

THE INFLUENCE OF INDIVIDUAL PERSONALITIES TOWARDS TEAM PERFORMANCE AT PT. BPR PRISMA DANA MANADO

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ABSTRACT

In today's global and competitive environment, one of the more often debated issues in the study of organizational behavior is the effects of workforce diversity such as personality on team performance. Workforce diversity refers to employee's individual differences and similarities. It stands for individuality that includes personality, gender, race, nationality, ethnicity, region, income, marital status, work experience, perceptions among others. The purpose of this study was to examine how individual personality impact on team performance. The target population of this study consisted of employees of Prisma Dana (PT. BPR). Questionnaire was used to select a sample of 30 employees of BPR Prisma Dana Manado. The findings on the individual personality towards team performance showed that the extraversion personality trait is the most predictive of job performance at followed by conscientiousness, openness to experience, emotional stability and agreeableness. In conclusion, the majority of BPR Prisma Dana's workforce is mainly composed of an extraversion personality trait, which has been found most predictive of job performance at the organization. The management party of BPR Prisma Dana need to consider about the importance on emotional stability of the employee, regarding with it in advanced.

Keywords: *personality, performance, organizational behavior.*

INTRODUCTION

Research Background

In the 21st century, one of the most critical topical issues in the study of organizational behavior is the effects of workforce diversity such as personality on organizational performance. In today's global and competitive environment, the general consensus is that organizations that capitalize on diversity are likely to perform better than organizations without the advantages that diversity brings. Workforce diversity refers to employee's individual differences and similarities. It stands for individuality that includes personality, gender, race, nationality, ethnicity, region, income, marital status, work experience and perceptions that uphold organizational core values. 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.

Personality combines a set of physical and mental characteristics that reflect how a person looks, thinks, acts, and feels. Sometimes attempts are made to measure personality with questionnaires or special tests. Frequently, personality can be inferred from behavior alone. A group involve two or more people who work with one another regularly to achieve common goals. Groups are important resources that are good for both organizations and their members. Team performance can be defined as a group of people with specific roles and complementary talents and skills, aligned with and committed to a common purpose. In order to stay competitive in the current fast-paced, global environment, organizations are continually looking for ways to implement effective business strategies. Companies are focusing on better methods for efficiently utilizing their employees; one of the most critical assets in an age plagued by downsizing and structural reorganization. The transformation of teams or groups to accomplish the work once assigned to individuals has become one of the most prominent trends in organizations today.

Related with the given fact, personality represents the overall profile, or combination of characteristics, that captures the unique nature of a person as that person reacts and interacts with others. Because of that, a study has conducted in BPR Prisma Dana in order to find out the above effects and relationship. Later on will be explained about the population, sample and place where the study will be conducted.

Research Objectives

The objectives of this research are to analyze the influence of:

1. Extraversion on Team Performance of BPR Prisma Dana.
2. Agreeableness on Team Performance of BPR Prisma Dana.
3. Conscientiousness on Team Performance of BPR Prisma Dana.
4. Emotional Stability on Team Performance of BPR Prisma Dana.
5. Openness to Experience on Team Performance of BPR Prisma Dana.
6. Extraversion, Agreeableness, Conscientiousness, Emotional Stability and Openness to Experience on Team Performance of BPR Prisma Dana simultaneously.

THEORETICAL FRAMEWORK

Theories

Organizational Behavior

Organizational behavior is about people, everyday people who work and pursue careers in today's new and highly demanding settings. It is about people who seek fulfillment in their lives and jobs in a variety of ways and in uncertain times. It is about common themes that now characterize the modern workplace-ethical behavior, globalization, technology utilization, diversity, high performance, work-life balance. Organizational behavior is also about how our complex environment challenges people and organizations to change, learn, and continuously develop themselves in the quest for high performance and promising futures (Schermerhorn et al, 2005:3).

