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African Journal of Business Management Vol.5 (11), pp. 4519-4530, 4 June 2011
Available online at http://www.academicjournals.org/AJBM
ISSN 1993-8233 ©2011 Academic Journals

Full Length Research Paper

Effects of personality trait, motivation factors on performance of customer service personnel (CSP): A case of MPH bookstores

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Accepted 2 March, 2011

Staff performance has been discussed widely and endlessly. Several theories have been used in order to measure performance. Previous research found that personality and motivation showed a significant relationship towards staff performance. The objective of this study is to investigate which type of personality among Big 5 personality traits could be a predictor of staff performance and also which level of Maslow's theory contributed most towards performance. Questionnaires have been distributed to eight departments in Head Office and twelve outlets around Kuala Lumpur and Klang Valley. Results showed that extroversion, agreeableness, conscientiousness and openness to experience are positively correlated with performance, while social, self-esteem and self-actualization correlate positively with performance. The result shows that the three predictors of extrovert (Beta = 0.505; t = 7.661; Sig = 0.001), agreeableness (Beta = 0.219; t = 0.3475; Sig = 0.001), social (Beta = 0.143; t = 2.551; Sig = 0.013) and conscientiousness (Beta = 0.143; t = -0.136; Sig = 0.013) accounted for 34.4% increase in change in job satisfaction. MPH also does not forget a person with an agreeableness type of personality trait. However, organization should not consider the conscientious character. In terms of motivation, social need is the predictor for performance of the staff.

Key words: Extroversion, agreeableness, conscientious and openness, performance, social, self-esteem and self-actualization.

INTRODUCTION

Today's business organizations are more motivated to maximize employees' potential and performance. Measures such as placing workers in the right job based on selectable personality fit, abilities and motivation are factors that can increase productivity. Views which regard employees as an important asset drive an organization to move up to the next level of competitiveness. Based on this, view has become the common practice among HR practitioners to employ workers based on their ability and features attribute in the recruitment process.

Performance can be defined as the act of performing. That which is performed or accomplished, a thing done or carried through, an achievement, a deed, an act, a feat, an action of an elaborate or public character.

In another perspective, we can describe performance as behavior that supports the social and psychological fabric of the organization rather than contributing directly to the goods and services produced by the organization.

Each organization has the responsibility to put in place measures that will help it achieve its short and long term goals. With such measures in place, there will be need to track down performances of each and every department in the organization. The performance of employee likely increases the importance of global competition, team-based organization, downsizing and customer service orientation.

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Organization success requires that both employee and employer regularly evaluate their job performance. If they do not know how well they are doing, they would miss a key step in developing an environment that will consistently produce cost-effective, high-quality and schedule-beating output. The probability that you will earn consistent promotions, obtain attendant salary increases and lead a successful organization goes up.

Faced with stiffening competition, increasingly demanding customers, high labor costs and slow growth in some markets, service businesses around the world are trying to boost their productivity. But whereas manufacturing businesses can raise it by monitoring and reducing waste and variance in their relatively homogeneous production and distribution processes, service businesses find that improving performance is trickier: their customers, activities, and deals vary too widely. Moreover, services are highly customizable, and people-the basic unit of productivity in services-bring unpredictable differences in experience, skills, and motivation to job (McKinsey and Co, 2006).

When employees give their trust to the organization, then their performance at work would become more brilliant and excellent. In the entrepreneurial world, there is a proof that widespread commitment on behalf of entrepreneurs and managers to develop and implement within their own companies systems of customer relationship management, supply chain management, balanced scorecard and those for the measurement of intangible assets, all instrumental in the strengthening of relationship between the company and its stakeholders (Post, Preston, and Sachs, 2002)

It is important to the organization to retain high qualified employees in order to achieve good performance. Besides, by knowing the level of intangible resources, managers can solve the problems of low performance, high turnover, absenteeism and other discipline problems among employees. Moreover, organization can save the cost of hiring new employees because the cost of labour is fifty percent (50%) of the total cost of producing organization’s products and services

Currently, MPH Bookstores Sdn Bhd is known as the leading English Bookstore in Malaysia, having 27 outlets around the country with approximately 700 staff who try to satisfy their valued customer everyday. In pursuit of the expansion of the business operation, the competitors like POPULAR and BORDERS are presently watching their footsteps.

As a leading English Bookstore in Malaysia, MPH faces a number of setbacks especially in terms of economic downturn, disease epidemic, and budget constrain. However, the most challenging problem faced by MPH is high turnover rate among the lower level staff, in particular, Customer Service Assistant (CSA). They face poaching competitors and other more attractive salary in service industries such as airlines.

Generally, there are reasons behind the turn-over: for examples a bad match between the employee's skills and the job. Employees who are placed in jobs that are too difficult for them or whose skills are underutilized may become discouraged and quit. Inadequate information about skill requirements that are needed to fill a job may result in the hiring of either under skilled or overqualified workers. The requirements of a specific job should be carefully studied for the required skills, and workers should be tested for the requisite qualifications. Job analyses and job descriptions should be used to minimize the chances of this happening. Furthermore, there is lack of opportunity for advancement or growth. If the job is basically a dead-end proposition, this should be explained before hiring so as not to mislead the employee. The job should be described precisely, without raising false hopes for growth and advancement in the position. Inadequate supervision and training also can be counted**.** Employees need guidance and direction. New employees may need extra help in learning an unfamiliar job. Similarly, the absence of a training program may cause workers to fall behind in their level of performance and feel that their abilities are lacking. Other than that, there is an unequal or substandard wage structure. Inequities in pay structures or low pay are great causes of dissatisfaction and can drive some employees to quit. Again, a new worker may wonder why the person next to him is receiving a higher wage for what is perceived to be the same work. You should have a wage and job evaluation system in place not only so that you are sure to comply with equal pay for equal work requirements, but also to avoid this problem.

