

Role of Personality Traits on Employees Job Performance in Pharmaceutical Industry in Thailand

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ABSTRACT

Personality traits have received a lot of attention from past research due to the different job related and organization which are known as an individual reaction. It is important to address and personality traits because the factors negatively influence employees mentally and affect their physical health. Every successful organization would rely on how efficient and effective way employee manages to handle and complete their tasks with flying colours to perform better. This study endeavoured to examine the influence of personality traits (Extraversion, Agreeableness, Conscientiousness, Neuroticism, Openness) on job performance in the pharmaceutical industry of Thailand. The target population of this study was low-level to the mid-level employee in the pharmaceutical industry. The Sample size of the research is 340 and all the response collected for Bangkok, Thailand. This research used Smart-PLS version 3 and SPSS 24 software for data analysis. The major contribution of this research is the empirical support for the mutual influences of job

performance. The limited study conducted on the personality traits and employee engagement in Thai Pharmaceutical companies. The study also found that employees with the high extraversion traits constantly look for a better opportunity for their career as well as to get the recognition. If they can grow themselves in their current company, they will be devoted and committed to their company.

Keywords: Personality Traits, Job Performance, Pharmaceutical Industry, Thailand

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INTRODUCTION

Nowadays, in the era of the rapidly changing working environment, job performance is one of the crucial things that measure the organization's outcome and reputation (Anesukanjanakul, Banpot, & Jermstittiparsert, 2019; Jermstittiparsert, Suan, & Kaliappen, 2019). Employees need to improve their knowledge and skills consistently to become a knowledge worker and remain competitive (Jermstittiparsert & Boonratanakittiphumi, 2019). The employee would perform better in their tasks throughout their improvement of competency, which makes them moving forward to achieve organizations strategic and goals (Jalagat, 2017). According to the statistics revealed from the Department of Statistics Thailand portal, business performance in the fourth quarter of 2014 was inconsistent as shown by the confidence indicator of 4.60 per cent rather than 8.80 per cent from the third quarter in 2014. Confidence indicator is an indicator that shows the result in a short-term business situation in many sectors in Thailand. The statistics of business performance by sector.

The idea of the job performance of employees has been rooted around many years. Job performance of employees has become the most important undergoing brisk change at

any organizations. Job performance has become a priority in the job context and administrative insulence. However, traits are one of the growing problem faced by organizations that always brings offensive effects on employees performance and organization (Altangerel, Ruimei, Elahi, & Dash, 2015). Over the past decades, traits have been an increasing dilemma in an organization that gives a negative effect on job performance. Traits at the workplace have become a threat to the health conditions of all workers, which can affect their performance because of the competitive nature of jobs.

In addition, personality traits affect employee differently in terms of work contexts. In other words, traits appeared in the condition where individuals know that they cannot handle any pressure facing them. Eventually, traits affect an individual's life in all aspects (Ling & Bhatti, 2014). To maintain a good relationship and connection with their subordinates, cliques and bosses and because of too much of surplus activities and work overload that would create interpolated conflicts, lack of certainty in roles, lack of promotion chances, unachievable deadlines and time pressure in doing their task can make employees negative traits.



Figure 1: Model of personality traits

Source: (Judge & Zapata, 2015)

According to figure 1, there is five important part of personality trait which are Extroversion, Agreeableness, Conscientiousness, Neuroticism and Openness to experience. This 5-personality trait effect in job performance for each employee. Personality traits of an employee's feeling and awareness that resulting based on the duties and tasks given at the workplace and employees reactions because of feeling unwanted, threats or distress at the employee workplace. Personality traits have received a lot of attention from past research due to the different job related and organization which are known as an individual reaction.

It is important to address and personality traits because the factors negatively influence employees mentally and affect their physical health. Every successful organization would rely on how efficient and effective way employee manages to handle and complete their tasks with flying colours to perform better. Moreover, personality traits have become a challenging phenomenon to the employers because these issues would have brought negative result such as increased absenteeism, low productivity, a lot of employee's problem would arise such as drug abuse, alcoholism, hypertension

and many more. Employers should know that the personality traits of the employees cannot be ignored in the organization. Hence, the management should be aware of the employee's condition (Camps, Stouten, & Euwema, 2016). If employers can detect the pressure or traits among employees, they should come out with some solutions to satisfy the employees and make sure that they can understand their personality traits to perform well in order to give advantage to the organization.

