

CHAPTER 4

RESULTS

4.1 Introduction

This chapter presents the empirical results of this study. The statistical results are generated using SPSS Version 17.0. This chapter comprises two sections. The first section will cover the frequency analysis, the goodness of measurement focusing on reliability test and descriptive analysis. The second section will cover the results of the correlation and regression. The results in this chapter will provide the basis for rejection or confirmation of the research hypothesis stated in Chapter 3.

4.2 Frequency Analysis

The total respondent in this study is 147 individual drivers' who are working in nine different haulage companies in Peninsular Malaysia. A total of 71 drivers' belong to the age group between 30-34 years and 35-39 from the total of 147 drivers' (48.3%) which is fairly a matured workforce. There are no female drivers' found in the sample, not surprising as the culture and the work nature may have been a deterrent for female's to become drivers. The drivers' are predominantly from the Malay ethnicity, which contributes 83.7% of the total respondents. The Indians' forms 11.6% of the respondents' and the balance from the Chinese and other ethnicity. As expected for education level, drivers' being in the blue collar workers category, 89.8% of them has secondary education level while no driver holds a bachelor's degree. Only 7.5% or 23 respondents have education level of primary level.

In terms of income level, only 2.7% or four respondents whom are in the income level of RM1, 500, 19.0% or 28 respondents' are in the income level of RM1, 501 to RM2000. The majority of drivers', a total of 81 respondents (55.0%), income level are between the range of RM2, 001 to RM2, 500 and RM2, 501 to RM3000. As for the

number of years a respondent worked as a driver, 19 (12.9%) respondents have less than three years, 57 (38.8%) of them have 3-10 years of experience, 47 (32.0%) have 10-20 years and the balance 24 (16.3%) respondents have more than 20 years of driving experience.

As for the number of years a driver worked for the current employer, 13.6% (20 respondents) have been only employed for less than six months. A majority of them, 61 (41.5%) have only been working for their employers' for 6-24 months and 36 drivers' (24.5%) have been employees' for up to 5 years. Only 23 (15.6%) of the respondents have been employees with the same company for more than 10 years. The result for the "last performance appraisal done" shows clearly that most haulage companies do not practice performance appraisal for their drivers'. A total of 107 respondents (72.7%) have never been appraised by their employers'. Table 4.1 displays the full characteristics of the demographic profiles of the respondents.

4.3 Reliability Analysis on Personality Traits

The goodness of measure refers to the reliability and validity of the instruments used in this research do indeed measure the variables they are supposed to measure and measure the variables accurately (Sekaran, 2003).

Table 4.2 presents the results of reliability analysis using reliability coefficients of Cronbach Alpha. The results cover the dimension of FFM (positive continuum and negative continuum).

Table 4.1
Demographic Profile of Respondents

		Frequency	Percent	
Age	19-24 years	5	3.4	
	25-29 years	24	16.3	
	30-34 years	39	26.5	
	35-39 years	32	21.8	
	40-44 years	24	16.3	
Gender	Male	147	100	
Ethnicity	Malay	123	83.7	
	Chinese	3	2	
	Indian	17	11.6	
	Others	4	2.7	
Education level	Primary	11	7.5	
	Secondary	132	89.8	
	Diploma	4	2.7	
Marrital status	Single	23	15.6	
	Married	120	81.6	
	Others	4	2.7	
Income level	Less than RM1,500	4	2.7	
	RM1,501-RM2,000	28	19	
	RM2,001-RM2,500	47	32	
	RM2,501-RM3000	34	23.1	
	RM3,001-RM3,500	19	12.9	
	RM3,501-RM4,000	9	6.1	
	RM4,001-RM4,500	3	2	
	More than RM4,500	3	2	
	Years working as a driver	Less than 3 years	19	12.9
		3-10 years	57	38.8
10-20 years		47	32	
20 years above		24	16.3	
Years working for current employee	Less than 6 months	20	13.6	
	6 months to 2 years	61	41.5	
	2-5 years	36	24.5	
	6-10 years	7	4.8	
Performance appraisal	More than 10 years	23	15.6	
	Less than 6 months	20	13.6	
	1-2 years	11	7.5	
	2-3 years	3	2	
	3-5 years	3	2	
	5 years above	3	2	
	Never	107	72.8	