Based on what the researcher identifies in the problem statement, this study is meant to identify the right person for the job of Customer Service Assistant and also what factors that can motivate them to perform. Hence, this study at least can answer the question on why the turn-over rate of the company is high and hopefully this study can contribute to provide an alternative in problem solving.

Personality

This study used the five-factor model of personality, frequently referred to as the big five to represent normal range personality (Digman, 1990). The big five provides a well-accepted classification that enhances understanding of the relation between personality constructs and important organizational criteria. The construct labels and representative traits of the big five are:

1. Extroversion (sociable, talkative, active, and ambitious)
2. Agreeableness (sympathetic, warm, kind, cooperative)
3. Conscientiousness (dependable, organized, and persistent)
4. Neuroticism (anxiety, anger and guilt) and
5. Openness to experience (imaginative, cultured, broad-minded, and flexible)

The five-factor model of personality has become widely accepted by personality and industrial psychology researchers (Niehoff, 2006). The five-factor model has demonstrated validity in predicting a variety of work behaviors, including work performance (Barrick and Mount, 1991), motivation (Judge and Ilies, 2002) leadership (Judge et al., 2002) and workplace deviance (Colbert et al., 2004)

Personality is defined as the dynamic and organized set of characteristics of a person that uniquely influences his or her cognitions, motivations, and behaviors" (Allport, 1961; Ryckman, 1997). However, Hogan (1991), McCrae and Costa (1997) have come out with a holistic definition by defining personality as a set of psychological trait, which is a relatively stable precursor of behavior; it underlies an enduring style of thinking, feeling and acting. Personality characteristics are formed by the interplay between the individual and the environment. In this interplay, life situation, experiences, and changes in the individuals' life play an important role (Rotter, 1990).

Big-five model of personality

Extroversion describes an individual who is comfortable with social relationships. Extroverts are viewed as warm, gregarious, assertive, active, and exhibiting positive emotion (Costa and McCrae, 1992). Given extroverts' propensity to seek new relationships and the social nature of performers, extroverts are expected to be more likely than introverts to volunteer their service as performers. In their qualitative study of performers, Allen et al. (1997a) found that performers were attracted to customers with people and communication skills, and also sought performing opportunities in order to develop close relationships. While introverts might not avoid a specific performing opportunity for other reasons, extroverts will likely seek such opportunities more often than introverts simply due to the communication aspects.

Agreeableness is defined as the number of sources from which an individual takes his or her norms for appropriate behavior (Costa and McCrae, 1992). An agreeable person will defer to many other people for attitudinal or behavioral cues. Costa and McCrae (1992) describe an agreeable person as trustworthy, compliant, modest, and altruistic. This is an interesting mix of traits. While performers need to develop trust with organization (Allen, 2003; Ragins and Cotton, 1999), being altruistic (that is, prosocial) is supported as a predictor of willingness to performers (Allen, 2003). The inclusion of "compliant" to the definition of agreeableness adds confusion.

Conscientiousness refers to a characteristic involving goal focus, dutifulness, self-discipline, and competence (Costa and McCrae, 1992). A conscientious person is committed to doing the task the right way. Conscientious individuals were expected to perform more frequently than less conscientious individuals.

Neuroticism is defined as the degree to which stimuli elicit negative emotions from the person. Individuals at low levels of neuroticism will be emotionally stable and resilient in the face of stimuli in their environment. Individuals at higher levels of neuroticism will be less resilient and more likely to develop negative emotions in the face of such stimuli (Costa and McCrae, 1992). Performing involves extra efforts on the part of the performer. Colbert et al. (2004) found that neurotic individuals would be more likely to withhold efforts. In situations involving the need for effort, neurotic individuals felt less secure and self confident compared to emotionally stable individuals. In a meta-analysis of the five-factor model and leadership, Judge and his colleagues (Judge et al., 2002) found neuroticism to consistently be negatively correlated with leadership emergence and effectiveness. These results combined, while not coincident with performing, suggest that individuals high in neuroticism will likely be less comfortable in situations where they will need to be performers and to put forth extra efforts in their work.

The personality trait of openness to experience refers to the number of interests attracting a person and the depth to which those interests are pursued (Costa and McCrae, 1992). Openness to experience suggests an attraction to new ideas, concepts, actions, feelings, imagination, culture, broad-mind, and flexibility. Individuals with high levels of openness to experience would likely be attracted to perform because this type of trait leaves a space for staff to explore new things and contribute their own ideas towards organization effectiveness. Those at a low level of openness would likely avoid performing, choosing to maintain the status quo in their activity level.

Motivation

Motivation is an essence in the establishment and further development of quality service. The effective manager needs to recognize that different motivators are appropriate for different staff and that different staff will demonstrate differing inherent levels of motivation in setting their own targets and striving towards them. Good management consists of recognizing and working with those individual differences (Rowley, 1996).

According to Pan (2010), motivation is to give reason, incentive, enthusiasm, or interest that causes a specific action or certain behavior. Motivators can be anything from reward to coercion. Moses (2010) has come out with the practical definition of motivation in which motivation is what drives people to behave in a certain way or to take a particular action. In other words, motivation is simply the reason for an action which gives purpose and direction to behavior.

Many contemporary authors have also defined the concept of motivation. Motivation has been defined as:

Figure 1. Maslow's hierarchical order of human needs.
Source: Azizi Yahaya et al. (2004) Psychology Cognitive. UTM Publication Skudai Johor

the psychological process that gives behavior purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, and Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). For this paper, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.