At the workplace, personality traits may be influences from role ambiguity, role conflict, work overload and time pressure that may affect job performance. Role ambiguity known as commonly connected with employee work performance. Definition of role ambiguity is unsure about what to be expected because of lack of information about the work, and the role involves (Buil, Martinez, & Matute, 2019). The problem, such as incomplete information about duties and tasks are always faced by employees. The consequences make it complicated to give training in a certain condition. The limited sources cause the unsure feeling about certain things related to employee role. The situation will become very stressful if the role is not clear.

TABLE 1. Employment in the pharmaceutical industry in selected countries

Country or Area	Year	Number of Employees	Wages and Salaries Paid to Employees, USD
Colombia	2005	16,344	123,609,820
Indonesia	2009	58,875	186,879,218
Malaysia	2008	9,894	65,601,860
Philippines	2006	15,436	135,973,500
Russia	2009	70,923	501,586,800
Thailand	2006	27,080	76,914,290
Uruguay	2007	3,102	52,283,171

Source: (Yakasai & Jan, 2015)

Table 1 shows that Russia paid highest 501,586,800 USD for 70,923 employees in 2009 and Uruguay spend only 52,283,171 USD in 2007 for their 3,102 employees. Besides that, Thailand also spends decent money which is 76,914,290 USD for their 27,080 employees in the year 2006.

As the consequences, the worker felt uncontrollable toward their job and would be more stress. Hence, this factor also contributed to a significant influence on employee's job performance (Frieder, Wang, & Oh, 2018). This study aims to investigate the influence of personality traits

(Extraversion, Agreeableness, Conscientious, Neuroticism, Openness) on job performance in the pharmaceutical industry of Thailand.

LITERATURE REVIEW

Personality Traits

A number of previous studies identified the importance of personality traits and found both advantages and disadvantages. Somehow, it is difficult to understand the dynamics of personality traits and never be underestimated. There is a significant link between human resources management practices and the personality traits of employees within the organizations (Akhtar, Boustani, Tsivrikos, & Chamorro-Premuzic, 2015). When an organization recruit and select the employees for the organization, human resources management may evaluate the personality traits (Ghani, Yunus, & Bahry, 2016).

Obviously, although personality traits are investigated either for organizational development or in making decision processes, it also can be applied in various levels of analysis (Church et al., 2015). Personality traits are an enduring and unique characteristic which may change in different situations. Personality traits contain the psychological systems form different thoughts, behaviour, and emotion (He, Wang, Zhu, & Harris, 2015). In general, personality traits refer to the characteristics which predict the persons' behaviour. Scholars identified the most common personality traits are extraversion, agreeableness, conscientiousness, openness, and neuroticism.

Extraversion

Past literature examined the relationship between extraversion with job performance and organizational commitment (Oentoro, Popaitoon, & Kongchan, 2016). The high extraversion employees are assertive, talkative, sociable and energetic (Seddigh, Berntson, Platts, & Westerlund, 2016). These individual characteristics grasp the experience they have received to help them evaluate the jobs by establishing cognitive bias. Extravert employees could develop more social network rather than the introvert ones because they are socially more active (Van Hove & Turban, 2015). It was expected that high extraversion individuals could construct a more social network to other companies. These personality traits are able to gain more alternative in terms of job employment vacancies rather than the introvert people (Wihler, Meurs, Wiesmann, Troll, & Blickle, 2017), at which it causes them to find another jobs or companies once they feel it would be the better options for them.

An empirical study found that extravert individuals are more ambitious to pursue a higher level of networking activities. Employees with high extraversion traits constantly look for a better opportunity for their career as well as to get the recognition. If they can grow themselves in their current company, they will be devoted and committed to their company. Instead, if they feel the opportunity from other companies would make their career to have a better future, they will agree to find another company.

