

Assessment on Effect of Employees Personality on Organizational Performance in the Case of Yacob International Hotel, Wolaita Sodo

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ABSTRACT

The study was conducted in the effect of Employees Personality on Organizational Performance in the case of Yacob international hotel, Wolaita Sodo. Identifying the types of personality is mostly displayed by employees and examining the impact of personality types on organizational performance are not well studied in Yacob international hotel. The general objective of the study is to assess the effect of Employees Personality on Organizational Performance in the case of Yacob international hotel, Wolaita Sodo. Both qualitative and quantitative methods was used because mixed approach as a methodology incorporates multiple approaches in all stages of research from problem identification to research questions, data collection, and data analysis. For this study, a simple random sampling technique was employed to select the sample of respondents. A total of 184 samples were randomly selected from respondents. The necessary data were collected through the use of both primary and secondary sources. Collected data were presented in a narrative form and analyzed using regression model. The result shows openness and conscientiousness has a positive and significant relationship with organizational performance and other personality types. Also both of these personality types have a positive and significant influence on organizational performance. This shows that those who have high conscientious people tend to emphasis on planning, organizing and concern about meeting deadlines and targets tend to perform better. Since this study was conducted only on one hotel, it may not be able to generalize the finding. However by conducting this research on wider context of a particular hotel at country level could confirm the findings and maybe a significant contribution to this field of study in general.

Keywords: Employees Personality, Organizational Performance and Yacob international hotel

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1. INTRODUCTION

1.1. Background of the study

In the world, every company certainly wants employees will do things beyond what is listed in the job description, and proved that the company has an edge over other companies (Hui et al., 2000). Individual are created with different instincts that subsequently determine the personality of such as the ways the person act or react to the environment. As an employee, the personality in the workplace is important to achieve organization objectives, is not only merely in term of profit but also the successful performance through the employees. The researcher was recognizing that that profitability of an organization depended on the degree of customer loyalty (Yee, Yeung & Cheng, 2008).

The first impression of the customer towards employees is important tools to build customer loyalty and satisfaction. As Harris & Goode (2004) state that customer loyalty is a core goal of organization either service or product. Personality is about the way individual reacting, perception, thinking, perceiving, attitude or behavior as a person to their environment. Personality can be defined as a dynamic or set of characteristic possessed by a person that influence on cognition, motivation and behavior in a variety of situation. Ozer & Benet (2006) state that personality as the effective tool that predicts job performance. This is because, the way how people solve the problems, how well people perform in the workplace and complete the task will contribute to the organization achievement.

As a result this will effect on effective job performance. Personality is the combination of characteristics of individual that form a unique character for different people. For example, some people may be an open-minded people but other will be not. Duckworth & Yeager (2015) stated that a personality profile tools that can be used to provide an evaluation of an employee's personal attributes, values, and life skills in an effort to maximize his or her job performance and contribution to the company. Personality has been considered as an important factor on the personality related to specifically for predicting the organizational performance.

Organizational performance can be defined as when an organization meets its set targets putting into consideration all other personality, external and internal dimension that affected performance. An organizational

performance is accumulated end result of all the organization work processes and activities. Personality of employees is important to make sure the organization can accomplish the process and activities successfully. Therefore, this study focused on effect of employees personality on organizational performance in the case of Yacob international hotel, Wolaita Sodo.

1.2. Statement of the Problem

The success and sustainability of an organization will be determined by the willingness of employees to behave not only do their basic tasks, but also have the desire to be a 'good employee' (good citizen) in the organization (Markoczy & Xin, 2004 Stephen, 2006). Purba and Seniati (2004) found the trait personality and commitment to the organization has a significant influence. The results of Syahril and Widyanini (2007) verify that personality has a significant influence on OCB. Ahmadi (2010) also stated that all dimensions of personality (Extraversion, Agreeableness, Conscientiousness Emotional Stability and Openness to Experience) have a positive and significant influence on OCB.