Individual Personality

Personality encompasses the overall combination of characteristics that captures the unique nature of a person as that person reacts and interacts with others. The use of personality assessments in employee selection is guided by the underlying organizational objective to select high-performing employees (Goffin et al, 2011). Among the different personality inventories, the "Big Five"—extraversion, agreeableness, conscientiousness, emotional stability, openness to experience, while internal dimensions will include; ethnicity, race, religion, culture, sex, etc. Similarly, external dimensions are; work experience, marital status, educational background, job satisfaction, income and organizational include designation, departmental etc. Research evidence indicates that the Big Five are consistently related to individual performance (Barrick & Mount, 1991).

Team Performance

McGrath (1984:15) represents most of definitions of groups or teams emphasize the interaction, interdependence, and common goals of individuals. Team performance can be defined as a group of people with specific roles and complementary talents and skills, aligned with and committed to a common purpose. Tjosvold (1991:24) combines all of the aspects of groups and thus, his definition will serve as the operational definition of team or group in the current study. Team and group will be used interchangeably, and defined as, two or more persons who interact and influence each other directly, who are mutually dependent and have interlocking roles and common norms, and who see themselves as a unity in pursuit of common goals that satisfy their individual aspirations and needs.

Extraversion

Extraversion is associated with adjective traits such as talkative, sociable, passionate, bold, dominant (Colquitt, 2009:273).

Agreeableness

Agreeableness is adjectives such as kind, cooperative, sympathetic, helpful, courteous, and warm (Colquitt, 2009:273).

Conscientiousness

Conscientiousness is associated with trait adjectives such as dependable, organized, reliable, ambitious, hard working (Colquitt, 2009:273).

Emotional Stability

Emotional Stability has to do with nervous, moody, emotional, insecure, and unstable character (Colquitt, 2009:273).

Openness to Experience

Openness has to do with curious, imaginative, creative, complex, refined, sophisticated (Colquitt, 2009:273).

Previous Research

Peeters et al, (2006), Personality and Team Performance: A Meta-Analysis. Mkoji & Sikalieh (2012), The Influence of Personality Dimensions on Organizational Performance. Kramer et al, (2014), Personality and Team Performance: The Importance of Personality Composition and Work Tasks.

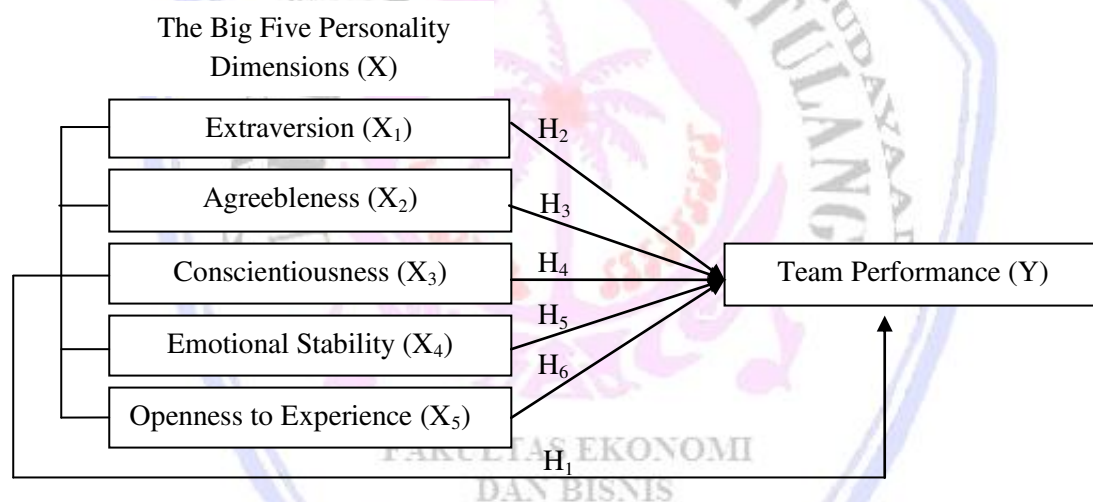


Figure 1. Conceptual Framework

Source: Processed data 2014

Hypotheses

The hypotheses of this research are:

H₁ = Extraversion, Agreeableness, Conscientiousness, Emotional Stability, and Openness to Experience have significant influence on Team Performance of BPR Prisma Dana simultaneously.