Agreeableness

Agreeableness employees tend to be compassionate to their peers (He et al., 2015). Agreeable individuals pay attention to the quality of their relationship with others through prioritizing trust and cooperation. These kinds of employees possess a strong tendency to be more cooperative, compliant and altruistic (Ayub, AlQurashi, Al-Yafi, & Jehn, 2017). Agreeable employees tend to be loyal and perform to the desired goals once they gain trust in their companies. Moreover, these individual characteristics significantly correlated to high job satisfaction, good team performance, as well as high job performance (Farrukh, Ying, & Mansori, 2017). A study by Morrison (1997) has found that there is an association between agreeableness and organizational commitment.

Likewise, a study by Choi, Oh, and Colbert (2015) has stated that there is a positive relationship between agreeableness and affective commitment. Among the facets of a high score of these characteristics are courteous, naturally forgiving, and flexible when dealing with people. These people are good in maintaining the existing job, yet cannot be in charge of undertook or to initiate the change programs (Kim, del Carmen Triana, Chung, & Oh, 2016). These types of employees expect the companies to equally treat them as what they have given to their companies, at which it leads to the consistent support and benefits from their companies whereby it was somewhat difficult when there is a change in those companies.

Conscientiousness

Conscientiousness was known as one of the most stable predictors of personality traits that assess the employees' job performance (Lounsbury, Sundstrom, Gibson, Loveland, & Drost, 2016). These personality traits tend to strive for achievement and competence as well as display the self-discipline to themselves. Obeid, Salleh, and Nor (2017) studied that the employees who have high conscientiousness tend to commit to their organizations because they concern to develop a long-term relationship with their companies. Conscientious employees are dependable and more persistent due to their extra efforts to work, and they push themselves to give a better performance to their companies (Terrier, Kim, & Fernandez, 2016).

A study by Powell and Bourdage (2016) has found that conscientiousness significantly related to a generalized job involvement tendency. Typically, conscientiousness employees tend to involve in and engage with their companies whereby they likely to be committed to the organizations effectively (Farrukh et al., 2017). Likewise, previous scholars also found that there is a positive association between conscientiousness and affective commitment (Choi et al., 2015). Among various characteristics of conscientiousness people such as hard-working, perseverance, and achievement-oriented (Therasa & Vijayabanu, 2015). Therefore, most of the conscientiousness employees tend to be more loyal and follow the change initiatives in their companies.

Neuroticism

According to previous personality antecedents by Costa and McCrae (1992) similar to extraversion traits, neuroticism is one of the significant traits among other traits in personality psychology. These traits tend to experience negative emotions such as low-confidence, anxious, excessively worried, pessimism, depressed in nature. Due to their negative behaviours and attitudes in the work field, it was identified as a core source of negative affections in the past study by Jalagat (2017). Costa and McCrae (1992) revealed that people high in neuroticism are agitated, anxious and naturally discouraged. Neurotic people frequently fill in as poor group entertainers, tend to be subversive and view the requirement for change adversely (Therasa & Vijayabanu, 2015). Regarding working results, neuroticism has been adversely identified with a career path, job performance and inspiration.

As a general rule, their poor exhibitions are caused by low employment fulfilment (Yakasai & Jan, 2015). These personality characteristics might feel anxious to face the new environment that leads them to get tough work experiences when negative moments occurred in their current jobs (Chirumbolo, 2015). In addition, these traits likely change their environment to find security. Ferreira and Nascimento (2016) proved that neurotic people tend to dislike tough situations that required long-term commitment, trust, initiative skills, social skills. It can be said that high neurotic employees likely regarded as low committed employees and would mind participating in change programs.

Openness

Experience Harzer and Ruch (2015) assumed that the employees who display openness traits influence their various team of performance. These kinds of people possess for autonomy and tend to be adaptive, innovative and support to change as they are likely excited to new experiences Costa and McCrae (1992). They tend to develop a good relationship interpersonally with their peers and actively participating in the decision-making process (Kluemper, McLarty, & Bing, 2015). Nevertheless, the openness employees unlikely committed to their current company due to their enthusiasm for the new experiences. Nawaz, Afzal, and Shehzadi (2013) discovered that openness employees only focused on the rewards from their new organizations without rethinking the consequences when they leave their existed company.