In improving the employee performance, companies need to improve the welfare and quality of employee's capabilities, another factor can also increase the performance of employees, that is OCB. This was stated by Chien (2003) which states that several studies have shown that OCB is positively related to the individual performance, unit, and organizational performance. So the application of OCB by employees in the workplace can have an impact on the improvement of employee performance, performance in the unit / area where the employee is located and overall company performance. Identifying the types of personality is mostly displayed by employees and examining the impact of personality types on organizational performance are not well studied in Yacob international hotel. Therefore, this study assessed effect of employees personality on organizational performance in the case of Yacob international hotel, Wolaita Sodo.

1.3. Research objectives

1.3.1. General Objective

The general objective of the study is to assess the effect of Employees Personality on Organizational Performance in the case of Yacob international hotel, Wolaita Sodo.

1.3.2. Specific objectives

- ❖ To identify which types of personality is mostly displayed by employees in Yacob international hotel, Wolaita Sodo
- ❖ To examine the impact of personality types on organizational performance in Yacob international hotel, Wolaita Sodo

1.4. Research Questions

- ❖ What types of personality is mostly displayed by employees in Yacob international hotel, Wolaita Sodo?
- ❖ What are the impacts of personality types on organizational performance in Yacob international hotel, Wolaita Sodo?

1.5. Significance of the study

This research contributes to the existing knowledge to the organization in Yacob international hotel especially. As employees of Yacob international hotel, they should have a good performance and personality to attract more customers and represent the organization and career their work for. This research also will improve the employee's services because this study provides the negative impact if the employees have a bad performance. So, this research will provide the effect of employee's personality by emphasizing the Big Five Personality variables. It identified the types of personality is mostly displayed by employees and examined the impact of personality types on organizational performance in Yacob international hotel. To other researchers of similar interest who are willing to undertake further investigation on the topic, this research document can be used as a secondary information source.

1.6. Scope of the study

There are no issues done in relation to the effect of Employees Personality on Organizational Performance in the case of Yacob international hotel. Thus, this study will mainly focus on the effect of Employees Personality on Organizational Performance only confined geographically to Yacob international hotel.

1.7. Limitation of the study

This research is limited on the objective which includes identifying the types of personality is mostly displayed by employees and examining the impact of personality types on organizational performance in Yacob international hotel.

1.8. Organization of the study

This research paper is structured in five sections. They are introduction (contains statement of the problem, objectives, significance of the study, operational & conceptual definition, scope and limitation of the study), literature Review, methodology (contains the study area descriptions and research methodology), discussion of the results and conclusion and recommendations (contains the limitation of the study, summary of the ideas raised in the research questions and objectives in general and recommendation for future research).

2. LITERATURE REVIEW

2.1. Definitions of Key Concepts

Guilford (1959) defined personality as the unique traits for the individuals look different from others. This is agreeableness by McCrae & Costa (1989) has defined personality as an individual behavior which reflects on individual unique characteristic such an offensive, obedient, diligent, lazy, independent, honest, and sociable and many others. In addition, Robin (2003) in his view personality is a combination of psychological traits of an individual. Finally, personality stated as the relatively stable pattern of behaviors and consistent internal states that explain a person behavior tendencies (McShane & Von Glinow, 2000). Personality traits have been shown to influences performance and career directions (Barrick & Mount, 1991; Hough & Furnham, 2003).

The actions or behavior of employees will help the organization to realize the organization objectives (Salzman, 2000; Blackburn, 2006). Otherwise, if bad attitude is shown by the employees will impact on bad performances to an organization. Whether a person as manager or subordinate employees will dealing with the people or individual who do not have same personality in the workplaces.

Colquitt (2009) stated personality is about what people are like and the ability what people can do. Some experts agree that performance refers to the degree of success in implementing the tasks and the ability to achieve the intended purpose, among others, by the Hakim (2006) who defines that the performance of the employee is as a result of work accomplished by individuals that are tailored to the individual's role or task within a company at a particular time period, which is associated with a particular standard size or value of the company in which the individual works. According to Singh and Billingsley (1996) that the performance is the result of work performed by employees in accordance with the objectives to be achieved in the work performed.