Maslow's theory of motivation

Since the publication of Motivation and Personality in 1954, the hierarchy of needs theory has received growing attention in psychology, education, business, and other social science academic journals (Huang and Hsu, 2009). According to Maslow (1970), all human needs can be arranged in a hierarchy of five categories. The most basic need is physiological such as hunger, thirst, and sex. Ascending stepwise Maslow's other needs are safety, belongingness and love, esteem, and self-actualization. Typically, people try to fulfill a higher order need once a lower level need has been satisfied. Human needs usually follow this hierarchical order as shown in Figure 1.

Performance

Most organizations, whether profit or nonprofit oriented, government or private, big or small, agree at least in principle that performance management is important for success (Stiffler, 2006). However, performance measurement is defined differently for different organizations (Stiffler, 2006). Performance is what is expected to be delivered by an individual or a set of individuals within a time frame, and it has many dimensions. These include: output dimensions, input dimensions, time dimensions, focus dimensions, quality dimensions and cost dimensions. Due to the various dimensions of performance, there is no universally accepted model or a single best measure for performance (Damanpour and Evans, 1984). However, in general, performance can be measured at two levels: employee or individual performance and organizational performance. Organizational performance is described as the extent to which an organization can fulfill both its stakeholders' and its own expectations (Griffin, 2003). The Balance Score Card (BSC) approach introduced by Kaplan and Norton is a non-financial technique used nowadays to measure organizational performance (Ali and Yusof, 2005). BSC is a performance model that links leadership, finance, learning and growth, internal processes and the customer (Kaplan and Norton, 1992). Samat et al. (2003), in their study on the relationship between market orientation and service quality and its impact on organizational performance, used five measurements to assess organizational performance. These measurements are: number of complaints, return on investment, financial performance, increase of sales, productivity, and customer and worker satisfaction. Individual performance is defined as 'a record of a person's accomplishments' (Amstrong, 1999). A few models have been developed by researchers to measure individual performance. Bratton and Gold (2001) suggested a performance model using three variables: knowledge, skills and aptitudes, as attributes that workers must possess. Tovey suggested a performance model that consists of inputs, processes and outputs. 'Inputs' are described as knowledge, skills and expertise of the workers. 'Processes' refer to behaviour during working hours, and 'outputs' are the specific products produced

by each and every worker and can be measured. These three levels together will produce performance as an end result or 'outcome' that can be achieved by the organization in terms of better policies, bonuses and better working environment. Performance appraisal, which is used to measure employee's job performance, serves two purposes simultaneously: to develop employees and to improve organizational performance (Leap and Crino, 1993). The goal of performance management is to improve organizational performance by developing individual and team performance. To improve organizational effectiveness, knowledge sharing can play a role (Pan and Scarbrough, 1999).

Personality and performance

In his study, Sanders (2007) found that the results were somewhat surprising. The Big Five traits did not predict officers' job performance, regardless of how performance was. Openness, agreeableness, extroversion, and neuroticism did not predict good performance. Conscientiousness, based on earlier occupational studies, was thought to have the greatest possible utility for selecting in good officers. The second unexpected finding was the importance, not of individual personality, but of officer age. Both age and work attitude were much better predictors of police performance than were any of the Big Five personality traits.

Again, conscientiousness is a fairly good predictor of performance. In this study, of all the five personality constructs, with the exception of conscientiousness, extroversion has come closest to being a statistically significant factor influencing performance. Most probably, extrovert, which has turned out to be an important predictor of sales performance, may have dampened the effect of this personality construct on supervisor-rated performance of the sales assistants (Suliman, Rahman, and Abdalla, 2010).

According to Sawyer et al. (2009), all of the personality dimensions of the five factor model: conscientiousness, agreeableness, openness to new experience and emotional stability as well as locus of control were significantly related to one or more of the performance measures.

Extroversion, agreeableness, conscientious, neuroticism, openness to experience and performance

Hadley (2003), through his study on Bandura's Theory, which is tested by 151 samples, found that extroversion accounted for no significant variance in overall job performance. As an additional from Slimak (1996), who studied on the moderating effect of situational strength, operationalized as autonomy, on the validity of conscientiousness and extroversion as predictors of sales performance, found that the extroversion variables were not significant predictors of performance across jobs.

Simon (1998), in his study, where he examined the delivery of customer service within Schneider's Boundary tier of the service relationship, found that agreeableness was significant predictor of service performance with the best predictors.

The study done by Robie (1997) was to investigate the degree to which the relation between conscientiousness and overall job performance departs from the linear and homoscedastic model. Respondents were 2,402 incumbents and applicants from seven independent samples representing many different organizations. The results suggest that conscientiousness is an effective predictor of job performance under many circumstances. Moreover, the effects of conscientiousness, group composition, and opportunity to caucus were investigated to determine their effects on performance on brainstorming tasks performed in groups of individuals in a laboratory setting. In groups of three, homogeneously high conscientious subjects, and homogeneously low conscientious subjects completed three trials of the cognitive brainstorming task, "alternate uses", in either a caucus or no caucus condition. Results of the hypothesis testing indicated no support for the hypothesis that there would be a positive relationship between an individual's conscientiousness level and performance on the brainstorming task (Brice, 1994).

Agreeableness and conscientious showed a positive relationship with performance based on the test done by other researchers but extroversion type of personality trait seems not a favourable predictor for performance. However, there are no studies done on the relationship between neuroticism and openness to experience with performance.

