

THE RELATIONSHIP BETWEEN PERSONALITY TRAITS AND DRIVER JOB
PERFORMANCE: AN EMPIRICAL STUDY OF HAULAGE COMPANIES IN
PENINSULAR MALAYSIA

CHANDRA MOHAN SINNANDAVAR

**The Relationship between Personality Traits and Driver Job Performance:
An Empirical Study of Haulage Companies in Peninsular Malaysia.**

Chandra Mohan Sinnandavar

Bachelor of Management

Universiti Sains Malaysia, Penang, Malaysia

August 1995

Submitted to the Graduate School of Business Faculty of Business and Accountancy

University of Malaya,

in partial fulfillment of the requirements for the Degree of

Master of Business Administration

July 2011

ACKNOWLEDGEMENT

First and foremost, my deepest gratitude goes to all my teachers.

I'm grateful to my family members and friends for their love and guidance.

My sincere appreciation and respect goes to my teacher and supervisor, Mr. Zulkufly Ramly for his unwavering guidance, advice and encouragement throughout this research.

Thanks to all my fellow students and work colleagues whom in many ways sacrificed their time to help me complete this research.

Thanks to all staffs at UMGSB and fellow students for all the colorful experience throughout my years in UM.

PREFACE

The problems faced by the truckers can be divided into two aspects 1) equipment related problems 2) human-related problems. The equipment-related problems are less complicated and most often the management realizes the causes for these problems. Problems related to human resource is difficult to comprehend and peculiar from the aspect of drivers in a trucking company. The peculiarity of drivers stems from the reason that they are considered as blue collar workers but work nature requires them to interact with customers. The interaction with customers gives them certain degree of influence in the organization and this creates confusion for the management on whether to manage this workforce as blue collar workers or manage them as sales force professional's.

The individual factors which affect the individual's job performance are many and this study focuses on the factor of personality that affects drivers' job performance. In this study the trait theory approach is used in investigating the relationship between truck drivers' personality traits and their job performance. Personality researchers have distinguished personality into five different factors, which was subsequently called as the Five Factor model of personality. The five different personality factors are extraversion, emotional stability, agreeableness, conscientiousness and intelligence or openness to experience. Various studies have indicated that there is significant relationship between various personality factors and job performance and this study attempts to investigate the relationship between drivers' personality and their job performance.

ABSTRACT

This study contributes to the understanding of truck drivers' personality and its relationship with their job performance, which is an area of research that receives little attention in Malaysia. Industry practitioners posit that managing drivers is the hardest part in managing a transport company. This study investigates the impact of drivers' personality on their job performance. This study utilizes the Five Factor Model of personality which is extraversion, agreeableness, emotional stability, conscientiousness and intelligence and its narrow traits in investigating the relationship between a driver's personality and his/her job performance. Data were collected from 147 drivers of nine haulage companies, throughout Peninsular Malaysia. Results from a survey of the 147 drivers show that there is significant relationship between personality traits and driver's job performance. Extraversion and agreeableness dimension have weak correlation with job performance. Conscientiousness and emotional stability dimension have moderate correlation whilst intelligence doesn't have any effect on job performance. Conscientiousness dimension is found to have the most significant impact on driver's job performance. The knowledge of the relationship between personality traits and job performance would allow management to do the right selection when recruiting driver and also guide management on the training requirement.

TABLE OF CONTENTS

ACKNOWLEDGEMENT	iii
PREFACE	iv
ABSTRACT	v
LIST OF TABLES	ix
LIST OF SYMBOLS AND ABBREVIATIONS	x
CHAPTER 1: INTRODUCTION	1
1.1 Background	1
1.2 Importance of Truck drivers	2
1.3 Performance in Trucking Industry	3
1.4 Objective of the Study and Research Questions	4
1.5 Significance of Study	5
1.6 Scope and Method	6
1.7 Structure of the Dissertation	7
1.8 Limitations of the Study	7
CHAPTER 2: LITERATURE REVIEW	10
2.1 Introduction	10
2.2 Personality Traits	11
2.3 Development of the Five Factor Model (FFM) of Personality	12
2.4 The Interpretation of FFM of Personality	13
2.5 Narrow Traits of FFM	16
2.6 Job Performance	17

2.7	Drivers' Job Performance	19
2.8	The association between the FFM of Personality and Job Performance	20
2.8.1	Extraversion and Job Performance	21
2.8.2	Emotional Stability and Job Performance	22
2.8.3	Agreeableness and Job Performance	22
2.8.4	Conscientiousness and Job Performance	23
2.8.5	Intellect or Openness and Job Performance	24
2.9	FFM of Personality and Drivers' Job Requirements	25
2.10	Conclusion	27
 CHAPTER 3: DEVELOPMENT OF HYPOTHESIS AND RESEARCH METHODOLOGY		 29
3.1	Introduction	29
3.2	Hypothesis Development	29
3.3	Sample and Data	34
3.4	Data Collection	35
3.5	Definition of Research Variables	35
3.5.1	Independent Variables	35
3.5.1.1	Personality Dimensions	36
3.5.1.2	Personality Narrow Traits	37
3.5.2	Dependent Variable – Job Performance	38
3.6	Research Instrument	40
3.6.1	Personality Traits	40
3.6.2	Job Performance Dimension	42
3.7	Data Analysis	43

3.7.1	Preliminary Test	43
3.7.2	Main Analyses	44
3.8	Conclusion	46
CHAPTER 4: RESEARCH RESULTS		48
4.1	Introduction	48
4.2	Frequency Analysis	48
4.3	Reliability Analysis on Personality Traits	49
4.4	Descriptive Analysis	51
4.5	Correlation Analysis	55
4.6	Stepwise Regression Analysis	60
4.7	Conclusion	62
CHAPTER 5: DISCUSSION AND CONCLUSION		63
5.1	Discussion	63
5.2	Conclusion	71
5.2.1	Suggestion for Future Research	72
5.2.2	Implications for Managers	73
REFERENCES		75
APPENDICES		84

LIST OF TABLES

Table 2.1 : Styles for Truck Driver, Heavy and Tractor-Trailer	27
Table 3.1 : Reliability Test Results – Pilot Study	44
Table 4.1 : Demographic Profile of Respondents	50
Table 4.2 : Reliability Test Results	51
Table 4.3 : Descriptive Analysis of the Independent variables	53
Table 4.4 : Descriptive Analysis of the Dependent Variables	55
Table 4.5 : Stepwise Regression Analysis	61
Table 5.1 : Hypothesis Findings	72

LIST OF SYMBOLS AND ABBREVIATIONS

IMP	Industrial Master Plan
M ³	Cubic Meter
ICT	Information and Communication Technology
FFM	Five Factor Model
LPKP	Lembaga Pelesenan Kendaraan Perdagangan
R	Coefficient of Multiple Regression
p	The p value tells if the analysis is significant or not (level of significance)
SPSS	Statistical Package for the Social Sciences
r	The r-value indicates strength and direction (\pm) of the correlation
R ²	The adjusted Coefficient of Multiple Regression