

BIG FIVE PERSONALITY AND EMPLOYEES JOB COMMITMENT IN THE CONTEXT OF HOTEL INDUSTRY: THE MODERATING ROLE OF GENDER

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FULFILLMENT FOR THE DEGREE OF MASTER IN
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IN THE CONTEXT OF HOTEL INDUSTRY: THE MODERATING ROLE OF GENDER

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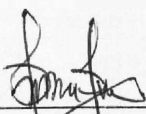
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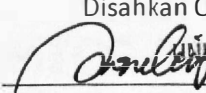
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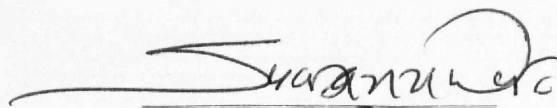
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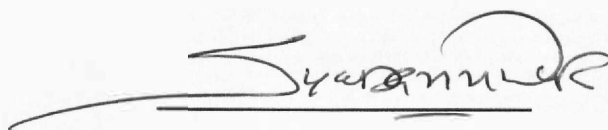


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ABSTRACT

The purpose of this study is to examine the relationship between big five personality dimension and employee job commitment in the context of hotel industry in Kota Kinabalu. In this study the variable of factor affecting employee job commitment are limited to extraversion, agreeableness, openness to experience, conscientiousness and neuroticism. The job commitment become one of the most important issue in people management especially when the organization deal with the new labor workforce that is Generation Y. Apart from that this study also aims to examine the moderating effect of demographic factor on employee job commitment. The scope of this study is focusing on the permanent hotel employees that working at five star hotel clusters in Kota Kinabalu. This study use convenient sampling as a sampling technique. To access the relationship between the exogenous variables and endogenous variable and dependent variable and the moderating effect, this study used Partial Least Square (PLS) technique that perform using Smart PLS version 2.0 program as a data analysis method. The result of the study indicates that only agreeableness, openness to experience, conscientiousness and neuroticism are positively and significantly correlated with the employee job commitment. Apart from that the result of the study proves that extroversion and demographic factors which is gender does not has a moderating effect on the relationship between big five personality dimension and job commitment.

ABSTRAK

LIMA PERSONALITY UTAMA DAN KOMITMEN KERJA PEKERJA DALAM KONTEKS INDUSTRI PERHOTELAN: PERANAN JANTINA SEBAGAI PENGANTARA

Tujuan kajian ini adalah untuk mengkaji faktor-faktor yang mempengaruhi kesungguhan kerja di kalangan pekerja hotel lima bintang di Kota Kinabalu. Dalam kajian ini, faktor-faktor yang mempengaruhi kesungguhan pekerja terhadap kerja adalah terhad kepada sikap luaran, sikap baik, terbuka kepada pengalaman, sikap berhati-hati dan sikap negatif. Kesungguhan kerja adalah salah satu isu penting dalam pengurusan manusia terutamanya apabila organisasi mula berurusan dengan Generasi y. Selain itu kajian ini juga bertujuan untuk mengkaji kesan faktor demografi sebagai moderator dalam kajian ini. Skop kajian ini adalah pekerja hotel lima bintang sepenuh masa atau tetap yang sedang berkhidmat dengan hotel-hotel yang berada di Kota Kinabalu. Kajian ini menggunakan kaedah Kuantitatif dan menggunakan persampelan rawak mudah sebagai teknik persampelan disebabkan faktor bajet dan kekangan masa dalam menjalankan kajian ini. Kajian ini menggunakan SPSS dan teknik 'Partial Least Square' (PLS) yang di aplikasikan melalui Smart PLS Versi 2.0 sebagai kaedah untuk menganalisis data bagi mengukur korelasi antara pembolehubah bebas dan bersandar dan juga kesan moderator. Hasil kajian menunjukkan sikap luaran, sikap baik, terbuka kepada pengalaman, sikap berhati-hati dan sikap negatif mempunyai hubungan yang positif dan ketara dengan kesungguhan pekerja. Selain itu, hasil kajian membuktikan sikap luaran, terbuka kepada pengalaman dan faktor demografi iaitu jantina tidak mempunyai kesan yang ketara dalam mempengaruhi kesungguhan kerja pekerja di kalangan pekerja hotel lima bintang di Kota Kinabalu.