Motivation and performance

A comparison of these results in the study done by Lindner (1998) to Maslow's need-hierarchy theory provides some interesting insight into employee's motivation. The number one ranked motivator, interesting work, is a self-actualizing factor. The number two ranked motivator, good wages, is a physiological factor. The number three ranked motivator, full appreciation of work done, is an esteem factor. The number four ranked motivator, job security, is a safety factor. Maslow's conclusions that lower level motivational factors must be met before ascending to the next level were not confirmed by this study.

Physiological, safety, social, esteem, self-actualization and performance

A study from Abu Al Rub (2003) consisted of 303 hospital

nurses who were accessible over the Internet. Two hundred sixty three subjects were Americans, while 40 were from Britain, Canada, and other countries. All the participants were currently working as hospital staff nurses or had worked at least for six months in the last three years. Descriptive statistics, Pearson product moment correlations, chi-squares, t-tests, analysis of variance procedures, and hierarchical regression techniques were utilized to analyze the data. The data analysis revealed that increased level of perceived social support from co-workers and supervisors enhanced the level of reported job performance. Apart from that, Park (2002) agree with Abu Al Rub that social variable is positively related to performance. However, Burrit (1988) indicated from the study on 'the effects of perceived *social* support on the relationship between job stress and job satisfaction and job performance among registered nurses employed in acute care facilities' that the direct and indirect effects of social support on the relationships among job performance were not demonstrated.

Hutman's (1999) overall 49 studies were gathered and coded by their sample size, correlation estimate, and the reliability of the two measures being correlated. The data were processed using the interactive meta-analysis program called INTNL, which takes into account interactive effects between the artifacts (that is, unreliability in the independent and dependent measures as well as sampling error). Analyses of four potential moderators were examined-type of self-esteem, the source of job performance, the type of setting and the type of self-esteem measures. Results indicated that the relationship between self-esteem and job performance is positive. However, there was only a weak support for moderating influences. Helmick (1987) examined the impact of extrovert, job classification and three dimen-sions of self-esteem (chronic, task-specific and social) on job performance. The 108 subjects were randomly selected from five mid-western Wal-Mart stores. The sample consisted of four groups which included: female supervisors, male supervisors, female associates and male associates. Analysis of Covariant resulted in only social self-esteem being significantly related to job performance. Not much study is being done on the relationship of these three variables -physiological, safety and self-actualization with job performance.

The purpose of this study is to explore the relationship between personality traits, motivation factors and job performance. This chapter will discuss the literatures which deal with the variables of Big Five Personality Traits, Maslow's Theory of Motivation and performance. The literature review was organized by relationship and effect among the variables. In this study, the dependent variables are personality and motivation.

Theoretical framework

Figure 2 shows the theoretical framework of this study which involved the impact of personality and motivation as independent variables towards job performance as a dependent variable. According to Donaldo (1998) job performances are a key indicator to obtain a good product of a certain organization. The role of motivation and personality as a factor that will catalyst the efficiency of the organization. This study will also predict which factor is a very good contributor towards job performance.

METHODOLOGY

Participants

Sample size of this study was withdrawn from the entire population of MPH's employee. According to Azizi et al. (2007), sample is subset of the population, while population refers to the entire group, events or things of interest. The overall population of MPH Bookstores Sdn Bhd was 420 (non executive) and 193 executives as total MPH's employee headcount as at December 2009. For this study purpose, of all the entire population, only (N= 250) samples will be chosen. However, only 201 respondents returned their respond. According to Azizi et al. (2007), sampling is the process of selecting a sufficient number of elements form the population. Sampling is done instead of collecting data from the entire population. In this study, convenience sampling was used as sampling technique. It is one of the non-probability sampling designs, in which the element does not have a known chance of being selected as subject. This technique was chosen because it is conveniently administered to the subject, the availability of element, source and time constraint. As stated by Azizi et al. (2007) convenience sampling refers to the collection of information from members of the population who are conveniently available to provide it. In fact, this technique was best fit for this study because it makes easier and efficiently to reach subject.

The purpose of this study is to determine the relationship between personality and motivation on job performance. Therefore, in order to determine the relationship, the design of research was hypothesis testing.

Location of the Study

This study was carried out specifically in various departments throughout the area of MPH Bookstores Sdn. Bhd. as represented in the study area organization situation. They have 8 departments all together. All eight departments with their divisions and 12 outlets (bookstores) around Kuala Lumpur and Klang Valley were chosen to be included in the study setting. The departments and their divisions were chosen based on the availability of subjects that have been attached during the practical study. A total of 262 questionnaires (Table 1) were distributed over these eight locations.

Instrument

The NEO Five-Factor Inventory (NEO-FFI), a shorter version of the NEO Personality Inventory-Revised (NEO-PI-R), was used to measure the big 5 personality traits. Saucier (1998) asserts that the NEO-FFI covers the big 5 dimensions "with fidelity and reliability". The NEO-FFI consists of 60 statements rated using the following scale: A (strongly agree or the statement is definitely true), B (agree or statement is mostly true), C (neutral, cannot decide or the statement is about equally true and false), D (disagree or the