Gomes (2003) quoted Bernardin and Russell who stated that performance is as an expression of information for the evaluation of work success rate in achieving goals. Opinion of Kirkpatrick and Locke (1996) stated that the achievement is a term that relates to the quality and productivity of the results (output) of a person or people group work so as to improve the person or group performance is an important part of all management levels. Performance implementation of a person to achieve company goals must be accompanied by adequate capabilities and supported in a strong self-motivation. While according to Hersey and Blanchard (1992) that the performance is a function of motivation and ability. To complete the task or job, one must have a degree of willingness and a certain level of ability.

2.2. Personality

Personality comes from the Latin, personality (English) is also derived from the word persona (Latin) which means to describe the behavior, character, or a private person. This is done because there are distinctive characteristics that are only possessed by someone. Alwi et al. (2003) explained that the meaning of personality is reflected in the very nature of the attitude of a person or a nation that distinguishes from other people or nation. While personality according to Allport (Hall and Lindzey, 2005) is a dynamic organization within the individual as a psycho physical systems that determine the unique way in adapting to the environment. Personality is a description of the individual's self-image that influence a person's behavior uniquely and dynamically, it is because the behavior may change through the process of learning or through experience, education, and so on. This opinion clarifies the opinion by Setiadi (2003) that personality is the dynamic organization of the system that determines the individual psikofisis that determines his adjustment to the environment uniquely "

2.3. Review of key theories

2.3.1. The Big Five Model

The Big Five Model is the most widely accepted theory of personality among the researchers (Goldberg, 1992). The Big Five Model consists of five main dimensions of personality which referred to as Neuroticism, Extraversion, Openness to experiences, Agreeableness and Conscientiousness. A person with extraversion personality is usually associated with positivity and neuroticism is associated with negative affect for individual performances. Colquitt (2009) in his study the neuroticism personality is influences and give impact on general life of satisfaction. By this five main dimension will assist this research to study the differences of an individual particularly at the workplace.

Barick & Mount (1991) determined people as extraverts such as expressive, confident, sociable, talkative. Besides that, extravert person also tend to be positive (Watson & Clark, 1997). Johnson (1997) found a positive

relation between extroverts and job performances. Extrovert personality is considered as the key of job satisfaction (Judge et al, 1999). Sinha & Watson(2005) proposed that personality of extrovert or namely extraversion have positive impact on employee’s work performances. According to Barrick and Mount (1991) highly conscientious people are responsible, reliable, self-control and determined. Conscientiousness also refers to the person who have ability to plan, organize and strategically think towards the goals and become successful in carrying out the task (Costa and McCrae, 1992).

Openness to experience is define as being innovative, deviating approach and open-minded person (Alkahtanie et al, 2011) and a cognitive ability (Colquitt et al, 2009). Agreeableness is people with courteousness, goodnatured and caring. It was relate to the interpersonal behaviors. In contrast, individuals with low agreeableness or disagreeable have lack of desire to give cooperation with the others due to they do not trust people. This affects relationship with others. Agreeableness behaviors of employees or co-workers still contribute on organization performances but it is not a main contributor of variable for an organization to become successful. A person tend to agreeableness behavior have successful and relationship with others (Organ & Ryan, 1995).

2.3.2. Eysenck’s Three Traits

Eysenck (1967,1991) developed his theory of personality. He identified three dimension of personality. These are extraversion, neuroticism and psychoticism. According to Eysenck a person in high extraversion trait are tend to be sociable, active and outgoing. While people with high introverted ten to be quiet, cautious and like to be alone to do task. Neuroticism is referred as worried feeling, moody, obsessive, low self-esteem or emotional unstable of person. Neuroticism trait in Eysenck model is similarly with Big Five trait which is neuroticism also one of the variable in Big Five personality trait. Psychoticism refers to a personality pattern characterized as aggressiveness and interpersonal hostility. Besides that, psychoticism behavior is people who tend to be tough-minded, willing to take risk and involve in antisocial. Psychoticism behavior can be relate with psychoticism Eysenck trait when an individual low of agreeableness and conscientiousness. Page 200

