

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This literature review is based mainly upon sources from scholarly journals and dissertations which is organized as follows: (1) Personality traits (2) The development of Five Factor Model (FFM) of personality, (3) The interpretation of Five Factor Model of personality, (4) Narrow traits of Five Factor Model, (5) Job performance, (6) Driver job performance, (7) The association between the Five Factor Model with job performance and (8) Five Factor Model of personality and driver job requirement.

Ahmad and Bakar (2003) as cited in Islam and Ismail (2008) observed that Malaysian employees on the relationship between age and tenure with the organizational commitment contradicts the findings on Western workers. This could be due the difference in culture and work preference and values that of Malaysian employees in comparison to the Westerners. Higgins and Sun (2002) find that Western culture is distinctly different from Asian culture and thus any tests may, in some way, be biased. Studies in the Western country have shown correlations between personality traits and drivers' job performance (Tichon, 2005) and this study attempts to investigate the relationship between personality traits and driver's job performance in the Malaysian context. The following section will discuss aspects pertaining to personality traits.

2.2 Personality Traits

According to Quick and Nelson (2006), there are two main aspects which affect the behavior of an employee in an organization; (1) the person him/herself and (2) the environment. The person or individual component consists of skills, abilities, personality, perception, attribution, attitude, values and ethics. The environment component consists of the organization, work group, job and personal life. Further, according to Lewin (1951), behavior is a function of the person and the environment. To understand human behavior, something needs to be known about the individual and the situation (Endler & Magnusson, 1976). Rothstein and Goffin (2000) find that the use of personality inventories in organizational settings seems to be growing, and personality has become one of the most active areas of research in personnel psychology (Murphy & Dzieweczynski, 2005).

In this study the focus of interest is the individuals' component of personality and how it affects behavior, which will eventually affect job performance. Quick and Nelson (2006) defined personality as a relatively stable set of characteristics that influence individual behavior. As per the definition of Oxford dictionary the meaning of trait is characteristics. A set or a cluster of trait or characteristics forms a domain or a factor or a dimension of personality. A personality trait is a subset to a personality dimension.

There is boundless individual difference among people, but most of this difference may go unnoticed in people's daily interaction and becomes insignificant (Goldberg, 1990). Goldberg find that Sir Francis Galton may have been among the first scientist to recognize explicitly the Lexical hypothesis (Goldberg, 1990), which suggests that the most salient individual difference in human interactions will eventually become encoded into a single term or adjective or language. The hypothesis

posits that by sampling language, it is possible to derive a comprehensive taxonomy of human personality traits.

There are two major personality theories namely trait theory and the integrative approach (Quick & Nelson, 2006). The trait theory posits that to understand an individual, behavioral pattern must be broken down to a series of observable trait and combining these traits into group forms the personality of the individual (Quick & Nelson, 2006). The integrative approach is a relatively new approach on personality and this approach describes personality as a composite of the individual psychological process.

This study adopts the trait theory approach in investigating the relationship between truck drivers' personality traits and their job performance. There is growing acceptance of the Five-factor model as a comprehensive taxonomy of normal personality (Digman, 1990; Kanfer, Ackerman, Murtha & Goff, 1995). The following section will discuss on the development of the FFM of personality.

2.3 Development of the Five Factor Model (FFM) of Personality

McDougall (1932) as cited in Barrick and Mount (1991) distinguish personality into five different factors namely intellect, character, temperament, disposition and temper. According to Barrick and Mount, the study by McDougall (1932) on personality aspect was the beginning of a systematic effort in organizing the taxonomy of personality. In a series of subsequent studies, Cattell (1943, 1946, 1947, and 1948), developed a taxonomy of individual differences that consists of 16 primary factor and eight secondary factor.

Tupes and Christal (1961) analyzed the research by Cattell on the correlations and find good support for five factors which is surgency, emotional stability,

agreeableness, dependability and culture. These factors are very similar to the five factors found by McDougall. Further, these factors are generally accepted by researchers today as the five main dimensions of personality (Barrick & Mount, 1991).

The FFM of personality developed by Fiske (1949) and Tupes and Christal (1961) was further confirmed by four subsequent studies (Borgatta, 1964; Hakel, 1974; Norman, 1963; Smith, 1967) in which they were in support of the FFM. However, the finding from Norman (1963) was the most significant because of his label of personality as dimension of extraversion, emotional stability, agreeableness, conscientiousness and culture. These five dimensions are used commonly in various literatures and subsequently referred as “Norman’s Big Five” or as the “Big Five” which is being used and referred until current times which also commonly known as the FFM of personality.