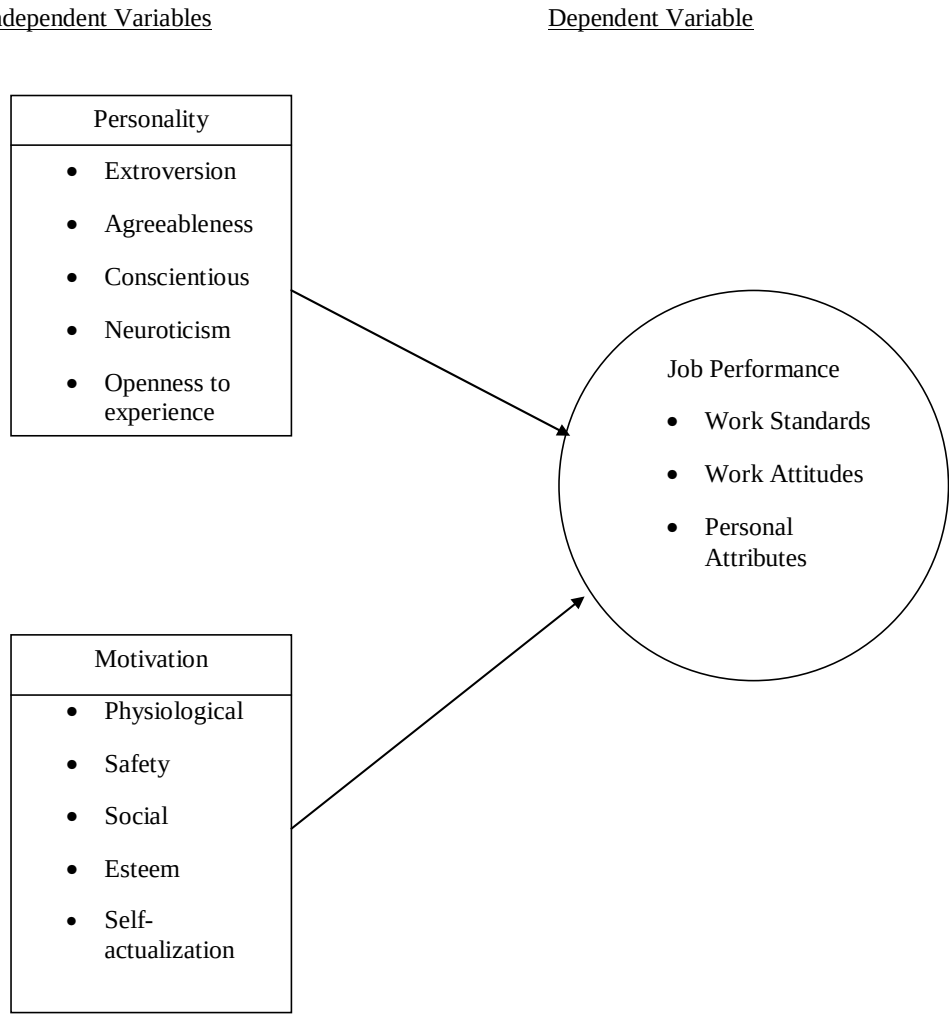

Figure 2. Theoretical Framework of the Study

Table 1. Questionnaires distribution.

Departments/outlets	Number of questionnaires distributed
HQ (HR, Acc, Marketing, Operation, Merchandising, Visual Merchandising, IT and Compliance)	30
MPH Mid Valley	60
MPH One Utama	60
MPH Subang Parade	20
MPH The Curve	20
MPH Alamanda	10
MPH The Summit	10
MPH Sunway Pyramid	10
MPH Bukit Bintang Plaza	10
MPH Bangsar Village	8
MPH Giant Stadium Shah Alam	8
MPH SACC Mall	8
MPH Bukit Raja	8
Total	262

statement is mostly false) and E (strongly disagree or the statement is definitely false). However, only 15 selected statements will be used in this study.

Nursing Education Satisfaction Instrument was used to measure the level of staff motivation based on Maslow's hierarchy needs of theory. From 53 statements, only 15 statements were selected to be used in this study using the following scale: A (strongly agree or the statement is definitely true), B (agree or statement is mostly true), C (neutral, cannot decide or the statement is about equally true and false), D (disagree or the statement is mostly false) and E (strongly disagree or the statement is definitely false).

For dependent variable, the adjusted staff performance appraisal of MPH Bookstores Sdn Bhd was used which was divided into 4 sections. Section A measures the work standard, B measures the work attitudes, and C measures the personal attributes of the staff. Section A consists of job knowledge, methods and procedures, work output and work quality. Section B consists of initiatives, dependability, cooperation and attendance while section C consists of communication skills, personal traits, grooming/appearance and customer service skills. It means there are 12 questions to measure the staffs' performance.

There are 42 questions for both dependent and independent variables excluding the questions about the demographic of the respondents.

Pilot study

Prior to this study, to ensure the reliability and clarity of the proposed measures, the draft instrument was tested for face and content validity. A pilot study has been conducted over 5 employees in an attempt to validate the methodology and to recognize problems that may be encountered before the actual survey takes place. During the test, 25 questions were outlined. As to ensure there is no problem in answering the questionnaire, the researcher was there to assist and note if there was any double meaning problem. The most frequently asked question by respondents was considered to be modified. However, during the test, there is no problem in understanding question. Based on the pre-test also, the method and the question to record the data were further refined for improved data collection that would allow for a detailed analysis.

Validity testing

It is important to ensure that the instrument to be used has validity, which measures the concepts being tested. According to American Educational Research Association, Psychological Association, and National Council on Measurement in Education (1999), Validity refers to the degree to which evidence and theory support the interpretations of test scores entailed by proposed uses of tests. In this study, the validity of the instrument used to test the concepts was undertaken by two different tests. First, the instrument was adopted from the previous study that had validity been tested before. Second, due to adaptation of language and understanding preferences, the questionnaire has been adjusted by interpreting the Bahasa Malaysia Language to avoid double meaning error by respondent. Since the researcher was there during the pilot test, the validity of both tests was guaranteed.