2.3.3. Theory X and Theory Y

Douglas McGregor (1960) created his theory that relate to the human motivation. However, this theory also can be related to human behavior which is Theory X and Theory Y referring on people attitude and behavior to the environment. People in Theory X have negative perception of others with negative attitude. Those in Theory Y have an opposite view of Theory X which is assume people are generally hard working, smart and trustful and reliable. People falls under Theory X assumes that individuals are lazy, dislike work, avoid the task given whenever possible, avoid the responsibility, and no ambition. This type of people needs to be coerced or controlled by manager to achieve the organizational objectives. In addition, working with negative perception of environment will result on lack of performances. Theory Y assumes individual are generally tend to be ambitious, self-motivated, work hard, learn to seek out, accept responsibility and enjoying the work duties.

2.3.4. Carl Jung’s Psychological Types

Carl Jung’s theory of psychological type to assess and define personality. Jung developed psychological types based on four functions, namely, Feeling (F), Thinking (T), Intuition (N), and Sensing (S), plus four attitudes, namely, Extraversion (E), Introversion (I), Judging (J), and Perceiving (P)(Jung, 2014).

2.4. Contextual framework of the study

Based on the theoretical foundation, the frame of this research is:

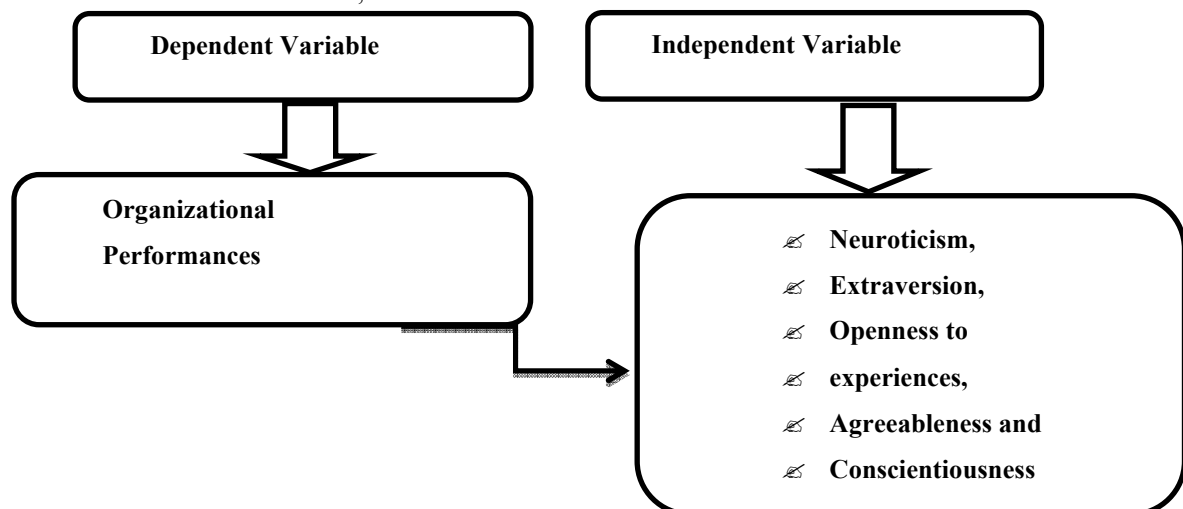


Figure 1. Conceptual framework (Source: Own construction based on literature, 2023)

3. MATERIALS AND METHODS

3.1. Description of the study area

Yacob hotel is mainly located in Wolaita Sodo town as shown in figure below. Wolaita Sodo town is the administrative center of the Wolaita Zone of the SNNPR. It has a latitude and longitude of 6°54'N 37°45'E with an elevation between 1,600 and 2,100 meters above sea level.

