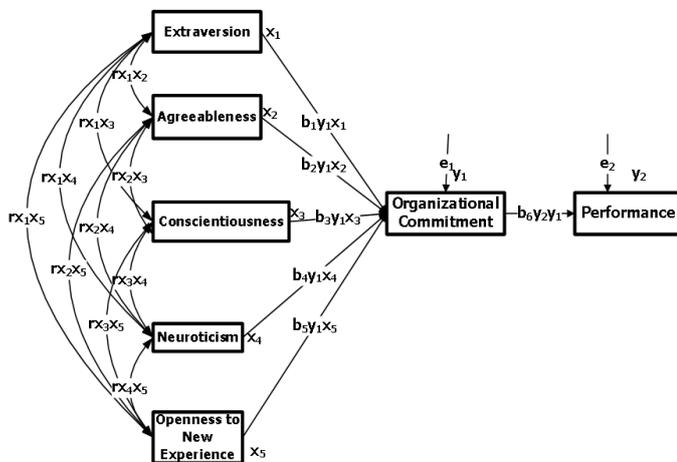


Fig 1. Model of Research Framework

The research framework model in Figure 1 is explained in terms of Path Analysis, as follows:

1. There are five independent variables (exogenous variables): Extraversion (x_1), Agreeableness (x_2), Conscientiousness (x_3), Neuroticism (x_4), and Openness to New Experience (x_5).
2. There are two dependent variables (endogenous variables) namely Organizational Commitment (y_1), and Performance (y_2)
3. There are two substructures in the empirical model of path analysis. The first substructure is the effect of Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to New experience on organizational commitment variables and the second substructure is the influence of organizational commitment to performance.
4. One endogenous variable (y_1) causes other endogenous variables.

The population of this research is lecturers and employees of Stikom Surabaya. The sampling technique used is the purposive sampling. The technique is used for determining the sample with certain considerations [5]. This technique used due to differences in job characteristics of the population.

The data collection performed by distributing questionnaires directly to the respondents. The questionnaire design in this research is a closed questionnaire. The number of revelations submitted in the questionnaire is 18 statements concerning the personality and organizational commitment. The measurements performed with a 5-point Likert scale.

Based on the research framework, the research hypothesis proposed H1 = the personality variables have the positive effect on organizational commitment, H2 = the personality variables have the positive effect on performance, and H3 = the organizational commitment has a positive effect on performance.

III. RESULT AND DISCUSSION

1. Result

The data processing is done based on the results of questionnaires that have been distributed to 31 lecturers and 59 administrative employees who have been assessed its performance in the assessment period February 2015 - January 2016. The data processing in this study using SPSS version 22. The test results validity and reliability of research instruments shows that all question items used as research instruments are valid and reliable.

Based on the validity test of the Product Moment Pearson Correlation, with the r_{table} $N = 30$ of 0.3610 at the 0.05 significance level, the validity test result states that all instruments are valid. In addition, the reliability testing

performed by the Cronbach's Alpha method is known at 0.693.

This means that all instruments used are also reliable.

1) *Estimation Results on SubStructure 1*

After processing the data, the estimation result from substructure 1 shows that partially:

- a) The lecturer individual personality namely conscientiousness, neuroticism, and the openness to new experience. It has a significant relation to the organizational commitment, shown by path coefficient 0.726 for Conscientiousness 0.497 on Neuroticism, and -0.897 for the openness to new experience. It can be interpreted that the effect of the change on the organizational commitment derived from the conscientiousness personality change of 0.527 or 52.7%. The effect of the change on the organizational commitment derived from neuroticism personality change of 0.247 or 24.7% and the effect of changes in the organizational commitment that derived from the change in openness to new experience the personality of 0.804 or 80.4%.
- b) The personality of individual employees, namely Conscientiousness and Neuroticism have a significant relation to the Organizational Commitment. It is shown by path coefficient 0.426 for Conscientiousness and 0.328 on Neuroticism. It can also be interpreted that the effect of changes in the organizational commitment derived from conscientiousness personality changes of 0.181 or 18.1% and the effect of changes in the organizational commitment derived from neuroticism personality changes of magnitude 0.107 or 10.7%.

Based on the estimation result, it is also known that the effect of change variables of extraversion, agreeableness, conscientiousness, neuroticism, and the openness to new experience simultaneously on the change of the organizational commitment of lecturer is 45.7%, while the remaining 54.3% comes from other factors outside of this model. As for employees, the effect of change variables of extraversion, agreeableness, conscientiousness, neuroticism, and the openness to new experience simultaneously on the changes in the organizational commitment of employees is equal to 36%. While the remaining 64% comes from other factors outside of this model.