Reliability testing

The reliability of all scales in both the independent and dependent variables used in this study was computed using Cronbach's alpha statistic. Table 2 reports these reliability coefficients. Cronbach's alpha is commonly used methods for assessing the reliability of a scale. It uses the inter-correlations between items in the scale and is classified as a measure of internal consistency among the items in the specific scale. Overall Cronbach's alpha yielded the reliability of each variable as: (α = 0.702) for extrovert, (α = 0.736) for agreeableness, (α = 0.795) for conscientious, neuroticism (α = 0.723), (α = 0.752) for openness to experience, (α=0.761) for physiological, (α=0.870) for safety, (α = 0.870) for social, (α=0.854) for self-esteem, and (α = 0.831) for self-actualization. As a result, completed 51 items were tested over large sample of (N=221) after 11 items have been removed from the initial instrument since the refinement of reliability of each variable demonstrated adequate consistency at a range of (α=0.7 - 0.9).

RESULTS

Correlation analyses

Extroversion, agreeableness and openness to experience were significantly and positively correlated dependent variable dimension (work standard, work attitude, personal attributes and overall job performance) with a range of correlation from r= 0.130** to r= 0.525**. Conscientious showed a significantly positive correlation with work attitude and overall job performance of correlation, r= 0. 291** and r= 0.172** respectively while neuroticism showed significantly negative correlation with work attitude (r= -0.250**)

Motivation variables such as physiological had a significantly positive relationship with work standard (r= 0.268** and personal attributes (r= 0.116*). Safety had a significantly negative relationship with personal attributes (r= -0.189**), while social had a significantly positive relationship with work standard (r= 0.258**), work attitude (r= 0.209**) and overall performance (0.215**). Self-esteem had a significantly positive relationship also with work standard (r= 0.258**), work attitude (r= 0.209**) and overall performance (r= 0.215**).

This goes also for self-actualization, which had a significantly positive correlation with work standard (r= 0.349**), work attitude (r= 0.175**) and overall job performance (r= 0.227**) (Table 4).

Regression analyses

A series of regression analyses were performed to uncover the relative contribution of various factors in predicting performance of MPH's staff. Four separate stepwise multiple regression analyses were conducted, regressing each personality dimension and motivation level. Results are shown in Table 3. Table 3 shows that there is a significant contribution on extrovert and work standard, F (1.199) = 20.277, p <0.05 where p = 0.001. For self esteem with work standard there is significant contribution, F (2,198) = 21.579, p Table 3 shows that there is a significant contribution on extrovert and work standard, F (1.199) = 20.277, p <0.05 where p = 0.001. For self esteem with work standard there is significant contribution, F (2,198) = 21.579, p<.05 where p = .001, and there are significant contributions on physiological

Table 2. Reliability test.

Variable	α	Item removed	No. of remaining item
A)Extrovert	0.702	I often get into arguments with my colleague. (2) Most people I know like me (3)	3
B)Agreeableness	0.736	If do not like people, I let them know (8) In carrying my duty, I fully comply with the Standard Operation Procedure (SOP) (9) I always be honest in dealing with customer, if I do not know something I just tell them that I do not know (10)	2
C)Conscientious	0.795	No item removed	5
D)Neuroticism	0.723	No item removed	5
E)Openness to experience	0.752	No item removed	5
F)Physiological	0.761	Office appliances (computer, stationery, etc) are available in my workplace (28) I am fully satisfied with the workplace that I work in (29) The pay that I received can be considered good (30)	2
G)Safety	0.870	No item removed	5
H)Social	0.854	Interaction between staff is encouraged (36) Administration staff is approachable (37) Interaction between workers and immediate superior is encouraged (38)	2
I)Self-esteem	0.831	No item removed	5
J)Self-actualization	0.886	No item removed	5

Table 3. Personality and Motivation level predictors of job performance.

Variables	R^2	B	t	p
Work standard				
Extrovert	0.151	0.361	6.120	0.000
Esteem	0.239	0.222	3.475	0.001
Physiological	0.270	0.192	3.034	0.003
Work attitude				
Extrovert	0.274	0.404	5.550	0.000
Agreeableness	0.330	0.241	4.112	0.000
Openness to experience	0.348	0.158	2.194	0.029
Neuroticism	0.373	-0.171	-3.073	0.002
Personal attributes				
Extrovert	0.186	0.304	6.125	0.000
Agreeableness	0.241	0.262	4.383	0.000
Safety	0.286	-0.214	-3.718	0.000
Overall Job Performance				
Extrovert	0.275	0.505	7.661	0.000
Agreeableness	0.314	0.219	3.861	0.000
Social	0.330	0.143	2.551	0.013
Conscientiousness	0.344	-0.136	-2.138	0.034

Table 4. Correlation analyses personality, motivation and performance.

	Extro.	Agree	Cons.	Neuro.	Open	Physio.	Safety	Social	Esteem	Actual.
Wrkstndrd.	0.388**	0.130**	0.047	0.058	0.323**	0.268**	-0.059	0.258**	0.351**	0.349**
Wrkattd.	0.524**	0.365**	0.291**	-0.250**	0.470**	-0.058	0.108	0.209**	0.190**	0.175**
Prsnlattr.	0.431**	0.339**	0.107	-0.010	0.368**	-0.116	-0.189**	0.089	-0.026	0.065
Ovjobperf.	0.525**	0.327**	0.172**	-0.076	0.453**	0.034	-0.060	0.215**	0.197**	0.227**

Wrkstndrd =Work standard, Wrkattd =Work attitude, Prsnlattr = Personal attributes, Ovjobperf =Overall Job Performance, Extro = Extrovert Agree= Agreeableness Cons= Conscientiousness, Neuro= Neuroticism, Open= Openness, Physio = Physiological, Actual = Self-actualization
**Correlation is significant at the 0.01 level (1-tailed).
*Correlation is significant at the 0.05 level (1-tailed).

with work standard, F (3.197) = 17.243, p <0.05 where p = 0.001.