Table 4.2
Cronbach Alpha of Independent Variables

FFM Dimension	Variables	Cronbach's Alpha	No of Items
Extraversion Positive	talkative/bold/energetic/extraverted	0.6	4
Extraversion Negative	quite/shy/bashful/withdrawn	0.72	4
Agreeableness Negative	cold/harsh/unsympathetic/rude	0.66	4
Agreeableness Positive	sympathetic/kind/warm/cooperative	0.84	4
Conscientiousness Negative	careless/disorganized/sloppy/inefficient	0.71	4
Conscientiousness Positive	organized/practical/efficient/systematic	0.77	4
Emotional Stability Negative	envious/fretful/jealous/moody/touchy/temperamental	0.71	6
Emotional Stability Positive	relaxed/un-envious	0.58	2
Intelligence Positive	complex/creative/deep/imaginative/intellectual/philosophical	0.78	6
Intelligence Negative	uncreative/unintellectual	0.42	2
All Positive continuum of FFM dimension	talkative/bold/energetic/extraverted/sympathetic/kind/warm/cooperative/organized/practical/efficient/systematic/relaxed/unenvious/complex/creative/deep/imaginative/intellectual/philosophical	0.85	20
All Negative continuum of FFM dimension	quite/shy/bashful/withdrawn/cold/harsh/unsympathetic/rude/careless/disorganized/sloppy/inefficient/envious/fretful/jealous/moody/touchy/temperamental/uncreative/unintellectual	0.82	20

4.4 Descriptive Analysis

In this section, descriptive statistics such as maximum, minimum, means and standard deviations were obtained for the interval scaled independent and dependent variables. The statistics of the independent variables which is the personality traits in this study are presented in Table 4.3 and the dependent variables which is the job performance dimensions are presented in Table 4.4.

Item 1 to item 50 of Table 4.3 except for items 5, 10, 15, 20, 25, 30, 37, 40, 47 and 50 are personality traits. Items 5, 10, 15, 20, 25, 30, 37, 40, 47 and 50 are clusters of the FFM and not personality traits by itself. Item 5 and 10 are for extraversion dimension, item 15 and 20 for agreeableness dimension, item 25 and 30 for conscientiousness dimension, item 37 and 40 for emotional stability dimension and item 47 and 50 the intelligence dimension.

All independent variables were tapped on a 5-point Likert scale and all dependent variables were tapped on an 8-point Likert type scale. From the results it can be seen that the mean for all positive traits are skewed to higher scale, which is 3.0 to 4.0 while the negative traits, the mean are skewed to lower scale which is 1.0 to 2.0. This means that the respondent in answering the personality questions, for the positive traits, they tend to mark themselves higher (moderately accurate to very accurate) and for the negative traits, lower (very inaccurate to moderately inaccurate). This may not come as a surprise as the respondents tendency to reflect themselves highly on the scales with positive qualities.

The means for conscientiousness negative is 1.797, the lowest among the entire cluster with variance of 0.562 which is low, indicating that most respondents are very close to this mean. This indicates that the respondents feel that this trait is moderately inaccurate in describing themselves. This is followed by agreeableness negative which has a mean of 1.850 and a variance of 0.601 while emotional stability negative has mean of 2.024 and variance of 0.521. These three variables show that the respondents strongly feel that they do not have these characteristics, which are careless, disorganized, sloppy and inefficient.