H₂ = Extraversion influences Team Performance of BPR Prisma Dana.

H₃ = Agreeableness influences Team Performance of BPR Prisma Dana.

H₄ = Conscientiousness influences Team Performance of BPR Prisma Dana.

H₅ = Emotional Stability influence Team Performance of BPR Prisma Dana.

H₆ = Openness to Experience influence Team Performance of BPR Prisma Dana.

RESEARCH METHOD

Type of Research

This research is a causal type of research where it will investigate the influence of personal individuality towards team performance.

Place and Time of Research

This study was conducted in BPR Prisma Dana Manado. The research was conducted on October 2014.

Population and Sample

Population is the entire group or people, events, or things that the researcher desires to investigate (Sekaran and Bougie, 2010:443). The population in this research is the employees of BPR Prisma Dana at age 21 until 40 years old and above 40 years old. As many as 30 respondents had been chosen in BPR Prisma Dana. The sampling design is the unrestricted probability sampling design, more commonly known as simple random sampling, every element in the population has a known and equal chance of being selected as a subject. This sampling design has the least bias and offers the most generalizability (Sekaran and Bougie, 2010:270).

Data Collection Method

There are two types of data: (1) Primary Data use questionnaires were distributed to employees of BPR Prisma Dana Manado, respectively 30 sheets. While calculating weight rating customer questionnaires using Likert scale. Likert scale was associated with a statement about one's attitude towards something. And (2) secondary data is method of data collection by studying the relevant literature in order to obtain theoretical overview from books, journals, and relevant literature from library and internet with the concept of influence of individual personality towards team performance.

Operational Definitions and Measurement of Research Variable

Operational definitions of research variables are:

1. Extraversion (X_1) refers to the extent to which a person is social and talkative.
2. Agreeableness (X_2) refers to the extent to which a person is gentle and cooperative.
3. Conscientiousness (X_3) refers to the extent to which a person is selfdisciplined and organized.
4. Emotional stability (X_4) refers to the extent to which a person is calm and poised.
5. Openness to experience (X_5) refers to the extent to which a person is imaginative and curious.
6. Team performance (Y) regarding the social and motivational context in which a team operates.

Data Analysis Method

Validity and Reliability Test

The reliability of a measure is established by testing for both consistency and stability. Consistency indicate how well the items measuring a concept hang together as a set, Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another (Sekaran and Bougie, 2010:162). Since reliable scale are not necessarily valid, researchers also need to be concerned about validity. It assesses whether scale measure what is supposed to be measured. Thus validity is a measure of accuracy in measurement (Hair et al, 2010:120).

Multiple Regressions on Analysis Method

Linear regression is used to model the value of a dependent scale variable based on its linear relationship to one or more predictors. The method of analysis used in this study is multiple regression models approach the return. Cooper and Schindler (2001:767) stated that multiple regression analysis is techniques to observed value more than one X to estimate or predict corresponding Y value. The formula of multiple linear regressions is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where :

Y = Team Performance

X_1 = Extraversion

X_2 = Agreeableness

X_3 = Conscientiousness

X_4 = Emotional Stability

X_5 = Openness to Experience

α = Constant

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ = The regression coefficient of each variable

e = standard error

RESULT AND DISCUSSION

Result

Validity and Reliability

The validity test of Extraversion (X_1) is 0.938, Agreeableness (X_2) is 0.766, Conscientiousness (X_3) is 0.763, Emotional Stability (X_4) is 0.873, Openness to Experience is 0.946 and Team Performance (Y) is 0.460, are above 0.3 which mean that all indicator are valid. The reliability test using Alpha Cronbach. The Cronbach's Alpha parameter, with ideal score more than 0.6. The variable are reliable because the value of Cronbach's Alpha is bigger than 0.6.