Previous literature has proved that openness to experience significantly associated with turnover, work drive and career discovery (Ramli, 2019). They preferred challenges in their workplace that could trigger them. Openness personalities need participative leadership and correlated conflict management. Although they are good in job performance and excited about the new environment and autonomy (Costa & McCrae, 1992), yet they less likely commit to the change initiatives on their current job.

Job Performance

Job performance is an activity that the employee needs to complete the task given successfully (Rammstedt & John, 2007). According to Chirumbolo (2015) the performance

concepts and requirements are also sustain change align with the ongoing changes within the organizations. In accomplishing the organizational performance, the job performance of the employee is the most important role in the organization. In other words, job performance is important in terms of work and administrative. The most important seen factor in employee management has always been job performance. What a person does at work has been known as job performance (Seddigh, 2015). The effort, skills and types of work environment are the combinations that represent job performance.

In a rapid of changing economic and working environment globally, organization performance and employee performance has been crucial in order to be competitive (Ling & Bhatti, 2014). Hence, it is important for all organization to analyse the factors that contribute to job performance. Job performance recognizes as the comprehensive outcome that employees contribute to the organization. It is overall complete of abilities, motivation and chances.

The success of the strategy of organization through individual achievement which is directly based on their performance. Every employee working in the organization was expected to perform his or her job in an accurate way. Through employment rules and regulation, the employee was accountable for successful performance related to duties and tasks. Employees agree to do the task dependably when they accept certain job assignments (Hettiararchchi & Jayarathna, 2014). In order to make an employee be motivated to achieve high performance and has high job satisfaction, various rewards are given by the organization to employees which including the addition in salary, bonuses, recognition of certification for good achievement by employee also a vacation benefit (Altintas, Guerreiro, Piletsky, & Tothill, 2015).

In every organization, employees are the most important resources. Employees feeling about their work and the consequences towards them give an impact on the performance of the organization and its stability. If employees are satisfied and happy with their work, therefore, they will feel highly motivated to perform well of their capability to accomplish the goals of the organization. Hence, in order to face the challenges in the global market and achieve the organization goals, the organization should be aware more to employees than the job required that in turn, could lead to higher performance. Among all factors and conditions at the workplace, the performance of employees is a point that matter (Altintas et al., 2015). Smith, Patmos, and Pitts (2018) mentioned that the objective of the employee to perform better in job could reduce stress in the work environment. It is because, when employee upset, their spirit to work well will decrease, and this can make the level of traits keep increasing.

Altangerel et al. (2015) explained that traits are continued challenges faced by the most organization that bought a negative effect on the organization and employees. Traits have a negative side effect on mental health wellness. Bad organizational climate reduces employee's performance. Different from Zhao and Ghiselli (2016) analysed that traits brought not only negative side impact but also brought

positive side impact on job performance. Traits clearly can reduce the performance of the organization, either small or big organization.

Undoubtedly, Job performance is an employee's goal which is responsible to an individual to complete it within limited time constraints and use of resources. The dissatisfaction of employees can increase traits and cut down job performance. According to Jalagat (2017), when traits been discussed, the focused are more on the consequences and effects. Therefore, traits have a great impact on the organization member's performance and activities. Patwary and Rashid (2016) described that the strategies of reduction of cost by senior management lead to downsizing effect. Because of these reasons, employees that survived at the organization as consequences experienced personality traits, feeling dissatisfied and employees are not able to perform their tasks and duties well in this situation.

Mathis and Jackson (2011) indicated that the ability of an employee to reach their targets and goals as well as achieve the expectations of employee's supervisors or meet the objectives or organization is known to be job performance of an employee. As Islam and Patwary (2013) claimed that when an organization make a decision to avoid the importance of well-being their employee, it will ultimately affect employee job performance that will cause them to fell a lot of pressure. Patwary, Roy, Hoque, and Khandakar (2019) indicated that from an employees' side of view,

basically, job performance is the course of behaviours as results.