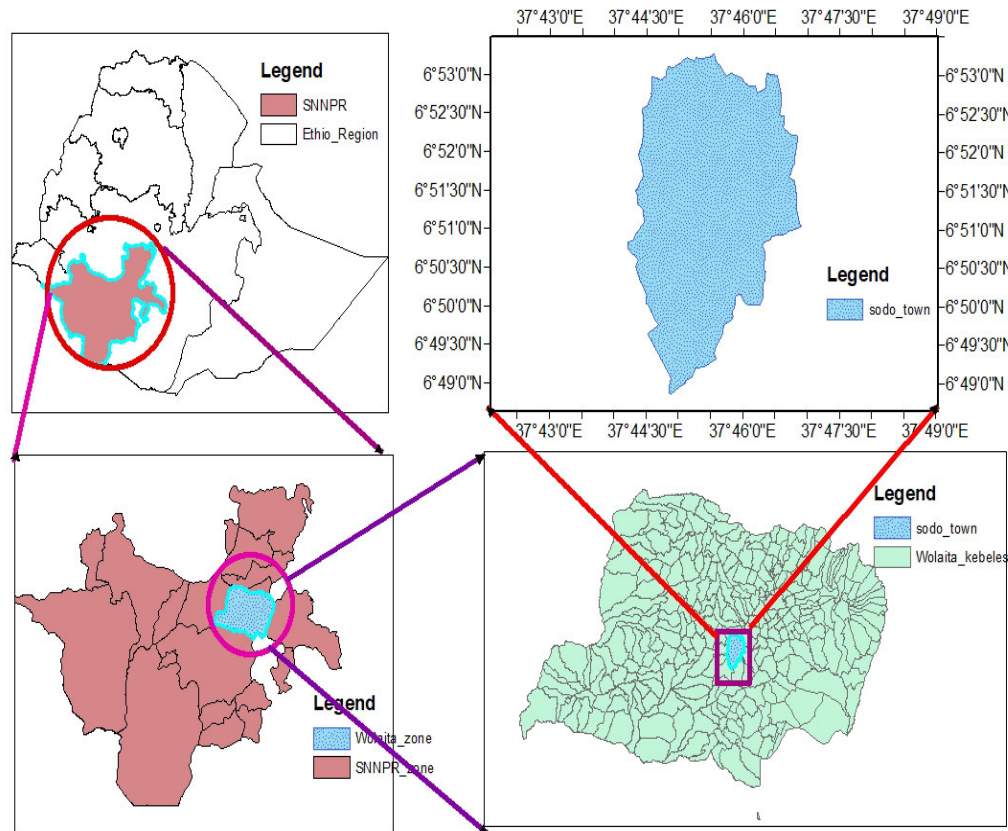


Figure 1 Map of the Study Area

3.2. Research Design

The research design depends on the type of research and the kind of information that is going to collect. It can be exploratory, descriptive, or explanatory (Yin, 1994). Descriptive research sets out to describe and to interpret what is. It looks at individuals, groups, institutions, methods and materials in order to describe, compare, contrast, classify, analyze and interpret the entities and the events that constitute the various fields of inquiry. It aims to describe the state of affairs as it exists. On the other hand, explanatory research, aims at establishing the cause and effect relationship between variables. The study used explanatory research design thus follows a mixed-method approach (by combining quantitative and qualitative procedures).

3.3. Target Population

The target populations to assess the effect of Employees Personality on Organizational Performance include employees in Yacob international hotel, Wolaita Sodo. The total numbers of employees in the study area are 340.

3.4. Sampling Techniques and Sample size

3.4.1. Sampling techniques

Sampling technique is defined as selecting the require sample size in a manner so that the sample is representative of the study population (Japheth, 2014). Sampling techniques can be classified into two main groups, probability and non probability sampling. For this study, a simple random sampling technique was employed to select the sample of respondents.