As for agreeableness positive, the mean is 4.142 and the variance of 0.779 indicating that respondents strongly feel that they have these characteristics (talkative, bold, energetic and extraverted) and most of the respondents are very close to this mean. This is followed by conscientiousness positive with the mean and variance of

Table 4.3
Descriptive Analysis of the Independent Variables

No	Personality Traits	N	Min.	Max.	Mean	Std. Deviation	Variance
1	talkative	147	1	5	2.905	1.31	1.717
2	bold	147	1	5	3.673	1.206	1.454
3	energetic	147	1	5	3.912	1.152	1.328
4	extraverted	147	1	5	2.98	1.301	1.691
5	EXTRAVERSION POSITIVE	147	1	5	3.391	0.838	0.702
6	quiet	147	1	5	2.49	1.143	1.306
7	shy	147	1	5	2.442	1.08	1.166
8	bashful	147	1	5	2.571	1.176	1.384
9	withdrawn	147	1	5	1.918	1.044	1.089
10	EXTRAVERSION NEGATIVE	147	1	4.5	2.378	0.82	0.672
11	cold	147	1	5	2.122	1.152	1.327
12	harsh	147	1	5	1.83	1.023	1.046
13	rude	147	1	5	1.469	1.081	1.169
14	unsympathetic	147	1	5	1.884	1.132	1.281
15	AGREEABLENESS NEGATIVE	147	1	4.8	1.85	0.775	0.601
16	sympathetic	147	1	5	3.878	1.21	1.464
17	kind	147	1	5	4.041	1.059	1.122
18	warm	147	1	5	4.177	1.084	1.174
19	cooperative	147	1	5	4.388	0.989	0.979
20	AGREEABLENESS POSITIVE	147	1	5	4.142	0.894	0.799
21	careless	147	1	5	1.83	0.961	0.923
22	disorganized	147	1	5	1.905	1.131	1.279
23	sloppy	147	1	5	1.707	1.022	1.044
24	inefficient	147	1	5	1.66	0.947	0.897
25	CONSCIENTIOUSNESS NEGATIVE	147	1	4	1.797	0.75	0.562
26	organized	147	1	5	3.878	1.104	1.218
27	practical	147	1	5	3.849	0.949	0.901
28	efficient	147	1	5	3.993	1.003	1.007
29	systematic	147	1	5	3.823	0.998	0.996
30	CONSCIENTIOUSNESS POSITIVE	147	1.8	5	3.903	0.785	0.616
31	envious	147	1	5	1.395	0.865	0.747
32	fretful	147	1	5	2.728	1.353	1.83
33	jealous	147	1	5	1.646	0.985	0.97
34	moody	147	1	5	1.898	1.103	1.216
35	touchy	147	1	5	2.306	1.186	1.406
36	temperamental	147	1	5	2.177	1.18	1.393
37	EMOTIONAL STABILITY NEGATIVE	147	1	4.2	2.024	0.722	0.521
38	relaxed	147	1	5	3.952	1.106	1.224
39	un-envious	147	1	5	3.456	1.495	2.236
40	EMOTIONAL STABILITY POSITIVE	147	1	5	3.704	1.104	1.218
41	complex	147	1	9	3.34	1.455	2.116
42	creative	147	1	5	3.619	1.023	1.046
43	deep	147	1	5	3.476	1.056	1.114
44	imaginative	147	1	9	3.224	1.302	1.696
45	intellectual	147	1	9	3.34	1.377	1.897
46	philosophical	147	1	9	3.122	1.423	2.026
47	INTELLIGENCE POSITIVE	147	1.3	7.7	3.356	0.892	0.795
48	uncreative	147	1	5	2.327	1.212	1.468
49	unintellectual	147	1	5	1.834	1.225	1.5
50	INTELLIGENCE NEGATIVE	147	0.5	5	2.068	0.979	0.958

3.903 and 0.616 respectively while emotional stability positive with the mean of 3.704 and the variance of 1.218. All other cluster variable means are skewed to the middle range of the scale which indicates that in these characteristics the respondents are not sure of their characteristics.