Numerous studies were conducted in the mid-eighties in which researchers provided compelling evidence for the robustness of the FFM of personality in various aspect of research approach (Barrick & Mount, 1991). Among those are; Bond, Nakazato and Shiraishi (1975) in a multi-culture setting using different instruments (Conley, 1985; Costa & McCrae, 1988; Lorr & Youniss, 1973; McCrae, 1989; McCrae & Costa, 1985, 1987, 1989), across different theoretical framework (Goldberg, 1981) and across variety of samples (Digman, 1990).

2.4 The Interpretation of FFM of Personality

The five factor of personality as per Norman’s (1963) definition are extraversion, emotional stability, agreeableness, conscientiousness and culture. The name attached to the dimension of personality may differ from among pioneering researchers but there is a general commonality in the definition of those dimensions (Barrick & Mount, 1991).

The Lexical hypothesis posits that by sampling language, it is possible to derive a comprehensive taxonomy of human personality traits. From this perspective, the definition of dimension in FFM hence dependent on the understanding and interpretation of the words used and applied by the researches themselves. These bring about to the various words definition applied to define the FFM of personality. The following literatures will discuss on the use of those words used to define the FFM and the emergence of commonalities among the researches in coming to an agreement for the words used for FFM. Though the name attached to the dimension differs, there is a great deal of similarities in the words that define each dimension (Barrick & Mount, 1991)

The first dimension, extraversion / introversion or surgency (Digman & Takemoto-Chock, 1981; Hogan, 1983; Howarth, 1976; McCrae & Costa, 1985) are most often associated with being sociable, gregarious, assertive, talkative and active (Barrick & Mount, 1991). The second dimension, it is most frequently called emotional stability, stability, emotionality or neuroticism (Brogatta, 1964; Norman, 1963; McCrae & Costa, 1985) are frequently associated with being anxious, depressed, angry, embarrassed, emotional, worried and insecure.

The third dimension, most frequently called as agreeableness or likability (Brogatta, 1964; Goldberg, 1981; McCrae & Costa, 1985), are linked to friendliness (Guilford & Zimmerman 1949), social conformity (Fiske, 1949), compliance versus hostile non-compliance (Digman & Takemoto-Chock, 1981) or love (Peabody & Goldberg, 1989). Common traits frequently associated with being courteous, flexible, trusting, good natured, cooperative, forgiving, soft-hearted and tolerant. The fourth dimension is usually called as conscientiousness or conscience (Hakel, 1974; McCrae & Costa, 1985; Norman, 1963) or conformity or dependability (which is being careful,

thorough, responsible, organized and planful) (Fiske, 1949; Hogan, 1983), as will to achieve or will (Digman, 1989; Smith, 1967), as work (Peabody & Goldberg, 1989).

The fifth dimension is said to be the most complicated of all the five dimensions (Barrick & Mount, 1991). Most frequently interpreted as intellect or intelligence (Borgatta, 1964; Digman & Takemoto-Chock, 1981; Hogan, 1983; Peabody & Goldberg, 1989) or openness to experience (McCrae & Costa, 1985) culture (Hakel, 1974; Norman, 1963). Common traits linked with this dimension are imaginative, cultured, curious, original, broad-minded, intelligent and artistically sensitive.

Digman (1990) notes that the convergence and agreement to a common understanding on the meaning of the Big Five dimension took place during the eighties. The emergence of the FFM shows that personality consists of five independent dimensions in which it allows us to study individual differences. Digman (1990) reviewed extensively of scholarly journals on the emergence of the FFM and selected the following trait names in reviewing the findings of the other literature's which are extraversion, emotional stability, agreeableness, conscientiousness and openness to experience.

In this study, the definitions adopted are similar to those of Digman (1990) which are extraversion, emotional stability, agreeableness, conscientiousness and openness to experience. These five factors are chosen for the ease of this study in which the instrument (Saucier, 1994) to measure personality which originates from Goldberg (1992) 100 adjective markers have the same factor names of Digman (1990). The following section will show the significance of defining the sub-traits of the broader dimension of the Big Five.