Test of Classical Assumption

Multicollinearity

Table 1. Collinearity Statistics

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
X_1	.245	4.076
X_2	.506	1.976
X_3	.228	4.394
X_4	.502	1.992
X_5	.531	1.882

a Dependent Variable: Y (Team Performance)

Source: Data Processed, 2014

The calculation multicollinearity through VIF and tolerance. VIF value of Extraversion (X_1), Agreeableness (X_2), Conscientiousness (X_3), Emotional Stability (X_4), and Openness to Experience (X_5) was below numbers < 10 or has a value of 4.076, 1.976, 4.394, 1.992, and 1.882 this means that there is no connection between the independent variables.

Heteroscedasticity

Heteroscedasticity occurs if there are dots which form a certain pattern regularly as waves. Homoscedasticity occurs if there are no certain patterns which are clear, and the dots spread above and below the 0 the Y-axis

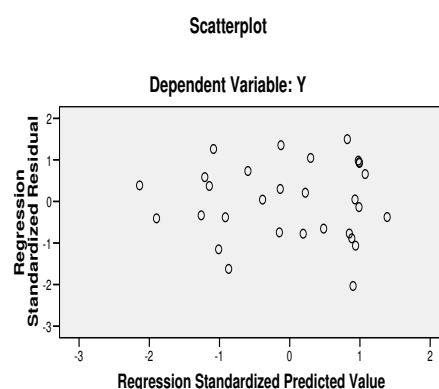


Figure 2. Heteroscedasticity Results

Source : Processed data 2014

Figure 2 shows that the patterns of the dots are spreading and the dots are spreading above and below the zero point of Y-axis. So, there is no heteroscedasticity in this regression.

Normality

Normality test can be identifying by using graph of P-P Plot. The data will distribute normally if the value of P-P Plot is near diagonal line of the graph.

Normal P-P Plot of Regression Standardized Residual

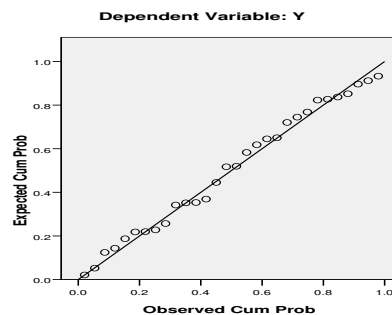


Figure 3. Normality Results

Source: Processed data 2014

Figure 3 shows the dots spread near the diagonal line and follow the direction of the diagonal line. Therefore, the data is distributed normally.

Multiple Regression Analysis

Table 2. Multiple Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.597	.533		2.920	.044
	X ₁	.533	.073	.796	7.271	.000
	X ₂	.022	.078	.021	3.278	.033
	X ₃	.269	.114	.269	2.366	.008
	X ₄	.094	.076	.094	1.825	.032
	X ₅	.032	.078	.031	3.215	.029

Source: Processed Data, 2014

From the analysis, obtained by linear regression equation as follows:

$$Y = 0.597 + 0.533 X_1 + 0.022 X_2 + 0.269 X_3 + 0.094 X_4 + 0.032 X_5$$

From the multiple linear regression equation above, it can inform the interpretation as follows:

1. Constant value of 0.597 means that if the variables in this research of Extraversion, Agreeableness, Conscientiousness, Emotional Stability, and Openness to Experience simultaneously increased by one scale or one unit will increase the Team Performance of 0.597.
2. Coefficient value of 0.533 means that if the variables in this research of Extraversion (X₁) increased by one scale or one unit it will improve and increase Team Performance of 0.533.
3. Coefficient value of 0.022 means that if the variables in this research of Agreeableness (X₂) increased by one scale or one unit it will improve and increase Team Performance of 0.022.
4. Coefficient value of 0.269 means that if the variables in this research of Conscientiousness (X₃) increased by one scale or one unit it will improve and increase Team Performance of 0.269.
5. Coefficient value of 0.094 means that if the variables in this research of Emotional Stability (X₄) increased by one scale or one unit it will improve and increase Team Performance of 0.094.
6. Coefficient value of 0.032 means that if the variables in this research of Openness to Experience (X₅) increased by one scale or one unit it will improve and increase Team Performance of 0.032.