The dependent variables in this study are the job performance dimensions, which are tapped on an 8-point Likert type scale. The minimum point for variables of safety, relationship with superiors, trips per month, revenue per month and overall rating do not indicate the lowest point of 1.0. This result indicates that all respondents who are currently employed by their respective companies are considered to have at least the minimum point of 2.0 to stay employed. This means the company's managers perceive that their drivers are to the least to have less than satisfactory job performance. The drivers who do not meet or rarely meets the minimum job standards do not stay employed long enough in a company. The mean for all the variables are above 4.0 indicating that generally the management of their respective respondents believes that their drivers' performance is to the least satisfactory in all respects.

Table 4.4

Descriptive Analysis of the Dependent Variables

No	Job performance	N	Min.	Max.	Mean	Std. Deviation	Variance
1	ability to learn	147	1	7	4.34	1.382	1.911
2	reasoning ability	147	1	7	4.163	1.414	2.001
3	job skills competencies	147	1	8	4.599	1.525	2.324
4	openness to new learning	147	1	7	4.347	1.446	2.091
5	productivity	147	1	7	4.354	1.556	2.422
6	quality	146	1	7	4.479	1.449	2.1
7	safety	147	3	7	4.714	1.255	1.575
8	team work	147	1	7	4.524	1.386	1.922
9	relationship with co workers	147	1	7	4.714	1.34	1.795
10	relationship with superiors	147	3	7	4.918	1.352	1.829
11	dependability and reliability	147	1	8	4.49	1.514	2.293
12	function under stress	147	1	7	4.102	1.565	2.448
13	attendance	147	1	7	4.578	1.539	2.369
14	trips per month	147	2	7	4.456	1.41	1.989
15	revenue per month	147	2	7	4.449	1.401	1.961
16	overall rating	147	2	7	4.796	1.438	2.068

4.5 Correlation Analysis

This section presents the results on correlation analysis between personality traits and job performance dimensions. Yong (2005) as cited by Narendran (2008), find that value of less than 0.20 as no correlation and a value of less than 0.40 as weak correlation. While Anderson and Finn (1997) as cited by Tichon (2005) posit that wide scale testing will lead to diminished correlations between personality variables and job performance variables due to regression to the mean. The sample size in Tichon study were 39 drivers while in this study the sample size is 147 drivers. The larger sample size in comparison to Tichon' study may lead to the low correlations between some variables needs to be noted. The details of the results are displayed in Appendix B. Results from the analysis is used to answer the nine hypothesis investigated in this study, which are as follows;

Hypothesis 1: Agreeableness is positively correlated with the truck drivers' relationships with co-workers

The results indicate that there is positive relationship between the personality dimension of agreeableness and the job performance criterion of relationship with co-workers. The agreeableness negative traits is negatively correlated ($r = -0.28, p < 0.01$) with job performance criterion of relationship with workers indicating that drivers who are low in traits of cold, harsh, unsympathetic and rude (the negative traits of agreeableness dimension) will have a positive relationship with their co-workers. Therefore hypothesis 1 is accepted. It can also be observed that, besides the relationship with co-workers, job performance criteria of relationship with superiors ($r = -0.22, p < 0.01$) dependability and reliability ($r = -0.23, p < 0.01$) and functioning under stress ($r = -0.21, p < 0.01$) show weak correlations with agreeableness negative traits. As for the other job performance criteria, there was no significant correlation found between agreeableness dimension and job performance dimension in this study.

Hypothesis 2: Sloppiness is negatively correlated to safety aspect of truck drivers' job performance

Results show that there is significant negative relationship between sloppy trait (a trait belonging to the conscientiousness dimension) and job performance criterion of safety aspect. This results ($r = -0.30, p < 0.01$) indicates that the less sloppy a driver is, the higher will be his performance on the job criterion of safety aspect; hence hypothesis 2 is accepted. Surprisingly this trait is significantly correlates with 11 out 16 job performance dimension. This trait belonging to the conscientiousness dimension is one of the narrow traits, which have the most correlation with various job performance dimensions. The correlations are, for job skills competencies ($r = -0.36, p < 0.01$), productivity ($r = -0.27, p < 0.01$), relationship with co-workers ($r = -0.40, p < 0.01$), relationship with superiors ($r = -0.33, p < 0.01$), dependability and reliability ($r = -0.38,$

$p < 0.01$), functioning under stress ($r = -0.32, p < 0.01$), attendance ($r = -0.38, p < 0.01$), trips per month ($r = -0.30, p < 0.01$), revenue per month ($r = -0.29, p < 0.01$) and overall performance rating ($r = -0.27, p < 0.01$).