2.5 Narrow Traits of FFM

Within the broad dimension of the Big Five dimension, lies narrow traits, for example the narrow trait of attention to details falls within the broad trait of conscientiousness (Tichon, 2005). There are considerable arguments whether to design measuring instruments based on the five factors or instruments based on the narrower traits within the broad five factors. Researchers like Ones and Viswewaran (1996) are in support of the use of the Big Five factors rather the narrower traits as they find in the broad Big Five factors is better in capturing generalities of behavioral domain. They also cite higher reliabilities of these broad constructs as encompasses a greater number of items within them.

Schneider, Hough and Dunnette (1996) and Stewart (1999) find that there is growing trend in the use of broad factors and narrow traits together to bring to a single instrument. They cite empirical evidences that support the ability of narrow traits to add predictive validity beyond the Big Five measures. Lounsbury, Gibson and Hamrick (2004) find that additional variance has been accounted for by narrow facets beyond the Big Five dimensions. Jenkins and Griffith (2004) propose the use of personality based job analysis to identify the narrow traits as this may increase the face validity and relatedness to job predictor criterion.

Researchers have also cautioned that the use of only the Big Five dimensions may lead to the loss of variance (Paunonen, Haddock, Forsterling and Keinonen, 2003). Ashton (1998) as cited in Tichon (2005) state that there are major disadvantages of relying on solely on Big Five broad factors. By using the broad dimensions, researchers may lose in finding out those narrower traits that have the strongest theoretical and empirical relationship with the variables of interest. In this study both the broad five factors and the respective traits will be used to measure drivers' personality.

The following section discusses on the link between the Big Five personality traits and job performance.

2.6 Job Performance

Based from various studies, job performance most often regarded as pivotal variable by researchers across diverse areas such as employee selection (Carretta & Ree, 2000), training (Goldstein, 1991) and compensation (Milkovich & Newman, 2005). Nevertheless, there are disagreement regarding the conceptualization and this has come about from the distinctions such as ultimate, intermediate, or immediate indicators (Thorndike, 1949) and objective or subjective elements (Austin and Villanova, 1992). Campbell (1990) conceptualized performance as behaviors functionally related to organization goals emphasizing behavioral nature of performance. Wexley and Klimoski (1984), on the other hand, conceptualized on outcomes (i.e. productivity) or individual attributes (i.e., personality) in which appraisals traditionally addressed. Behavior, individual result and organizational goals are used interchangeably to gauge employee performance. This various dimensions may also bring about to different factors affecting the employee's performance as mentioned earlier.

Performance management system includes the measure of both behaviors and results. Behaviors are actions or what the employee does when performing a job and results are the outcomes of an employee behavior. Performance management system is different to performance. The definition of performance only includes the employees behavior and does not include the results of the employees behaviors (Aguinis, 2009), or produce or the outcomes of their work.

Behaviors sometime are not observable and hence, in performance management system most often measure of results or outcomes are used in

assumption that those results or outcomes are the direct results of the employees' behaviors (Aguinis, 2009). This is one key point in which based from industry expert opinion in Malaysia, most often if there is any performance monitoring and measurement, it will be usually based from the results of the employees' behavior (Hanif, 2011). Hence, performance can be measured on both two major dimensions namely behavior and also result, based on productivity.

There are two characteristics of behavior that can be labeled as performance; evaluative and multidimensional (Motowildo, Borman & Schmit, 1997). Evaluative means that behaviors can be judged or categorized as negative, neutral or positive. Multidimensional means that there are many different kinds of behaviors (a set of behavior), which affect the job performance (Murphy & Shiarella, 1997). The multidimensional characteristics of job performance have different antecedents and specifically the personality variables affect contextual performance (Motowidlo, Borman & Schmit, 1997).

In addressing the multidimensionality of performance, Borman, Penner, Allen and Motowildo (2001) identified two major aspects of job performance namely task performance and contextual performance from the many specific behaviors of employee. Task performance is defined as activities that transform raw materials into goods and services and activities that help with the transformation such as supply chain activities or other activities that enable the organization to function effectively and efficiently and the antecedents are abilities and skills. Contextual performance is defined as behaviors that enable the organization to be effective by providing a good working environment in which the task performance can take place and the antecedents are personality (Aguinis, 2007).