3.4.2. Sample size

The sample size for collecting quantitative data will be determined by using Yaman's (1967) formula.

$$n = \frac{N}{1 + N(e)^2} = \frac{340}{1 + 340(0.05)^2} = 184$$

The following steps used to determine sample size:

Where:-n= the sample size;

N= total number of private project stakeholders and

e= designates maximum variability or error 5 % (0.05)

3.5. Sources of Data

The necessary data were collected through the use of both primary and secondary sources.

3.6. Method of Data Gathering Tools

For the purpose of this study, two different data collection methods were used. Primary data was collected through questionnaire, in-depth interview and Focus Group Discussion. Secondary data was obtained from physical observation, reports and different documents.

3.6.1. Questionnaire

The questionnaires contain close ended question. It was administered by the data collectors (researcher and supporters trained to collect the data). Supporters or data collectors were selected purposively.

3.6.2. In-depth Interview

In order to find out the views, attribution and perception of respondents, in-depth interview was employed. Different interview questions will be prepared; all interview questions will be prepared in Amharic and English language for the ease response of respondents. Accordingly, the interview will be administered by the Researcher.

3.6.3. Focus Group Discussion

Ten FGDs from each site were selected. The numbers of discussants in each FGD include 10-15 members.

3.7. Validity and Reliability Test

Validity refers to the quality that a procedure or an instrument used in the research is accurate, correct, true and meaningful. According to Kothari (2004) validity is the most critical criterion which indicates the degree to which an instrument measures what is supposed to measure. Unfortunately, there is no one clear-cut indicator of scale's validity. The validation of a scale involves the collection of empirical evidence concerning its use. After the preparation of questionnaire, 184 respondents will be piloted to check whether the distribution of questionnaire is appropriate and to check if there is any confusion in the way the investigator can make necessary amendment to the questionnaires and remove ambiguities. The tests of validity will focus on face, content and construct validity of the questionnaire.

Reliability refers to how consistent a research instrument that measuring the variables of interest where the measurement is scale-based and therefore means the degree of internal consistency in the instrument of a study. The reliability test is an important instrument to measure the degree of consistency of an attribute which is supposed to measure. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. Cronbach's alpha is one of the most commonly accepted measures of reliability. It measures the internal consistency of the items in a scale. It indicates that the extent to which the items in a questionnaire are related to each other. A pilot study was conducted from the target population.

3.8. Method of Data analysis

In this study, descriptive method and econometric data analysis was used to analyze the data. For this analysis, Microsoft Excel was used. Multiple Linear regression model was employed to determine the effect of independent variable on dependent variable. Multiple linear regression model and correlation analysis will be used to analyze the effect and the relationship between the dependent and independent variables applying Microsoft Excel.

The independent variables used in this model is derived based on review of intensive related literatures, previous empirical study findings, experts' and researcher's knowledge .Generally, the data analysis methods for this research was both qualitative and quantitative. To analyze the data obtained through questionnaire, descriptive analysis will be employed. The model is specified as follows.

$$Z_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

Where, β_0 = is the regression constant

$\beta_1, \beta_2, \text{ and } \beta_5$ = is the coefficient for the independent variables 1,2,.....,5

ϵ_i = error term.

X_1 = Extroverts

- X2= Neuroticism
- X3= Conscientiousness
- X4= Agreeableness
- X5= Openness

3.9. Ethical consideration

The research was conducted after obtaining official permission. During interview and questionnaire preparation, ethical consideration was given to emphasize the respondent and informed in advance informing the basic objectives of the study and confidentiality of every bit of information they provided. Participants of the study were asked for their consent before participating in the study. During the consent process, they were provided with information regarding the purpose of the study, why and how they are selected to be involved in the study, and what is expected from them and that they can withdraw from the study at any time.

4. RESULTS AND DISCUSSIONS

4.1. Response rate

Response rate allows readers to gauge how many instruments were distributed, how many were returned, and what the overall rate of response to the survey looks like. From the distributed questionnaires, all responses were returned. Generally, the overall rate of response looks like 184 % (110) returned the given questionnaire paper.