Hypothesis 3: Emotional stability is positively correlated with the drivers' ability to work under stress

Results indicate that there is significant positive relationship between emotional stability and the job performance criterion of ability to work under stress. The emotional stability negative traits has negative correlation ($r = -.26, p < 0.01$) with ability to work under stress. That is, driver's whom are low on traits such as moody, jealous, temperamental, envious, touchy and fretful will have higher job performance rating on ability to work under stress criteria. Hence hypothesis 3 is accepted. Emotional stability which reflects the negative continuum of this dimension is moody, jealous, temperamental, envious, touchy and fretful. This result indicates that the drivers should have low scores in these personality trait variables for them to be able to work under stress.

Emotional stability (negative continuum) has a significant negative correlation to team work ($r = -0.30, p < 0.01$), relationship with co-workers ($r = -0.37, p < 0.01$) and relationship with superiors ($r = -0.32, p < 0.01$). These entire three job performance dimensions require the drivers' to have good relationship with other working individuals. Hence, it also can be interpreted that emotional stability is required for an individual to have good relationship with other individuals.

Hypothesis 4: Extraversion is positively correlated with truck drivers' overall performance rating

The results show that there is a very weak relationship ($r = 0.20$, $p < 0.01$) between extraversion and overall performance rating; hence, hypothesis 4 is accepted. Extraversion positive traits are talkative, bold, energetic and extraverted and this results indicates that drivers must have high scores in these traits for them to be overall good performers in their job. Nevertheless, both the extraversion negative traits and extraversion positive traits has very weak correlations in some instance and in most instance no correlation with the rest of the 15 job performance dimension.

Hypothesis 5: Conscientiousness is positively related truck drivers' overall performance rating

The results indicate that there is a significant negative relationship between conscientiousness negative traits, which are careless, disorganized, sloppy and inefficient with the job performance dimension of overall performance ($r = -0.31$, $p < 0.01$). That is, the lower a driver have these traits, the higher the overall performance rating. Hence, hypothesis 5 is accepted. In fact, the result shows that the lack of these negative traits of extraversion correlates highly with the 16 job performance dimensions. A total of 11 from the 16 performance criteria correlate with the conscientiousness dimension. The Pearson correlation value for the performance criteria are, reasoning ability ($r = -0.26$, $p < 0.01$), job skills competencies ($r = -0.32$, $p < 0.01$), productivity ($r = -0.29$, $p < 0.01$), quality ($r = -0.31$, $p < 0.01$), safety ($r = -0.34$, $p < 0.01$), teamwork ($r = -0.27$, $p < 0.01$), relationship with co-workers ($r = -0.38$, $p < 0.01$), function under stress ($r = -0.33$, $p < 0.01$), trips per month ($r = -0.34$, $p < 0.01$) and revenue per month ($r = -0.32$, $p < 0.01$).

Hypothesis 6: Boldness is negatively correlated to truck drivers' work quality

Personality trait of boldness has a significant positive correlation with the job performance criterion of work quality ($r = 0.27, p < 0.01$). Hence, hypothesis 6 is rejected. Further to this, positive correlation is also found between this personality variable and the job performance criteria of job skills competencies ($r = 0.27, p < 0.01$), productivity ($r = 0.27, p < 0.01$), safety ($r = 0.27, p < 0.01$), relationship with superiors ($r = 0.30, p < 0.01$) and attendance ($r = 0.27, p < 0.01$).