2.7 Drivers' Job Performance

In this study, drivers' job performance dimensions are adopted from Tichon (2005). Tichon identified 16 criteria's to measure driver's performance based on the discussion with a team of drivers, dispatchers and supervisors who were knowledgeable in important aspects of job performance. These 16 criteria's are ability to learn, reasoning ability, job skill competencies, openness to new learning, productivity, quality, safety, teamwork, relationships with associates, relationships with superiors, dependability/reliability, attendance and timeliness, functioning under stress, delivery stops per day, gallons of oil delivered per day and overall performance rating.

As indicated by Hanif (2011), Tichon's 16 criteria job measures are applicable measures in the trucking industry, but two criteria have been altered to suit the haulage industry locally. The two criteria are, delivery stops per day and gallons of oil delivered per day. This was changed to number of trips per month and revenue per month respectively. The two Tichon criteria are only applicable to measure Liquid lorry tankers and would not be applicable for haulage industry. The new criteria's that were used are criteria's that is mostly used by haulage industry practitioners.

The revised 16 performance criteria that will be used in this study are ability to learn, reasoning ability, job skill competencies, openness to new learning, productivity, quality, safety, teamwork, relationships with associates, relationships with superiors, dependability/reliability, attendance and timeliness, functioning under stress, number of trips per month, revenue per month and overall performance rating. The following section we will discuss on matters pertaining to personality.

2.8 The association between the FFM of Personality and Job Performance

Parson (1909), quoted by Zunker (1998), theorized that certain persons may be better suited for particular occupations based on their personalities. The idea is known as Parson's trait-and-factor theory (Zunker, 1998). Prior studies consistently show personality measures to be valid predictors of job performance for various occupational groups (Barrick & Mount, 1991; Ones & Viswesvaran, 2001; Salgado, 2002).

Various studies have indicated that there is significant relationship between various personality facets and job performance (Mount & Barrick, 1995; Ones, Dilchert, Viswesvaran & Judge, 2007; Tett & Christiansen, 2007; Tett, Jackson & Rothstein, 1991; Schmidt & Hunter, 1998). Personality is a better predictor of both citizenship behaviors and counter-productive behaviors (Borman, Penner, Allen & Motowidlo, 2001; Miles, Borman, Spector & Fox, 2002). Reviews published by Barrick and Mount (1991) and Tett et al. (1991), that measures FFM showed evidence for at least some validity as predictors of performance in a wide range of jobs. Meta-analyses have supported differential links between performance and job holders' personality traits (Barrick & Mount, 1991; Hertz & Donovan, 2000).

Various studies have shown that the FFM personality dimensions are relevant variables for explaining many organizational behaviors and processes (Salgado & De Fruyt, 2005). The importance of personality and organizational behavior is further supported by the findings of Nathan (2007) which posit that there is no cause-and-effect relationship between job satisfaction and performance. Instead, the two are related because both satisfaction and performance are the result of employee personality characteristics. The following sections will discuss on the empirical findings of the association between the FFM of personality and job performance.

2.8.1 Extraversion and Job Performance

Extraversion common traits are being sociable, gregarious, assertive, active and talkative (Barrick & Mount, 1991). These traits are good indicators of individual whom have good interpersonal and communication skills. These skills are most often required in an individual for an organization for activities pertaining to meeting with people especially customers, external customers and public. These skills are required by a truck driver as the work nature and work environment requires them these skills, which most often displayed in individuals whom are extrovert.

According to Tyler and Newcombe (2006) there is significant negative correlation between work quality and socially bold, a narrow trait of extraversion. They suggest that, those who are timid and hesitant in social settings may actually produce work of a better quality based on assumption that individuals' would spend less time chatting and focus more on the work in hand, thus leading to better quality. Drivers' occupation is lonely occupation as the work nature is such that they have to work alone and not in a group set up unlike in normal office set up. Based on this fact, we can deduce that individual whom show high degree of extraversion may not be able to perform optimally as a driver. This can be due to the mismatch between individual characteristic of extraversion and the work nature which is lonely.

Motowildo, Brownlee and Schmit (2008) suggest that extraversion have the strongest effect on customer service knowledge. They find that extraversion explains incremental variance in knowledge about how to handle customers in a retail store. This dimension is also important for drivers' as they frequently meet and interact with customer or their agents when delivering the required goods.

