



**Faculty of Cognitive Sciences and Human Development**

**THE RELATIONSHIP BETWEEN THE BIG FIVE PERSONALITY  
TRAITS AND WORK FAMILY ENRICHMENT AMONG EMPLOYEES  
IN SELECTED HOTEL IN SARAWAK**

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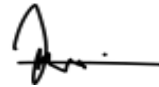
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**THE RELATIONSHIP BETWEEN THE BIG FIVE PERSONALITY TRAITS AND  
WORK FAMILY ENRICHMENT AMONG EMPLOYEES IN SELECTED HOTEL  
IN SARAWAK**

AMIRA SHAHIRA BINTI MOHAMAD AMADIN

This project is submitted  
in partial fulfilment of the requirements for a  
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Faculty of Cognitive Sciences and Human Development  
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(2020)

The project entitled ‘The Relationship between The Big Five Personality Traits and Work Family Enrichment among Employees in Selected Hotel in Sarawak’ was prepared by Amira Shahira Binti Mohamad Amadin and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

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<b>Gred</b> <b>A-</b>
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## **ABSTRACT**

The purpose of this study was to identify the relationship between the big five personality traits and work family enrichment among hotel employees. Questionnaire were administered to 70 hotel employees in a hotel at Kuching, Sarawak. Pearson Correlation and Spearman's Rho Correlation Coefficient was used to test the hypotheses of the study. It can be confirmed that extraversion has significant relationship with both direction of work family enrichment and agreeableness has significant relationship with one direction that was family-to-work enrichment. However, openness to experience, conscientiousness and neuroticism was reported to have no significant relationship with both direction of work family enrichment among hotel employees. The findings of this study may provide useful information and body of knowledge for both practitioners and future researchers for the purpose of improving their work family enrichment and thus building a better work life balance.

*Keywords:* Openness to experience, conscientiousness, extraversion, agreeableness, neuroticism, work-to-family enrichment, family-to-work enrichment

## ABSTRAK

Tujuan kajian adalah untuk mengkaji hubungan antara trait personaliti *big five* dengan pengayaan kerja-keluarga (“Work Family Enrichment”) dalam kalangan pekerja hotel. Borang soal selidik telah diberikan kepada 70 pekerja hotel di Kuching, Sarawak. Ujian Korelasi Pearson and Korelasi Spearman telah digunakan untuk menguji hipotesis kajian. Kajian mengesahkan bahawa extraversi mempunyai hubungan yang signifikan dengan kedua-dua arah pengayaan kerja-keluarga dan kepersetujuan mempunyai hubungan yang signifikan dengan satu arah iaitu pengayaan keluarga-ke-kerja. Walau bagaimanapun, keterbukaan, kehematan dan neurotisme didapati tidak mempunyai hubungan dengan kedua-dua arah pengayaan kerga-keluarga dalam kalangan pekerja hotel. Penemuan kajian ini dapat membantu organisasi dalam memperbaiki dasar pengayaan kerja-keluarga selain membina keseimbangan kehidupan kerja dan boleh dijadikan sebagai rujukan kepada pengkaji pada masa akan datang.

*Kata Kunci:* Keterbukaan, kehematan, extraversi, kepersetujuan, neurotisme, pengayaan kerja-ke-keluarga, pengayaan keluarga-ke-kerja

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

This study is conducted to investigate the relationship between the Big Five Personality Traits and work family enrichment among employees in selected hotel in Sarawak. In this chapter, background of study, problem statement, objectives of study, research hypothesis, significance of study, limitations of study and definitions of terms were discussed. This chapter will give a comprehensive prospect on the research undertaken.