Hypothesis 7: Cooperation is positively correlated to drivers' teamwork rating

Results provide no evidence for a relationship between personality scale of cooperation, which is narrow trait of the agreeableness dimension, and job performance criterion of teamwork rating ($r = 0.07, p > 0.05$). Hence, hypothesis 7 is rejected. Further observation shows that cooperation personality trait does not correlate with any of the job performance criteria's.

Hypothesis 8: Agreeableness is positively related to drivers' ability to learn

Result provides no evidence that there is significant correlation between agreeableness dimension and job performance criterion of ability to learn (agreeableness positive traits; $r = 0.02, p > 0.05$ and agreeableness negative traits; $r = -0.13, p > 0.05$), hence the null hypothesis which states that there is no positive relationship between these variables is accepted. In fact, agreeableness positive traits do not show correlation with any of the 16 job performance criteria while agreeableness negative traits show some correlations with job performance criteria.

Hypothesis 9: Relaxed is positively correlated to drivers' productivity

No evidence exists to indicate that there is significant relationship between the personality scale of relaxed, which is a narrow trait of the emotional stability dimension, and productivity in job performance criterion ($r = -0.15, p < 0.05$). Based on the result the null hypothesis that there is no positive significant relationship between these two variables is accepted. All job performance criteria do not have any correlation with this personality trait except for the job performance criterion of dependability and reliability, which indicates a weak correlation ($r = -0.22, p < 0.01$).

4.6 Stepwise Regression Analysis

A step wise regression analysis was conducted to find which dimension of personality is the most important dimension in explaining the variance to the dependent variable. Results indicate that conscientiousness negative traits as the personality variable most highly correlated with the job performance criteria of overall performance rating. The adjusted R^2 of 0.096 indicates that conscientiousness negative traits explain 9.69% of the variation in the truck drivers' job performance criteria of the overall performance rating. It is noted that once this variable is entered into the regression equation, no other personality dimensions accounted for the significant additional variance. Table 4.5 shows the results of the stepwise regression analysis.

Table 4.5

Stepwise Regression Analysis

Overall Performance Rating					
Adjusted R Square:	0.0969				
Significance level:	0.0001				
	Beta In	t	Sig.	Collinearity Statistics	Variance Inflation Factor
CONSCIENTIOUSNESS NEGATIVE	-0.3143	-3.9863	0.0001		
Excluded Variables					
EXTRA VERSION POSITIVE	0.0971	1.1455	0.2539	0.8624	1.1596
EXTRA VERSION NEGATIVE	-0.0603	-0.742	0.4593	0.9426	1.0609
AGREEABLENESS NEGATIVE	0.0718	0.7849	0.4338	0.7455	1.3414
AGREEABLENESS POSITIVE	-0.0953	-1.1885	0.2366	0.9645	1.0368
CONSCIENTIOUSNESS POSITIVE	-0.0163	-0.1969	0.8442	0.9146	1.0934
EMOTIONAL STABILITY NEGATIVE	-0.1322	-1.4865	0.1393	0.7795	1.2829
EMOTIONAL STABILITY POSITIVE	-0.0172	-0.2151	0.83	0.9829	1.0174
INTELLIGENCE POSITIVE	-0.0334	-0.4153	0.6785	0.9686	1.0324
INTELLIGENCE NEGATIVE	0.0158	0.1829	0.8552	0.8417	1.1881

Conscientiousness negative traits which are disorganized, sloppy, inefficient and careless have a negative relationship with the overall job performance rating. This means that, the lower these negative traits in a driver, the better the overall performance will be. This result shows that the conscientiousness dimension is the most important dimension affecting drivers' job performance. The other three dimension of FFM which are agreeableness, extraversion and emotional stability does not affect much on job performance, while intelligence as mentioned earlier, has no effect on drivers' job performance. This result shows high conscientiousness is required for a driver to perform well in their job.

4.7 Conclusion

The results in this chapter show evidence of significant relationship between personality of a driver and their job performance. Among the five personality dimensions, conscientiousness was found to have the most significant correlations with almost all the 16 job performance criteria. The following chapter will discuss the findings and conclude this study's findings.