2.8.2 Emotional Stability and Job Performance

Emotional stability or neuroticism is most often associated with being anxious, depressed, angry, emotional, worried on one extreme and other extreme, of being relaxed and un-envious. Meta-analysis by Berry, Ones and Sackett (2007) find that interpersonally directed counter productive work behavior and organizationally directed counter productive work behavior were much more strongly correlated with emotional stability and two other FFM dimensions namely agreeableness and conscientiousness. A study on military personnel's by Bilgic and Sumer (2009) find that best predictors of commendations were emotional stability. Commendations signify that the members of the military forces are performing well and showing extraordinary task and citizenship behaviors. Scholtz (2003) as cited by Bilgic and Sumer (2009) find that personality factor neuroticism or emotional stability is significantly correlated with psychological well-being in which has significant relationships with organizational deviance in the Canadian Forces.

2.8.3 Agreeableness and Job Performance

Agreeableness is usually associated with likability, friendliness or social conformity. Mount, Barrick and Stewart (1998) suggests that agreeableness is relevant to job performance in situations needing fairly high level of interpersonal interaction and collaboration which requires tolerance and flexibility. A study by Klehe and Anderson (2007) find that agreeableness dimension is an effective buffer against the demotivating effects of a situation or a problem faced by an individual. Further to this, Motowildo, Brownlee and Schmit (2008) find individuals whom are highly agreeable have more knowledge about how to handle social situations in which kind and considerate responses are most appropriate effectively than less-agreeable individual. In

a study by Smithikrai (2007a) find that agreeableness besides conscientiousness, has significant negative relations on counter productive work behavior and its facets of an individual.

2.8.4 Conscientiousness and Job Performance

Conscientiousness is also called as conformity, dependability, responsible and organized (McCrae & John, 1992), instead of being negligent and careless (Goldberg, 1993). From the FFM of personality, conscientiousness has likely received the greatest attention in work and organizational psychology (Klehe & Anderson, 2007). A meta-analysis study on personality–performance relationships, posits that conscientiousness consistently predicts work outcomes across jobs (Barrick, Mount & Judge, 2001). Studies have identified conscientiousness as close predictor of job performance (Barrick & Mount, 1991; Hogan & Holland, 2003; Salgado, 1997).

McCrae and Costa (1987) as cited by Little (2007) find that conscientious person is typically careful and thorough in their behavior and strive to do the best possible job in completing tasks. Nevertheless this trait is peculiar based on Murphy's (1996) results that individuals who are high in conscientiousness are most often conventional, perfectionist, and rule-bound and these traits may become an obstacle to jobs that requires flexibility, tight deadlines, and dynamic. Little (2007) results shows that as conscientiousness increases performance decreases to a point, at which time increased conscientiousness results in increased performance, an inverted-U relationship.

Colquitt and Simmering (1998) find that highly conscientious individuals most often maintain self-discipline when tempted by reward of any nature. Barrick et al. (2001) as cited by Tyler and Newcombe (2006) find that average of all performance

scores of an employee has strong correlations to conscientiousness. As from the customer service aspect Motowildo, Brownlee and Schmit (2008) suggests that even though employees know what they should do in order to be effective in dealings with customers, only those who are relatively conscientious will use their knowledge to provide good customer service on the job.

2.8.5 Intellect or Openness and Job Performance

Intellect or openness is associated to traits such as imaginative, cultured, curios and broad minded. This dimension is said to be the most complicated in FFM in the aspect of its meaning (Barrick & Mount, 1991). These characteristics are required in jobs which involve activities that require creativity and change. The thinking style of person having high openness are more broad minded than individual whom are low on openness.

A study by Tyler and Newcombe (2006) on relationship between work performance and personality traits in Hong Kong organizational settings, find that individuals who are more concrete and solution focused perform better in terms of overall performance, in which openness is negatively correlated to overall performance. Individuals low on openness thrives in situation that is structured and finds it difficult to performance in unstructured situation such as project management, which requires a more open mind.

Culture may effect on the openness of an individual, whereby in China, individuals strive to maintain status quo, rather than being creative and open to new approaches in doing a task (Tyler & Newcombe, 2006). Likewise the Malaysian culture could be similar to Chinese culture or generically an Asian culture, in which the factor of openness may not be prevalent in individuals in Malaysia due to the nature of the

country's culture. Tyler and Newcombe (2006) also find that openness dimension has a negative correlation with customers' service activity. Individuals who were appraised more highly in terms of customer service are found to be low on openness. They are found to be tough minded and very structured in their dealing with customers and most often safeguard the interest of their organization (Tyler & Newcombe, 2006). The following section will discuss on the required FFM of personality, its traits and driver job requirement.