### **1.1 Background of Study**

Tourism industry, as well as the service industry has been recognized as the major source of income in Malaysia for the reason that the growth in this industry contributes crucially to the development of other industries. For example, hospitality, leisure and food. In 1990, "Visit Malaysia Year" campaign was launched and the campaign supported the tourism industry to become the third greatest income source in the currency market (Adriel, 2013). Service industry includes the hotel industry has been deemed as one where employees sometimes have to sacrifice their time to ensure good performance and service quality (Kong, Jiang, Chan, & Zhou, 2018). When the employees are feeling great satisfaction towards their job, they tend to deliver high-quality service to customers. Hotels operate 24 hours in a day, 365-day-per-year basis. Hotel employees in the country regularly update and upgrade their services since travellers are particularly knowledgeable (Adriel, 2013).

Carlson, Kacmar and Williams (2006) mentioned that one field of attention with the writing review of the work and family domains is Work-Family Enrichment (WFE) and it

deserves to be further discuss and comprehend. In agreement with Carlson et al. (2006), the focused on work-family enrichment research have concentrated on the reciprocal impact of resource development relatable with enhanced job performance or quality life. As reported by Greenhous and Powell (2006), the major force of enrichment process is revenue generation whereby work-family enrichment was proven associates with advantages of affective resources such as positive mood, intuitive engagement, and sense of gratification in family and job including work efficiency (McNall, Nicklin, & Masuda, 2010; Carlson et al., 2011). In addition to this, there are many variables that further associated with work-family enrichment such as; core self-evaluations, vigour at work (Moazami-Goodarzi, Nurmi, Mauno, & Rantanen, 2015); job satisfaction (Adriel, 2013); family support, co-worker support, supervisor support (Baral & Bhargava, 2011) and personality traits (Bhalla & Kang, 2018).

In general, the personality of the individual plays a prominent role in managing work life. Personality is narrated by what means an individual reacts, perceive and thinks over their behaviour or attitude to their environment (Fathimath, Baiduri & Zubair, 2015). The Big Five Personality or the Five-Factor Model (FFM) is being referred to the following: openness to experience, conscientiousness, agreeableness, extraversion and neuroticism. Given in the present study, these constructs of personality are often chosen for the framework of investigation the personality differences between the work-life balance types, mainly work-family enrichment and work-family conflict (Rantanen, Kinnunen & Pulkkinen, 2013). Openness to experience is a broad-minded personality with an interest and trying something new. Individuals with thing personality have the tendency to be creative, flexible and curious (Michel, Clark & Jaramillo, 2011). Conscientiousness applies to socially appointed self-regulation that support achievement-oriented and task-directed; Agreeableness is the tendency to be cooperative and communal oriented toward others with antagonism;

Extraversion measures the sociality and outgoingness of the individual; Neuroticism is the tendency to have emotional stability and temperateness with negative emotions (John & Srivastava, 1999).

Prior researchers have recommended that future empirical studies should consider the use of the Big Five Personality as the determinant to work-family enrichment (Mitchel et al. 2011; Rantanen et al. 2013; Tandon & Chawla, 2018). Hence, it is a necessity to determine the relationship between the Big Five Personality Traits and work-family enrichment among employees in selected hotels.

## **1.2 Problem Statement**

In conjunction to foregoing discussion empirically, the research study take into account to broaden the present writing review of work-family enrichment in the hotel industry. This is by experientially investigating the relationship between the Big Five Personality traits (openness to experience, conscientiousness, agreeableness, extraversion and neuroticism) and the two-directional of work family enrichment (work-to-family enrichment and family-to-work enrichment).

Secondly, the study between the personality traits and Work-Family Conflict (WFC) has been examined in many countries. However, there is a limited study conducted to determine the relationship between the Big Five Personality Traits and Work-Family Enrichment (WFE) directly. In addition, most work-family enrichment studies have been carried out in the Western nations and very few emphasis were provided to determine work-family enrichment in the Malaysian context (Noraani, Aminah, Jegak, & Khairuddin, 2011). Therefore, this brings the researcher attention to examine and avoid replication and repetition from the previous studies. Based on some prior studies, there were a few dispositional factor included as variables in the previously establish work family enrichment such as personal