4.2. Reliability and Validity

Before applying statistical tools, testing of the reliability of the scale is very much important as its shows the extent to which a scale produces consistent result if measurements are made repeatedly. This is done by determining the association in between scores obtained from different administrations of the scales. If the association is high, the scale yields consistent result, thus is reliable. The formula for Cronbach’s alpha is:

$$n = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

Where:

N = the number of items, \bar{c} = average covariance between item-pairs and \bar{v} = average variance.

Table 1. Validity and reliability test of data collection tools

	Internal consistency value interpretation					
	Excellent	Good	Acceptable	Questionable	Poor	Unacceptable
Cronbach’s alpha value						
	$0.9 \leq \alpha$	$0.8 \leq \alpha < 0.9$	$0.7 \leq \alpha < 0.8$	$0.6 \leq \alpha < 0.7$	$0.5 \leq \alpha < 0.6$	$\alpha < 0.5$

Table 2. Reliability Analysis

Variable	Driver	Number of items	Cronbach Alpha
Personality	Extraversion	4	0.75
	Neuroticism	4	0.80
	Conscientiousness	4	0.78
	Openness	4	0.82
	Agreeableness	4	0.81

The table 2 above shows the Cronbach’s Alpha for extraversion is 0.75, neuroticism (0.80), conscientiousness (0.78), openness to experience (0.82), and agreeableness (0.81) are considered to be acceptable and has good reliability for the scale. Therefore, the Cronbach’s Alpha for the entire variable considered and acceptable.

4.3. Demographic characteristics

Demographic characteristics of sample households by age, household size, marital status and education level are summarized. The summaries of basic characteristics for the 184 respondents were indicated in the table below. Age group of the sample household for 18-20 consisted 6 percent, age group 21 – 25 is about 28 percent, (42%) were between age of 26-30 years old and old age above 30 years of age amounted to 24 percent. From the above finding, the employees were matured enough to fill the questionnaire with the correct responses prepared for them and majority of them are within the age between 26-30 years old in Yacob hotel.

According to the table 3 below, the personal detail shows (54%) of respondents are male, and (46%) are females. Regarding employee (respondents), it seems that the number of female employee was below to that of male. As shown in table 3 below, the educational level of the respondents shows the educational level of the respondents shows (38%) of the respondents were diploma and below, (46%) of the respondents were degree and, (16%) of the respondents were MA degree. From the above finding, the employees were educated enough to understand the questionnaire with the correct responses prepared for them and majority of them have degree.

Table 3. Characteristics of respondents

	Respondents		
	Frequency	%	
Age categories	18-20	10	6
	21-25	52	28
	26-30	78	42
	30 and above	44	24
	Total	184	100
Sex	Female	84	46
	Male	100	54
	Total	184	100
Level of education	Diploma and below	70	38
	Degree	84	46
	MBA	30	16
	Total	184	100

Source: Compiled from survey result, 2023

4.4. Regression Analysis

Table 4-Model Summary of Organizational performance

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	5	8.129465	1.62589307	9.363695	6.21939E-08
Residual	177	30.73392	0.173637981		
Total	182	38.86339			

The Table 4 above shows the finding from the regression by using data analysis in excel to estimate the result. From the table, it shows that the model is significant as the significance of F is less than 0.05 which is 6.21939E-08.

Table 5- Coefficients and significance of Organizational Performance

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	0.606	0.213	2.850	0.005	0.186	1.026	0.186	1.026
Extraversion	-0.043	0.033	-1.274	0.204	-0.108	0.023	-0.108	0.023
Neuroticism	-0.037	0.121	-0.304	0.762	-0.276	0.203	-0.276	0.203
Conscientiousness	0.147	0.049	3.035	0.003	0.052	0.243	0.052	0.243
Openness	0.235	0.051	4.636	0.000	0.135	0.334	0.135	0.334
Agreeableness	0.056	0.084	0.660	0.510	-0.111	0.222	-0.111	0.222