In general, many tasks performed in daily works contributed to job performance. Seng and Arumugam (2017) indicated that based on the supervisor's point of view, the key element of job performance appraisal outcome is more crucial to the employee rather than the actions dominant to those results. However, these two points of views have disadvantages and advantages. There are two aspects of job performance which are the skills and abilities of employees to be better performance in the job. The effectiveness of job performance can develop the services that the output will contribute to the process into the result. Job performance is the achievement of employees given for the job. The employee has a different way to perform the job as expected by the organization. Refers to the employment rules and regulations, every employee is in charge of performing better on duties and tasks given that involved in the job. They need to do well in their tasks and duties for the sake of a sense of responsibility. The level of performance in many tasks influenced by traits. There was the fact that several traits can improve the performance of employees because of the effect of traits on employee performance and organization not always be negative (Alkubaisi, 2015).

Based on the above discussion and relationship, the researcher develops this research framework and hypotheses of the study.

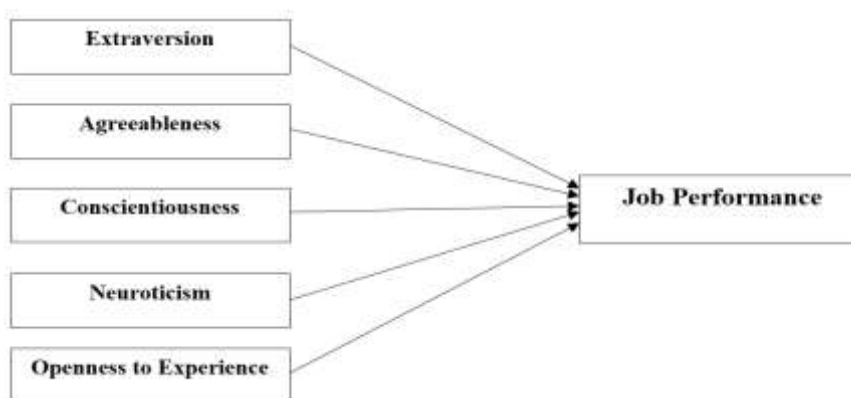


Figure 2: Research Framework

METHODOLOGY

The study used a quantitative research design to investigate the influence of personality traits on job performance. This study has been conducted as a cross-sectional. The systematic random technique has been used in this research. The target population of this study was low-level to the mid-level employee in the pharmaceutical industry. The Sample size of the research is 340 and all the response collected for

Bangkok, Thailand. One to seven-point Likert scales has been used to measure responses (1) Strongly disagree, (2) Disagree, (3) Somewhat disagree 4) No opinion/ Neutral (5) Somewhat agree, (6) Agree, (7) Strongly Agree. This research used Smart-PLS version 3 and SPSS 24 software for data analysis. In order to measure personality traits, a total of 24 items were adapted from Costa and McCrae (1992). Job performance was measured by using four items adapted from Jalagat (2017).

TABLE 2. Demographic Profile of the Respondents (n= 340)

Characteristics	Frequency	Percentage
Gender		
Male	184	54.1
Female	156	45.9
Marital Status		

Single	122	35.9
Married	218	64.1
Age (Years)		
25 years and below	80	23.5
26-35 years old	132	38.8
36-45 years old	58	17.1
46-55 years old	42	12.4
56 years old and above	28	8.2
Income		
Below 10000 Bhat	30	8.8
10000 - 30000 Bhat	76	22.4
30001- 50000 Bhat	146	42.9
Above 50000 Bhat	88	25.9
Education		
Diploma	7	2.1
Degree/Bachelor	147	43.2
Masters	153	45.0
PhD/Doctoral	33	9.7
Experience		
1-3 years	213	62.6
4-6 years	105	30.9
7-9 years	15	4.4
More than 9 years	7	2.1

Table 2 shows the demographic distribution of the respondents for gender, marital status, age, income, education level and working experience in the industry. For gender, 54.1% of the respondents are male, and 45.9% are female. Majority of the respondents are married, which is 64.1% and single are 35.9%. In terms of age group, highest age group consists of “26 to 35 years” 38.8% followed by “25 years and below” which is 23.5%, “36 to 45 years” 17.1% “46 to 55 years” is 12.4%, and 56 years and above is 8.2%. Majority of the respondents have the income of 30001 to 50000 Bhat which is 42.9% followed by above 50000 Bhat (25.9%), 10000 to 30000 Bhat (22.4%) and below 10000 Bhat (8.8%). For education level, majority of the bachelor and master’s degree holder, which are 43.2% and 45.0% respectively, and PhD/ Doctoral degree holder (9.7%) and

diploma holder is 2.1%. While looking into the job experience of the respondents, most of them have experiences of 1 to 3 years (62.6%), followed by 4 to 6 years is 30.9%, 7-9 years is 4.4% and more than 9 years is 2.1%.