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LIST OF ABBREVIATION

ROI	Return of Investment
PLS	Partial Least Square
SDT	Self Determination Theory
SPSS	Statistical Program for Social Sciences



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LIST OF SYMBOLS

α	Alpha
β	Beta
%	Percent
<	Less than
>	More than
=	Equal to



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CHAPTER 1

INTRODUCTION

1.0 Introduction

In developing and understanding employee behavior from the perspective of management, it is important for organization to recognize employees' knowledge, skills, attitudes and capabilities that will have added value to the organization. According to kitololo (2005), it stands for individuality that includes personality, gender, race, nationality, ethnicity, region, sexual orientation, income, marital status, work experience, perceptions among others, that uphold organizational core values (cited by Mkoji and Sikalieh, 2012). It is been highlighted here that personality is one of the element that bring impact to the organization. On the other hand, organizational performance can be defined as when an organization meets its set targets putting into consideration all other personality, external and internal dimensions that influence performance (Kreitner andKinicki, 2007). The performance mentioned by Kreitner andKinicki, can be related to employee job commitment, where when employees are committed to the task given it will bring impact to their performance as well. And referring to the knowledge, skills, attitudes and capabilities I mentioned earlier, these aspect could drive to the organization performance by having the efficiency and effectiveness criteria of sustainable competitive advantage through the people.

According to David (2007), the criteria of high value human resources must be rare to ensure the organization will have the value and get a high return in a long run. This is referring to the employees' knowledge, abilities and personality differences from others. Each employee' come from different background and hastheir own talent or specialties. This individual uniqueness will help employee to become more creative and innovative especially in solving a difficult task.

Human capital where it is all about the people and not the organization, for example when a good employee leave the organization, they will leave with their skill,

knowledge, attitudes and capabilities and any investment has been made with the organization are lost. In other to sustain the high value of human capital, the organization need to develop an excellent employee by continuously cultivate and enhance several element among their employees in terms of staffing and training program. Staffing program take place the phase of identifying, recruiting and hiring the best talent. Followed by the training program to harmonize the staffing practices in providing the skill development especially in the in the area that cannot be moved to another organization (Bohlander and Snell, 2004). In other words, human capital is a utilization of human being in workplace to achieve organization goals. Then, when look into strategic value of an employee skill and personality, as well as the uniqueness's; we will discover that an organization has consists of different kind of employee with different kind of skill, knowledge, talent and personality. Organization would manage all their employees with the same way even though it might be difficult. These are the main reasons why personality is very important in human capital perspective when it come to the contribution towards their task or responsibility. In other words, it is all about managing people and their character in a workplace.

To sum up all the above, the role of personality in human capital decisions could be seen clearly in personality job adaptability. Which is means that, people will not be productive or not satisfied if there a mismatch or imbalance between whose they are and what they are doing.

1.1 Background of the study

In hotel industry where there were lots of new hotel were build every year, the competition among these hotels appear and create quite high turnover in the industry. Employees tend to jump to another hotel when there are better offer or when they are not satisfied with their current working environment.

Researcher proposed five star hotel clusterin Kota Kinabalu as a field of study because these hotel was located at Kota Kinabalu town and provides a job to more than 4000 employees. This 5 star hotel consist of;

- Sutera Harbour Resort encompasses 5-star resort accommodation, golf, marina and recreational facilities with further development of premier condominium and bungalow units. This resort consists of 956 guest rooms & suites.
- Sutera Harbour Marina, Golf & Country Club : 27-hole Graham Marsh designed golf course, 104-berth marina and extensive recreational facilities. The resort had 5 restaurants and bars, two ballrooms : 2,000 – 3,000 persons, 28 meeting rooms and 100-seat auditorium (convention and meeting facilities).
- Under one roof of management, they managing the North Borneo Railway vintage steam train and the eco-resorts of the five Sutera Sanctuary Lodges : Site Kinabalu Park, Laban Rata, Mesilau Nature Resort and Poring Hot Spring & Nature Reserve. The North Borneo Yachting : PuteriSutera, MS Columbus and Silk Princess.