Based on Table 3, the analysis of the model 1 (extrovert) is 0.151. R^2 which is smaller, less capable uses the independent variables (extrovert) to explain the dependent variables (work standard), F (1.199) = 20.277, P = 0.001 <0.05. From the beta, the extrovert factor is (Beta = 0.361, t = 6.120, Sig = 0.001). This means that the proposed model that fits the data has only 15.1%. The conclusion is also supported by the analysis of variance, in which the value of 0001 is significantly lower than the specified significant level of 0.05. This finding means that the first predictor of extrovert as shown by the first model accounted for 15.1% increase in change criterion (work standard).

Value R^2 change analysis of model 2 (self esteem) is 0.088; is smaller, less capable and uses the independent variables (self esteem) to explain the dependent variables (work hard), F (2.198) = 21,579, P = 0.001 <0.05. When viewed from the beta, self esteem factors are (Beta = 0.222, t = 0.3475, Sig = 0.001). This means that the proposed model that fits the data is only 8.8%. The conclusion is also supported by the analysis of variance whose value of 0001 is significantly lower than the specified significant level of 0.05. This finding means that the second predictor of extrovert and self esteem as shown by the model accounted for 23.9% increase in change criterion (work hard).

Through the analysis of the model 3 (physiological), R^2 change is 0.031. R^2 is smaller, less capable, uses the independent variable (physiological) to explain the dependent variables (work standard), F (3.197) = 17,243, P = 0.001 <0.05. When viewed from the beta, physiological factor is (Beta = 0.192, t = 3.034, Sig = 0.003). This means that the proposed model that fits the data is only 3.1%. The conclusion is also supported by analysis of variance whose value of 0.001 is significantly lower than the specified significance level of 0.05. This finding means that the three predictors of extrovert, self esteem and physiological are shown by the three models that accounted for 27.0% increase in change criterion (work standard).

The analysis of all dimensions in motivation and personality towards work attitude shows that only extrovert, agreeableness, openness, neuroticism are significant. The model 1 (extrovert) is R^2 =0.274, f (1.199) = 65.713, P = 0.001 <0.05. When viewed from the beta, the extrovert factor is (Beta = 0.404, t = 5.550, Sig = 0.001). This means that the proposed model that fits the data is only 27.4% only. The conclusion is also supported by the analysis of variance whose value of 0.001 is significantly lower than the specified significant level of 0.05. This finding means that the first predictor of extrovert as shown by the first model accounted for 27.4% increase in work attitude.

Value R^2 change analysis of model 2 (Agreeableness) is 0.056, while F (1.199) = 65.713, P = 0.001 <0.05. When viewed from the beta, agreeableness factors are (Beta = 0.241 t = 4.112, Sig = 0.001). This means that the proposed model that fits the data is only 5.6%. The conclusion is also supported by the analysis of variance whose value of 0001 is significantly lower than the specified significant level of 0.05. This finding means that the second predictor of extrovert and agreeableness as shown by the model accounted for 33.0% increase in work attitude.

In model 3 (openness) R^2 change is 0.074, F (3,197) = 47.697, P = 0.001 <0.05. When viewed from the beta, social factor is (Beta = 0.143, t = 2.551, Sig. = 0.013). This means that the proposed model that fits the data is only 7.4%. The conclusion is also supported by the analysis of variance whose value of 0001 is significantly lower than the specified significant level of 0.05. The result shows that the three predictors of extrovert, agreeableness and openness accounted for 34.8% increase in change criterion (work attitude).

In model 4 (neuroticism) R^2 changes are, 0.099. F (4,196) = 29.236, P = 0.001 <0.05. When viewed from the beta, neuroticism is (Beta = -0.171, t = -3.073, Sig = 0.002. This means that the proposed model that fits the data is only 9.9%. The conclusion is also supported by the analysis of variance whose value of 0001 is significantly lower than the specified significant level of 0.05. The result shows that the three predictors of extrovert, agreeableness, social and conscientiousness accounted for 37.3% increase in work attitude.

The analysis of all dimensions in motivation and personality towards work attitude shows that only extrovert, agreeableness and safety are significant. In extrovert, R^2 =0.186, f (1.199) = 37.896, P = 0.001 <0.05. The beta of extrovert is (Beta = 0.304, t = 6.125, Sig = 0.001). This means that the proposed model that fits the data is only 27.4%. The conclusion is also supported by the analysis of variance whose value of 0001 is significantly lower than the specified significant level of 0.05. This finding means that the first predictor of extrovert as shown by the first model accounted for 18.6% increase in work attitude.

Value R^2 change of model 2 (Agreeableness) is 0.055, while F (2.198) = 29.598, P = 0.001 <0.05. When viewed from the beta, agreeableness factors are (Beta = 0.262 t = Sig = 0.001). This means that the proposed model that fits the data is only 5.5%. The conclusion is also supported by the analysis of variance whose value of 0001 is significantly lower than the specified significant level of 0.05. This finding means that the second predictor of extrovert and agreeableness as shown by the model accounted for 24.1% increase in work attitude.