Coefficient Determination (r^2)**Table 3. Table R and R^2**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.964(a)	.929	.915	.18397

a Predictors: (Constant), X_5 , X_4 , X_2 , X_1 , X_3

b Dependent Variable: Y

Source: Data Processed, 2014

The coefficient determination (R^2) measures how good is the ability of a model in explaining variation of dependent variable. The value of coefficient of determination is between 0 and 1. The coefficient determination (R^2) of 0.929 shows that the linear relationship in this model is able to explain the team performance (Y) for 92.9% while the rest 7.1% is explained by other factors not discussed in this research. Since independent variables used in this research is more than two variables, then adjusted R^2 is preferably used. In this case adjusted R^2 is 0.915. It means 91.5% variation of dependent variable can be explained by three independent variables, while 8.5% is explained by other causes.

Hypothesis Testing**Table 4. F-Test**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.686	5	2.137	63.151	.000(a)
	Residual	.812	24	.034		
	Total	11.499	29			

a Predictors: (Constant), X_5 , X_4 , X_2 , X_1 , X_3

b Dependent Variable: Y

Source: Data Processed, 2014

Value of 63.151 of F_{Count} significant 0.000. Because the sig < 0.05 means the confidence of this prediction is above 95% and the probability of this prediction error is below 5% which is 0.000. Therefore H_0 is rejected and accepting H_a . Thus, the formulation of the hypothesis that The Influence of Extraversion (X_1), Agreeableness (X_2), Conscientiousness (X_3), Emotional Stability (X_4), Openness to Experience (X_5) towards Team Performance (Y), accepted.

Table 5. t-Test

Model	t	Sig.
Extraversion (X_1)	7.271	.000
Agreeableness (X_2)	3.278	.033
Conscientiousness (X_3)	2.366	.008
Emotional Stability (X_4)	1.825	.032
Openness to Experience (X_5)	3.215	.029

a Dependent Variable: Y

Source: Data Processed, 2014

The calculations in the table above, the interpretation as follows:

1. t_{count} for Extraversion (X_1) 7.271 greater than the value of 1.697 t_{table} means Extraversion variable (X_1) partial influence on Team Performance (Y). The sig. value at 0.000 means that prediction of Extraversion (X_1) in Team Performance (Y) doing errors is 0.0%, thus the confidence of this prediction is below 95%. Therefore, H_0 is accepted and rejecting H_a .
2. t_{count} for Agreeableness (X_2) 3.278 less than the value of 1.697 t_{table} means Agreeableness (X_2) partial not influence on Team Performance (Y). The sig. value at 0.033 means that prediction of Agreeableness (X_2) on

Team Performance (Y) doing errors is 3.3%, thus the confidence of this prediction is below 95%. Therefore, H_0 is accepted and rejecting H_a .

3. t_{count} for Conscientiousness (X_3) 2.366 greater than the value of 1.697 t_{table} means Conscientiousness (X_3) partial influence on Team Performance (Y). The sig. value at 0.008 means that prediction of Conscientiousness (X_3) in Team Performance (Y) doing errors is 0.8%, thus the confidence of this prediction is above 95%. Therefore, H_0 is rejected and accepting H_a .
4. t_{count} for Emotional Stability (X_4) 1.825 greater than the value of 1.697 t_{table} means Emotional Stability (X_4) partial influence on Team Performance (Y). The sig. value at 0.032 means that prediction of Emotional Stability (X_4) in Team Performance (Y) doing errors is 3.2%, thus the confidence of this prediction is above 95%. Therefore, H_0 is rejected and accepting H_a .
5. t_{count} for Openness to Experience (X_5) 3.215 greater than the value of 1.697 t_{table} means Openness to Experience (X_5) partial influence on Team Performance (Y). The sig. value at 0.029 means that prediction of Openness to Experience (X_5) on Team Performance (Y) doing errors is 2.9%, thus the confidence of this prediction is below 95%. Therefore, H_0 is accepted and rejecting H_a .