The main purpose by choosing five star hotel is because of the rapid growing of hotel industries. The increasing numbers of hotels around Kota Kinabalu had boost our local economic opportunities and increase the competition among these hotel management to get the best talent. As a result, the employees have the opportunity to challenge their skill, attitude, personality and capabilities.

The researcher only choose mentioned five star hotel because they as an organization have 4000 employees which is can cover the researchers' survey sample. Furthermore with the time constraint and lack of budget the researcher have the convenience to do this research in a five star hotel cluster which managed by one Human Department.

1.2 Research problem

Since there were employee tendency to jump to another hotel looking for better remunerations or better working environment, management of the organization having difficulties to attract and to retain a good employees. To maintain employee retention, organizations really need a committed employee to work with the organization. And it is quite difficult to have a really committed employee towards their task and working with the same organization for longer working tenure. In this study, researcher tried to dig the consequences that influence employee commitment in an organization. Researcher

tried to analyze the possibility of personalities play a vital role in developing employee job commitment so that they could produce a greater outcome or getting excellent achievement on the goals set by an organization.

The researcher choose big five personality dimension because there were not much study done on personality dimension effecting employee job commitment in details. And researcher choose gender as a moderator to see whether there are different employee job commitment between male and female specifically in hotel industry here in Kota Kinabalu, Sabah.

The ratio of the number of workers that had to be replaced in a given time period to the average number of workers id the staff turnover or employee turnover (Taylor, 2008). High turnover in any organization, particularly in hotel industry which mean an employee have a shorter average tenure in the same industry show a bad reputation and not good for the organizations. High rate of turnover may lead to decrease in productivity, service delivery and spread of organization's information or knowledge (naukrihub.com, 2010). Leaving of job appears to reflect significant work place problem, rather than opportunities for advancement into better job (Holzer and Wissoker, 2001). These scholars opinion indicated that higher turnover rate recorded show that an employee have a lower commitment towards their job and negative aspect of the organizations.

In this study, the researcher will try to study the connection between employee personality especially in five stars hotel service industry where there were drastic changes on employee attitudes and their personality has affect the job as well as workplace and even worse tend to leave the organization for better opportunity in employee opinion. For instance, some of the employees are dissatisfied with the pay or compensation offered and might be not encouraging working environment. When these kinds of things happen, it has decrease the level of commitment among the employees which has influence their job performance as well. This will result; they are not achieving the standard of requirement in accomplishing the task. Other than that, most of the evidence such as having an exposure to layoff or any kind of risk that occurred in

organization has led to the erosion of organization loyalty by many employees. This is the issue that needs to be discussing further in this study.

To discuss the above research problem in depth, I did choose five stars hotel cluster in Kota Kinabalu as a field of study. There were not much study had been done relating the relationship between personality and job commitment in direct but we will cover what is the element of personality which can bring the impact to their commitment. Most of the existing studies are about relating personality dimensions with psychological contracts (Tallman & Brunning, 2008), personality effect in career success (Lau & Shaffer, 1999), personality and leadership (Sieff, 2009; Hautala, 2006, Washington et al., 2006; LaPrairie, 2006).

In order to solve the problem statement, thus research questions are;

- a) What is the relationship between big five personality dimensions and employee job commitment?
- b) Does gender moderate the relationship between big five personality dimensions and employee job commitment?

1.3 Objective of the study

The general objective is to gain understanding about the importance of personality and performance appraisal. However, the specific objectives of this study are:

- a. To determine whether there were relationships between big five personality dimensions and employee job commitment?
- b. To determine whether gender moderate the relationship between the big five personality and job commitment.

1.4 Scope of the study

This study is one of the types of cross sectional and quantitative study where the data will be collected through questionnaire and it will be distributed at one time.

In addition, this study will focus on regression analysis by examine the relationship between big five personality dimension, type of personality dimension where can influence employees' job commitment. Researcher has proposed five star hotels in Kota Kinabalu as a survey sample to conduct this study. The scope of this study is the Hotel industry employee where the researcher will more focus on the permanent employee and will look into the association between dependent variable, independent variable and moderated variable.