2) *Estimation Results on SubStructure 2*

At the level of significance of 5%, it was found that the organizational commitment is stated not to have a significant relation to the performance of lecturers and employees. The magnitude of the coefficient of line on the lecturer is -0.113 and the employee are 0.239. It can also be interpreted that the effect of the change in performance derived from

changes in lecturer's organizational commitment is 0.013 or 1.3% and employees amounted to 0.057 or 5.7%.

The Correlation Personality On Extraversion, Agreeableness, Conscientiousness, Neuroticism, and the Openness to experience

a. Lecturers

Based on the outcomes of processing the data, it was found that:

1. The relationship between the extraversion and agreeableness is weak and insignificant,
2. The extraversion and conscientiousness are strong, unidirectional, and significant,
3. The relationship between the extraversion and neurotics is strong enough, unidirectional and significant,
4. The extraversion and the openness to new experience are weak and insignificant.

The results of the processing of the agreeableness, conscientiousness, neurotics, and the openness to new experience variables show that:

- 1) The relationship between agreeableness and conscientiousness is weak and insignificant,
- 2) The relationship between agreeableness and neuroticism is strong enough, direct and significant, and
- 3) The openness to new experience is weak and insignificant.

The next is the relationship between the conscientiousness, the neuroticism, and the openness to new experience variables, indicating that:

- 1) The relationship between conscientiousness and neurotics is strong enough, direct, and significant,
- 2) The relationship between conscientiousness and openness to new experience is strong, unidirectional, and significant.

The relationship between the neuroticism and the openness to new experience variables shows a strong, direct, and significant relationship.

b. Employees

Based on the results of the processing the data, it found that:

- 1) The relationship between the extraversion and agreeableness are weak and insignificant,
- 2) The extraversion and conscientiousness are very weak and insignificant,
- 3) The relationship between the extraversion and neuroticism is strong enough, direct and significant,
- 4) The extraversion and the openness to new experience are strong enough, direct, and significant.

The results of the processing of the agreeableness, conscientiousness, neurotics, and the openness to new experience variables show that:

- 1) The relationship between agreeableness and conscientiousness is strong enough, indirect, and significant,
- 2) The relationship between the agreeableness and neuroticism is very weak and insignificant,
- 3) The agreeableness and the openness to new experience are very weak and insignificant.

The next is the relationship between the conscientiousness, neurotics, and openness to experience, showing variables that:

- 1) The relationship between conscientiousness and neuroticism is very weak and insignificant,
- 2) The relationship between the conscientiousness and the openness to new experience are very weak and insignificant.

The relationship between the neuroticism and the openness to new experience variables shows a strong, direct, and significant relationship.

Causal Relation between Variables

The diagram of causal relationships between variables illustrated as in Figures 2 and Figure 3 below.

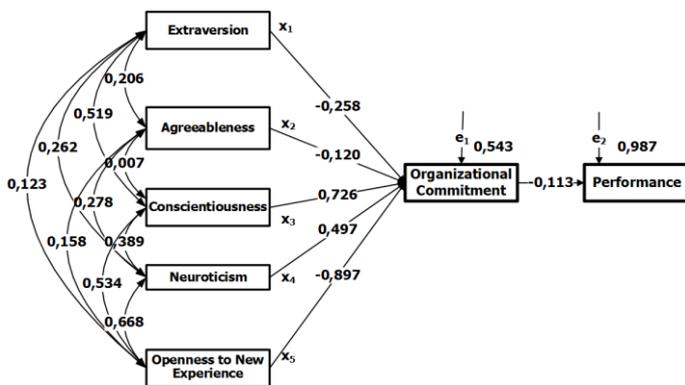


Fig 2. The causal relationship between variables on the lecturer

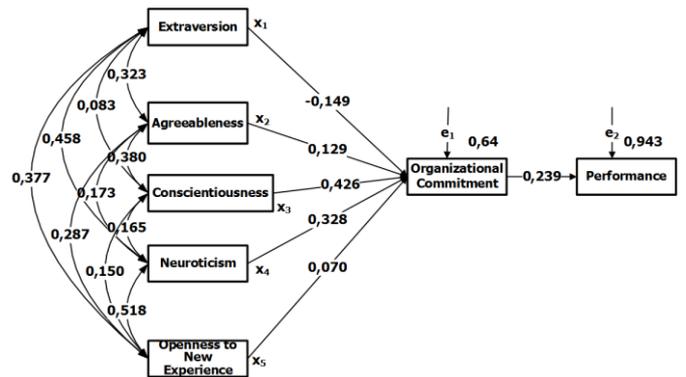


Fig 3. The causal relationship between variables on the employees

Table I and Table II below show the direct or indirect effects of each variable.