In model 3 (safety), R^2 change is 0.012, F (3.197) = 24.50, P = 0.001 <0.05. When viewed from the beta, safety is (Beta = -0.14, t = -3.718, Sig. = 0.000). This means that the proposed model that fits the data is only 1.2%. The conclusion is also supported by the analysis of variance whose value of 0001 is significantly lower than the specified significant level of 0.05. The result shows that the three predictors of extrovert, agreeableness and safety accounted for 34.4% increase in personal attribute.

The analysis of all dimensions in motivation and personality towards overall job satisfaction shows that only extrovert, agreeableness, openness and social are significant. The model 1 (extrovert) is 0.275. R^2 which is smaller, less capable uses the independent variables (extrovert) to explain the dependent variables (job performance), F (1.199) = 61.943, P = 0.001 <0.05. When viewed from the beta, the extrovert factor is (Beta = 0.505, t = 7.661, Sig = 0.001). This means that the proposed model that fits the data is only 27.5%. The conclusion is also supported by the analysis of variance whose value of 0001 is significantly lower than the specified significant level of 0.05. This finding means that the first predictor of extrovert as shown by the first model accounted for 27.5% increase in job performance.

Value R^2, change analysis of model 2 (Agreeableness) is 0.039; smaller, less capable, uses the independent variables (Agreeableness) to explain the dependent variables (job satisfaction), F (2.198) = 40.363, P = 0.001 <0.05. When viewed from the beta, agreeableness factors are (Beta = 0.219, t = 0.3475, Sig = 0.001). This means that the proposed model that fits the data is only 3.9%. The conclusion is also supported by the analysis of variance whose value of 0001 is significantly lower than the specified significant level of 0.05. This finding means that the second predictor of extrovert and agreeableness as shown by the model accounted for 31.4% increase in change criterion (job satisfaction).

In model 3 (social), R^2 change is 0.055. R^2 is smaller, less capable, uses the independent variable (physiological) to explain the dependent variables (job satisfaction), F (3.197) = 29.236, P = 0.001 <0.05. When viewed from the beta, social factor is (Beta = 0.143, t = 2.551, Sig = 0.013). This means that the proposed model that fits the data is only 5.5%. The conclusion is also supported by the analysis of variance whose value of 0001 is significantly lower than the specified significant level of 0.05. The result shows that the three predictors of extrovert, agreeableness and social accounted for 33.0% increase in change criterion (job satisfaction).

In model 4 (conscientiousness), R^2 change is 0.069, f (4, 196) = 23.675, P = 0.001 <0.05. When viewed from the beta, conscientiousness factor is (Beta = 0.143, t = -0.136, Sig = 0.013). This means that the proposed model that fits the data is only 6.9%. The conclusion is also supported by the analysis of variance whose value of 0001 is significantly lower than the specified significant level of 0.05. The result shows that the three predictors of extrovert, agreeableness, social and conscientiousness accounted for 34.4% increase in change criterion (job satisfaction).

As for overall, extroversion type of personality in Big-5 Personality is predicted as a strong contributor to measure the performance of customer service personnel. The other types of personality that contribute are agreeableness and conscientiousness. The remaining, neuroticism and openness to experience cannot be a predictor. In terms of motivational level, only social need which is ranked in third level of Maslow Hierarchy Needs of Theory can be a predictor.

DISCUSSION AND CONCLUSION

The purpose of this study is to investigate the type of personality of Big 5 Personality and Motivation level of Maslow Hierarchy Need of Theory that can predict the performance of customer service personnel in MPH Bookstores Son. Bhd.

Result from regression analyses revealed that extrovert is the main predictor of the staff's performance followed by agreeableness, surprisingly; conscientiousness is found to give a negative impact for performance in this study. On motivation side, social need is the predictor.

Form the data gathered, since the performance between male and female staff is at par, the management should not bother about it; however, the management should find a way to ensure that the staff who serve the company for more than 5 years stay with the company and not go elsewhere because such staff can share and contribute something valuable towards the development of the company. And since they are expert and understand what they are doing, they can become a good teacher to teach, train, guide and become a mentor to a

new staff.

Apart from that, executives of the company that show an excellent working attitude during their service should be compensated; hence it is appropriate if the management compensate them so that they can maintain, and in fact, improve their performance.

The main predictor for this position has been revealed through this research. Extroversion describes an individual who is comfortable with social relationships. Extroverts are viewed as warm, gregarious, assertive, active, and exhibiting positive emotion (Costa and McCrae, 1992). Given extroverts' propensity to seek new relationships and the social nature of performers, extroverts are expected to be more likely than introverts to volunteer their service as performers. Therefore, specifically the management should hire this type of personality in order to boost-up the sales level of the company, thus increasing the profit margin.

The second predictor for performance is agreeableness. Agreeableness is defined as the number of sources from which an individual takes his or her norms for appropriate behavior (Costa and McCrae, 1992). An agreeable person will defer to many other people for attitudinal or behavioral cues. Costa and McCrae (1992) describe an agreeable person as trustworthy, compliant, modest, and altruistic. This type of personality should come together with extroversion if company wants to hire a staff.

However, conscientious showed a negative predictor for performance. Conscientiousness refers to a characteristic involving goal focus, dutifulness, self-discipline, and competence (Costa and McCrae, 1992). A conscientious person is committed to doing the task the right way. Conscientious individuals are expected to perform more frequently than less conscientious individuals. To some extent, conscientiousness is not required by the staff in certain industry especially in retailing. Due to that, MPH should ignore this type of personality in hiring new staff.

In terms of motivation, only social need can be a predictor for performance. Therefore, the management should be open minded to accept the idea from the staff, give some space for them to socialize with their office mate perhaps to reduce stress, and also do not enforce a strict regulation; support and try to understand if the staff have a problem.

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