Data Analysis and Discussion

The aim of the study was to examine the effects of five personality traits and their impacts on job performance. Measuring the model, a large number of parameters need to test the model. To avoid the problems, this research adopted the two steps include measurement model and structural model. Therefore, constructs validity and reliability, convergent validity, discriminant validity, R square, standardized root mean square residual (SRMR) tested.

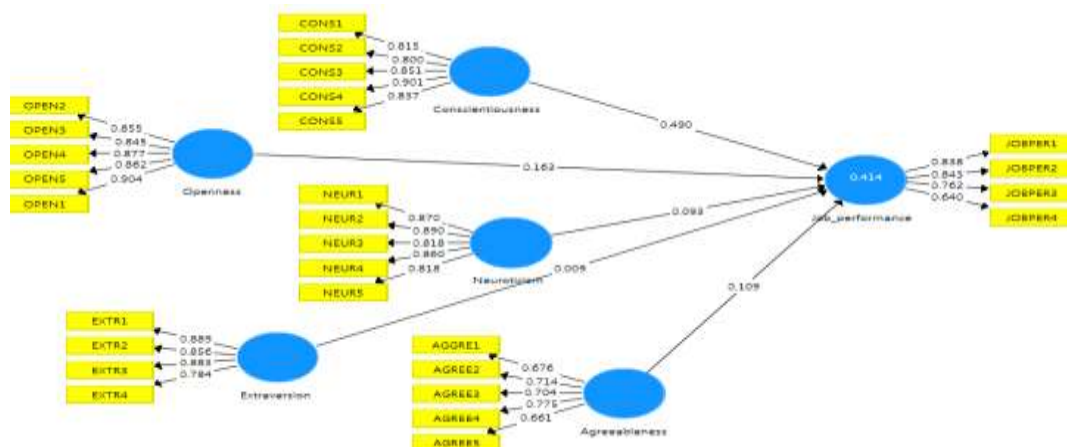


Figure 3: Measurement model

For construct validity and convergent validity, factor loading also performed shown in figure-1. Minimum factor loading for single items was 0.676, which is satisfactory. R squared is the variance explained by the independent variable on the dependent variable, which is 41 per cent.

SRMR was 0.07, which represent the good model fit. That means the model has the good predicting capability. Furthermore, Cronbach alpha, composite reliability, and average variance extracted (see table 2). All considered the accepted condition suggested by the scholars.

TABLE 3. Construct validity and reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Agreeableness	0.760	0.833	0.500
Conscientiousness	0.897	0.924	0.708
Extraversion	0.876	0.915	0.729
Job performance	0.774	0.856	0.601
Neuroticism	0.905	0.930	0.725
Openness	0.921	0.939	0.755

In addition to that, discriminant validity checked through the Fornell-Larcker Criterion performed (see table 3).

TABLE 4. Discriminant validity (Fornell-Larcker Criterion)

	Agreeableness	Conscientiousness	Extraversion	Job performance	Neuroticism	Openness
Agreeableness	0.707					
Conscientiousness	0.009	0.841				
Extraversion	0.031	0.136	0.854			
Job performance	0.115	0.608	0.141	0.775		
Neuroticism	-0.026	0.405	0.268	0.392	0.852	
Openness	0.022	0.480	0.225	0.460	0.521	0.869

In order to find the direct effects on employee job performance by the personality factors, the bootstrapping was performed. Table-3 shows the direct effects of personality factors on job performance. The aim of the

objective is to find the influence of personality traits includes agreeableness, extraversion, conscientiousness, neuroticism, and openness on job performance.