2.9 FFM of Personality and Drivers' Job Requirement

According to Jenkins and Griffith (2004) as cited by Tichon (2005), an important aspect in selecting the appropriate personality dimension for criterion based validation studies is to find appropriate constructs which can be found by conducting a personality based job analysis.

The job analysis in Tichon's (2005) study was conducted by a licensed industrial organizational psychologist in which eight characteristics were identified, which are 1) safety minded, 2) efficient use of time, 3) reliable, 4) able to performance routine task, 5) mastery of equipment and knowledge of mechanical problem solving, 6) communication and interpersonal skills, 7) ability to work long hours and 8) ability to work in extreme conditions. As for the findings from local industry professional and practitioners, two additional characteristics are included, which are 1) patience and composed and 2) attention to detail.

From the eight personal characteristics, Tichon (2005) designed an inventory of comprising 12 mixes of narrow traits and personality dimensions scales which are agreeableness, emotional stability, extraversion, work drive, comfort with procedures,

attention to detail, tough mindedness, assertiveness, teamwork, customer service orientation, potential for long tenure, and company loyalty .

Another way in obtaining generic job description is from Occupational Information Network (O*NET), <http://online.onetcenter.org/find/>) (Aguinis, 2009). O*NET is a comprehensive database of worker attributes and job characteristics that provides a common language for defining and describing occupations. The job description can be easily adapted to accommodate specific job characteristics like a truck driver job characteristics. This site has all the relevant information pertaining to a job category and Table 2.1 summarizes the “styles” required for Truck Driver, Heavy and Tractor-Trailer.

From identification of critical tasks, personality traits can be selected which were deemed logically related to successful job performance (Raymark, Schmit and Guion, 1997). A cross comparison between Tichon (2005) driver characteristics, local professionals and practitioners views and O*NET was conducted. Based upon the cross comparison, this study derives to the following personality dimension and traits that are most likely to be required by a truck driver to perform on his/her given task. The personality dimensions are: 1) agreeableness, 2) emotional stability, 3) extraversion, 4) conscientiousness. The narrow traits are: 1) sloppiness (inverse trait to attention to detail) 2) boldness, 3) cooperation, 4) relaxed (patience and composed).

Table 2.1

Styles for Truck Driver, Heavy and Tractor-Trailer

Style	Meaning for job requirement
Dependability	Job requires being reliable, responsible, and dependable, and fulfilling obligations.
Self-Control	Job requires maintaining composure, keeping emotions in check, controlling anger, and avoiding aggressive behavior, even in very difficult situations.
Stress Tolerance	Job requires accepting criticism and dealing calmly and effectively with high stress situations.
Attention to Detail	Job requires being careful about detail and thorough in completing work tasks.
Independence	Job requires developing one's own ways of doing things, guiding oneself with little or no supervision, and depending on oneself to get things done.
Cooperation	Job requires being pleasant with others on the job and displaying a good-natured, cooperative attitude.
Integrity	Job requires being honest and ethical.
Adaptability/ Flexibility	Job requires being open to change (positive or negative) and to considerable variety in the workplace.
Concern for Others	Job requires being sensitive to others' needs and feelings and being understanding and helpful on the job.
Initiative	Job requires a willingness to take on responsibilities and challenges.

2.10 Conclusion

Driver's is the most important work force in a trucking company. Many individual factors affect an individual's job performance and one of them is the personality of the said individual. It was found in the literatures that some individual will able to perform better than other individual as there is a match between their personality and the job requirement. In this literature review, the more popular way of interpreting the personality of an individual is by the approach of the Five Factor Model of personality. This study adopts this approach as this model is extensively researched and developed since the early 1930's. The Five Factor Model consists of five dimensions which

explain an individual's personality. The five dimensions are extraversion, emotional stability, agreeableness, conscientiousness and intellect or openness.

Job performance requirements are different from one industry to another and based on this chapter's literature findings, 16 job performance requirements were identified which are required by a haulage driver. Literature provides proof of the relationship between personality and job performance in various industries and job categories and based on these literature findings, this study attempts to investigate the relationship between personality and driver job performance in the haulage industry in Malaysia.