Discussion

The multiple regression result showed that Extraversion has significant influence on Team Performance, this result occurred because, respondents acknowledged extraversion to be important for a smooth functioning of the social mechanisms within a team, since it is by description strongly linked to intra-team processes or contextual performance regarding the social and motivational context in which a team operates. So the employees prefer to work within a team merely for the possibility of social interaction.

Agreeableness has significant influence on Team Performance. This may happen since some of the respondents want manifest their self to be favorable effect on team processes or contextual performance. This result confirms that generally some respondents seem want to work in team and co-operate with others easily. Most of employees in BPR Prisma Dana reflect a disposition to display caring and nurturing behavior. This result support the research studied from Peeters et al, (2006) that the effect of variability in agreeableness was as expected. In general, the researcher concludes that teams whose members score both highly and similarly on agreeableness are the teams that perform best.

The other multiple regression result showed that, Conscientiousness has significant influence on Team Performance. Since conscientiousness is the most consistent predictor of individual performance, the respondents know the propitious effect of the elevation of conscientiousness to present itself at the team level as well. Highly conscientious team members are thorough, hardworking, responsible, self-disciplined, organized, self-motivated and achievement- and task-oriented. This result confirms that, employees in Bank BPR Prisma Dana has these characteristics to result in effort and perseverance toward team goal completion, a focus on and commitment to the task and role adaptation in face of changes within the team or task.

Emotional stability also has significant influence on Team Performance. Respondents on this study have perception that described as self-confident and secure about chosen goals and decisions. Most of the respondents have these qualities to foster cooperation, a relaxed team atmosphere, stability within the team and coordination of work behaviors, and task cohesion. In general, the results confirm that the employees in Bank BPR Prisma Dana feel pleased whenever they work with team.

Openness to Experience has significant influence on Team performance. This may happens because some of the respondents adapt easily to new situations, build upon each other's ideas, and look alternative ways to solve problems they encounter. Employees in BPR Prisma Dana foster a creative atmosphere in which team members have opportunities to learn and to experience satisfaction. This study proves that the respondent very concern about variables which are, Extraversion, Agreeableness, Conscientiousness, Emotional Stability, Openness to Experience. Employees of BPR Prisma Dana are flexible enough to adapt to cooperative working environments where goals are achieved through collaboration and social interdependence rather than individualized. This was critical because team performance levels are a function of one's motivation and total capability, affects the performance of the entire organizational performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

There are six constructive findings that can be concluded from the overall result in this research, which are listed as follow:

1. Extraversion, Agreeableness, Conscientiousness, Emotional Stability, and Openess to Experience has significant influence on Team Performance of BPR Prisma Dana simultaneously and significantly.
2. Extraversion has significant influence on Team Performance of BPR Prisma Dana significantly.
3. Agreeableness has significant influence on Team Performance of BPR Prisma Dana significantly.
4. Conscientiousness has significant influence on Team Performance of BPR Prisma Dana significantly.
5. Emotional Stability has significant influence on Team Performance of BPR Prisma Dana significantly.
6. Openess to Experience has significant influence on Team Performance of BPR Prisma Dana significantly.

Recommendation

There are two practical recommendations that can be concluded from the overall result in this research, which are listed as follow:

1. The management party of Bank BPR Prisma Dana must consider about the importance on Emotional Stability of the employee, regarding with it in advanced.
2. The employees must maintain the extraversion, in order to increase team performance of the employees and regarding with the continuity of BPR Prisma Dana in the future.

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