TABLE 5. The direct effects of personality factors on job performance

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Agreeableness -> Job performance	0.109	0.121	0.049	2.250	0.025
Conscientiousness -> Job performance	0.490	0.489	0.044	11.213	0.000
Extraversion -> Job performance	0.009	0.017	0.039	0.239	0.811
Neuroticism -> Job performance	0.093	0.094	0.056	1.648	0.100
Openness -> Job performance	0.163	0.157	0.062	2.626	0.009

Several studies show that personality traits have significant impacts on job performance. Consistent with the literature, these study results indicate that the effects of all three traits are significant apart from the extraversion and neuroticism. Conscientiousness being the most influential, followed by openness and agreeableness, respectively. Because conscientiousness is the most important factor for pharmaceutical employees. This personality traits tend to strive for achievement and competence as well as display the self-discipline to themselves. Obeid, Salleh, and Nor (2017) studied that the employees who have high conscientiousness

tend to commit to their organizations because they concern to develop a long-term relationship with their companies. Conscientious employees are dependable and more persistent due to their extra efforts to work, and they push themselves to give a better performance to their companies (Terrier, Kim, & Fernandez, 2016). The second influential factor is the openness that has greater impacts on employee job performance. It is because these kinds of people possess for autonomy and tend to be adaptive, innovative and support to change as they are likely excited about new experiences (Costa and McCrae , 1992). Therefore, they are more engaged at work for better organizational goals. This

findings is consistent with previous study by Harzer and Ruch (2015) assumed that the employees who display the openness traits influence their various team of performance. Because they tend to develop a good relationship interpersonally with their peers and actively participating in decision-making process (Kluemper, McLarty, & Bing, 2015).

The least significant impacts of personality trait were the agreeableness after the conscientiousness and openness. In contrary, extraversion and neuroticism have no significant effects on job performance. This finding is contrary to previous finding in the western context. Because employees with high extraversion traits constantly look for a better opportunity for their career as well as to get the recognition. If they can grow themselves in their current company, they will be devoted and committed to their company. Instead, if they feel the opportunity from other companies would make their career to have a better future, they will agree to find another company.

Therefore, it is important to observe for the organization that the organization may not provide the other facilities employees expected. Besides, neuroticism has no significant impacts on job performance. It is maybe that this type of people tends to experience negative emotions such as low-confidence, anxious, excessively worried, pessimism, depressed in nature. Due to their negative behaviours and attitudes in the work field, it was identified as a core source of negative affections in the past study by Jalagat (2017). Costa and McCrae (1992) revealed that people high in neuroticism are agitated, anxious and naturally discouraged. Neurotic people frequently fill in as poor group entertainers, tend to be subversive and view the requirement for change adversely (Therasa & Vijayabanu, 2015). In such a situation, the organization requires to provide such facilities that employees can avoid such anxious and agitation and discouragement.

Research implications

The major contribution of this research is the empirical support for the mutual influences of job performance. The limited study conducted on the personality traits and employee engagement in Thai Pharmaceutical companies. Consistent with previous studies, personality traits are found to be influential factors, especially conscientiousness, openness, and agreeableness. However, this study found that employee perceive extraverted and neuroticism has no significant impacts on their job performance. Therefore, it is important for the manager and professional in Thailand to observe how to overcome the situation. Creating a good working environment such as autonomy in work, involvement in decision-making and rewards system for motivation can lead to good job performance.

Limitation and recommendation for future studies

Although some significant findings from the empirical study, few limitations are not avoidable such as data collection at a single time, common method bias, and partial sample size with a specific field, specifically in the field of the pharmaceutical industry in Thailand. Furthermore, the limited variable considered to find the antecedent of job

performance. In another word, only personality traits and their impacts on employee job performance. Future study should examine the effects of other constructs that may together have influential impacts on job performance. Bigger sample size, together with various industries, may provide insight findings. Additionally, how these relationships occur did not confirm from the study. Future research may look into the mediating factors for further insightful findings.

CONCLUSION

The findings of the study confirm the three personality traits has the most significant effects. Among them, employee perceives conscientiousness and openness tend to be more engaged at work followed by agreeableness. Contrary result found with the previous studies that extraversion and neuroticism do not have effects on job performance. Employees may feel anxious and worried, and their performance affected. Further, extraverted people may look for other organizational facilities and do not perform as expected due to extraverted characteristics.

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