1.5 Rationale and significance of the study

The finding of this study will be beneficial to our hotel industry especially to focus on personality dimension in the aspect of human capital. In most organization, we are tends to choose the best talent to work with us because we are having the understanding that employee with the best talent will produce excellent performance that benefit to our organization. We are invested on human capital for better ROI. In this context, by having a good combination of personality traits, the employees will produce a greater productivity and be committed in their jobs. For instant, the employees will be aware and know the good personality traits that could drive them towards accomplishing the task given to them. At the end, this will be lead to the effectiveness of the people also by being more efficient in their given task.

Apart from that, the other significance of this study is it will improve the individual job commitments by aligning the organizational goals and objectives. Such as, to be an established and successful organization, the first thing must start within the people or employee itself. This can be illustrated when the employee know their direction in the organization, then it will not help the organization to achieve the goals. In contrast, if the employees have negative traits, it will not help the organization to be better than others and could not sustain in a long run. So, in this context, the study of big five personality dimensions towards employees could be have effect on their performance that leads to better or low job commitment.

1.6 Definition of terms

To avoid confusion on some of the terms that will be discussed, the following term will be explained further.

1.6.1 Big Five Personality

Personality is defined as individual's preferred way of behaving, thinking and feeling. The five Factor model or big five personality represent a framework to describe the human personality in a comprehensive way. It consist of the following traits such extroversion, openness, neuroticism, agreeableness and conscientiousness(Niehoff, 2006; Lueng&Bozionelos, 2004; Guthrie et. all., 2003; Robie et. all., 2005).

Extroversion

The first trait of personality is extraversion which refers to the degree to which an individual is social, active, talkative, outgoing and assertive with others. It is refers to the tendencies towards energy, positive emotions, sociability and assertiveness. People within this personality tend to be enthusiastic and more on action oriented (Niehoff, 2006; Lueng&Bozionelos, 2004; Guthrie et. all., 2003; Robie et. all., 2005).

Agreeableness

Agreeableness trait refers to the degree to which an individual is cooperative, helpful, courteous and supportive to others. It is refer to the tendency to be cooperative, compassionate, trust others, sensitive and unselfish (Niehoff, 2006; Leung &Bozionelos, 2004; Guthrie et. al., 2003; Robie et. al., 2005).

Neuroticism

Neuroticism trait of personality consists of few negative attributes of personality that are nervous, stressed, unstable, unconfident, doubtful and uncertain individual. Neuroticism refers to the emotional instability such as the tendencies towards being tense, nervous, pessimism, anger, depression and anxiety (Niehoff, 2004; Niehoff, 2006; Leung &Bozionelos, 2004; Guthrie et. al., 2003 and Robie et. al., 2005).

Conscientiousness

Conscientiousness refers to the degree to which an individual is responsible, disciplined, organized and goal achievers. The tendency to be industrious, achievement driving, disciplined and dutifully. This area or dimension more on planned behavior which we can control, regulate and direct the impulse (Niehoff, 2006; Leung & Bozionelos, 2004; Guthrie et. al., 2003 and Robie et al., 2005).

Openness to experience

openness to experience which refers to personality attributes as creative, sensitive, curious, cultivated and independent minded . It encompasses open-mindedness, adventure-seeking, imaginativeness and broadness of interest. People tend to be more creative, curious, and be aware of their feelings (Niehoff, 2006; Leung & Bozionelos, 2004; Guthrie et. al., 2003 and Robie et al., 2005).

1.6.2 Job Commitment

Defined commitment as attachment and loyalty. It stressed on the importance of behavior in creating it by perceive commitment as attitudes that reflect the linkage between employees and organization (Northcraft & Neale, 1996). Commitment can also defined as a relative strength of individual's identification and involvement in organizations (Vakola & Nikolaou, 2005). It refer to the degree of attachment and loyalty to the work or profession. Meaning to say, it is a strong acceptance of the organization's value and goals, have the willingness to put forth considerable effort on behalf of the organization and possess a strong desire to maintain membership in organization (Mowday et. al., 1982; Kwon & Banks, 2004; Vakola & Nikolaou, 2005; Tella et. al., 2007; Gilder, 2003; Northcraft & Neale 1996; Salancik, 1977; Aremu & Adeyoju, 2003; Silva, 2006).