TABLE I. DIRECT AND INDIRECT EFFECTS ON PERFORMANCE (THE LECTURERS)

Variables	Effects		
	Direct	Indirect	Total
Extraversion	0	0,029	0,029
Agreeableness	0	0,014	0,014
Conscientiousness	0	-0,082	-0,082
Neuroticism	0	-0,056	-0,056
Openness to experience	0	0,101	0,101
The organizational commitment	-0,113	0	-0,113

TABLE II. DIRECT AND INDIRECT EFFECTS ON PERFORMANCE (THE EMPLOYEES)

Variables	Effects		
	Direct	Indirect	Total
Extraversion	0	-0,036	-0,036
Agreeableness	0	0,031	0,031
Conscientiousness	0	0,102	0,102
Neuroticism	0	0,078	0,078
Openness to experience	0	0,017	0,017
The organizational commitment	0,239	0	0,239

2. Discussion

Big Five Personality or personality of the top five compiled by Costa & McRae is to describe the personality traits of individuals. From this research is known that the lecturers and the employees show that the conscientiousness and neuroticism personality factors affect the organizational commitment and indirectly through the moderator variable of the organizational commitment has an effect on the performance. Meanwhile, for the lecturer, the personality of the openness to new experience is a variable that is significantly influential but contrary to the organizational

commitment and indirectly through the moderator variable of the organizational commitment has an effect on the performance. This is in accordance with Ahmad's, Ather and Husain research which states that the organizational commitment has a mediating role in determining the personality-performance relationship [6].

In this study, the Conscientiousness factor is reflected in the dimension of consideration which is illustrated by the employee's carefulness in doing their job, employee compliance to follow rules that set by the company, and achievement of performance by not delaying work. [7], [8] found that Conscientiousness is a factor that has consistently greatly affected performance. Conscientiousness describes the behavior in attainment goals and the ability to control the necessary impulses in social life. This dimension is owned by individuals who tend to be more careful in doing an action or full consideration in taking a decision, regularity and emphasize to achievement.

Through organizational commitment as a mediator, openness to new experience also expressed significantly influence on lecturer performance but indirect way. This means that if the lecturer more interested in new things then will further reduce its performance. This can happen as the lecturers' interest in the new things is not in accordance with the rules that set by the institution. The willingness of the lecturer to learn new things and implement his creative ideas often overrides the lecturers' administrative tasks that makes his work finished more slowly.

On the other factors, namely Extraversion and Agreeableness, it has no effect on lecturer performance. In general, Stikom lecturers declare they were easy to socialize and communicate but that's not supported the improvement of their performance as an individual or within the team. The lecturers skills on socialization and communication used when they are out of daily work but in the daily work they prefer to work alone and less their ability to communicate the work or their problem. This relates to one dimension of the Agreeableness factor, where the Stikom lecturer prefers silence rather than arguing with co-workers.

Meanwhile, for employees, three other factors namely Extraversion, Agreeableness, and Openness to experience, don't have effect on performance. Although on average Stikom employees express that they likes for new things and love to generate any creative ideas but it is not affect their performance. It is caused by the conditions in the daily duties execution employees prefer to do it in the same way.

In relation to organizational commitment, the organizational commitment factor directly expressed no effect on performance. The findings of this study are in line

with [9] and [10] studies which state that organizational commitment has no effect on employee performance. Although on average 60% of employees and lecturers are agree to have an attitude of commitment to the organization but in reality it has not been shown with performance that exceeds expectations. It means employees only doing their jobs because the necessities and they need a work. The commitment to formal membership and passive loyalty to the organization is demonstrated by its adherence to the rules.

These findings can help the organizations to evaluate, make a plan and develop a new strategies to improve employee and lecturer performance through a positive attitude of the employee's personality and through their commitment to the organization. In a similar way, it is necessary to evaluate the performance appraisal model whether the assessment has been measuring the employee's performance objectively.

IV. CONCLUSION

Based on the discussion that has been done the results of this study can be summarized as follows:

1. Personality factors Conscientiousness, Neuroticism, and Openness to new experience in lecturers have relevance to organizational commitment, whereas in employees only the personality factors Conscientiousness and Neuroticism are expressed as having relevance to organizational commitment.
2. Through the mediator of organizational commitment found that personality factors Conscientiousness, Neuroticism, and Openness to new experience in lecturers have a linkage to performance, whereas in employees only personality factors Conscientiousness and Neuroticism are expressed have relevance to performance.
3. Organizational commitment factor, has no relevance to the performance of lecturers and employees.

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