According to the table 5 above, it shows that only conscientiousness and openness personality types are significant and positively influences organizational performance. This study do not found any significant influence of extroverts and neuroticism and Agreeableness on organizational performance. This finding is similar to the precious research finding of conscientiousness significance influence on performance (Davis & Damary, 2012; Alharbi & Alyahya, 2012). Also Alharbi & Alyaha (2012) found that neuroticism have a

negatively impact on performances. This means that the empirical model can be written as Organizational performance = $Z_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$

Where, β_0 = is the regression constant

β_1, β_2 , and β_5 = is the coefficient for the independent variables 1,2,.....,5

X_1 = Extroverts

X_2 = Neuroticism

X_3 = Conscientiousness

X_4 = Agreeableness

X_5 = Openness

Organizational performance = $Z_i = 0.606 + 0.147 X_3 + 0.235 X_4$

This means that 1 unit changes in conscientiousness (X_3) will change organizational performance by 0.147 units when other things remain constant. Also changes in 1 unit of openness (X_4) will causes to change organizational performance by 0.235 units while other things remain constant

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. SUMMARY

The study was conducted in the effect of Employees Personality on Organizational Performance in the case of Yacob international hotel, Wolaita Sodo. Identifying the types of personality is mostly displayed by employees and examining the impact of personality types on organizational performance are not well studied in Yacob international hotel. The general objective of the study is to assess the effect of Employees Personality on Organizational Performance in the case of Yacob international hotel, Wolaita Sodo. Both qualitative and quantitative methods was used because mixed approach as a methodology incorporates multiple approaches in all stages of research from problem identification to research questions, data collection, and data analysis. For this study, a simple random sampling technique was employed to select the sample of respondents. A total of 184 samples were randomly selected from respondents. The necessary data were collected through the use of both primary and secondary sources. Collected data were presented in a narrative form and analyzed using regression model.

5.2. CONCLUSION

In this study, this research fulfilled its purposes by identifying the most common type of personality among the respondents and how it influences organizational performance. The result shows openness and conscientiousness has a positive and significant relationship with organizational performance and other personality types. Also both of these personality types have a positive and significant influence on organizational performance. This shows that those who have high conscientious people tend to emphasis on planning, organizing and concern about meeting deadlines and targets tend to perform better. Also people who are more open able personality type tend to reduce personal and professional conflict by resolving the problem through cooperation and collaborations even though they did not like to agree. This means most cases they tend to open for the benefit of organization rather than arguing and creating more conflict in the study area.

5.3. RECOMMENDATION

Centered on the results, it is evident employing highly conscientious and open able personality types to work in the organization could improve performance. Therefore human resource, marketing and operational managers should ensure they identify the personality type before they made any recruitment and selection decision. Since this study was conducted only on one hotel, it may not be able to generalize the finding. However by conducting this research on wider context of a particular hotels at country level could confirm the findings and maybe a significant contribution to this field of study in general.

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APPENDICES

Survey Questionnaire

Dear respondents

Your genuine response for the following questions is extremely important for the successful completion of this paper, the information you provide is used only for the purpose indicated and will be kept highly confidential. I would like to thank you in advance for your cooperation.

Survey Questionnaire

Appendix I

Personal information of employees

	Respondents	
	Frequency	%
Age categories	18-20	
	21-25	
	26-30	
	30 and above	
	Total	
Sex	Female	
	Male	
	Total	
Level of education	Diploma and below	
	Degree	
	MBA	
	Total	

Appendix II

Questionnaire related with techniques for measuring their employees.

- Conscientiousness personality types are significant and positively influences organizational performance.
 Strongly agree agree ngly disagree Disagree
- Agreeableness personality types are significant and positively influences organizational performance.
 Strongly agree agree ngly disagree Disagree
- Oppenness personality types are significant and positively influen organizational performance.
 Strongly agree agree ngly disagree Disagree
- Neuroticism personality types are significant and positively influe organizational performance.
 Strongly agree agree ngly disagree Disagree
- Extrovert personality types are significant and positively influences organizational performance.
 Strongly agree agree ngly disagree Disagree