characteristic associated with work and family, innovative work behaviour (Mishra, Bhatnager, Gupta, & Wadsworth, 2017); flexible work arrangements (McNall, Masuda, & Nicklin, 2009); work engagement (Siu et al., 2010) and personality traits (Bhalla & Kang, 2018). Additionally, the past studies conducted by Bhalla and Kang (2018) has not provided a comprehensive overview in examining the role of Big Five personality traits broadly in work family enrichment. The results in the past empirical studies may be premature and a comprehensive apprehending of work family enrichment should comprise of personality traits. Hence, for this study, it is essential for the researcher to implement the Big Five Personality traits to determine employees' work family enrichment in both work domain and family domain.

Ha1: There is a significant relationship between openness to experience and work-to-family enrichment

Ha2: There is a significant relationship between conscientiousness and work-to-family enrichment

Ha3: There is a significant relationship between extraversion and work-to-family enrichment

Ha4: There is a significant relationship between agreeableness and work-to-family enrichment

Ha5: There is a significant relationship between neuroticism and work-to-family enrichment

Ha6: There is a significant relationship between openness to experience and family-to-work enrichment

Ha7: There is a significant relationship between conscientiousness and family-to-work enrichment

Ha8: There is a significant relationship between extraversion and family-to-work enrichment

Ha9: There is a significant relationship between agreeableness and family-to-work enrichment

Ha10: There is a significant relationship between neuroticism and family-to-work enrichment

In the theoretical gap, Hobfoll's Conservation of Resources (COR) Theory explained that when individuals have variety of roles at the same time, they would stress resources and experience emotional exhaustion and imbalance due to insufficient resources (Chu, Guo, Liu, & Chen, 2019). COR is relevant to work-family enrichment and as mentioned by Mauno et al. (2007), individual who have good experiences or resources are motivated to accumulate, create a positive spiral of resources and at the same time, the individual is likely to have a beneficial health-promoting effect. Besides, COR theory has not been providing a full model of enhancement in work domain and family domain. Therefore, it is vital to increase understanding of COR theory and its relation to the personality traits and work-family enrichment.

### **1.3 Research Objective**

Research objective is subdivided into two, which is general objective and specific objectives. In this research, the general objective and specific objectives are stated as follows:

#### **1.3.1 General Objective**

To investigate the relationship between the Big Five Personality Traits and work-family enrichment among hotel employees.

#### **1.3.2 Specific Objective**



- a) To identify the relationship between openness to experience and work-to-family enrichment among hotel employees.
- b) To identify the relationship between conscientiousness and work-to-family enrichment among hotel employees.
- c) To identify the relationship between extraversion and work-to-family enrichment among hotel employees.
- d) To identify the relationship between agreeableness and work-to-family enrichment among hotel employees.
- e) To identify the relationship between neuroticism and work-to-family enrichment among hotel employees.
- f) To identify the relationship between openness to experience and family-to-work enrichment among hotel employees.
- g) To identify the relationship between conscientiousness and family-to-work enrichment among hotel employees.
- h) To identify the relationship between extraversion and family-to-work enrichment among hotel employees.
- i) To identify the relationship between agreeableness and family-to-work enrichment among hotel employees.
- j) To identify the relationship between neuroticism and family-to-work enrichment among hotel employees.

#### **1.4 Research Hypothesis**

The following are the hypotheses that are formulated for this research;

Ha1 : There is a significant relationship between openness to experience and work-to-family enrichment among hotel employees

Ha2: There is a significant relationship between conscientiousness and work-to-family enrichment among hotel employees

Ha3: There is a significant relationship between extraversion and work-to-family enrichment among hotel employees

Ha4: There is a significant relationship between agreeableness and work-to-family enrichment among hotel employees

Ha5: There is a significant relationship between neuroticism and work-to-family enrichment among hotel employees

Ha6: There is a significant relationship between openness to experience and family-to-work enrichment among hotel employees

Ha7: There is a significant relationship between conscientiousness and family-to-work enrichment among hotel employees

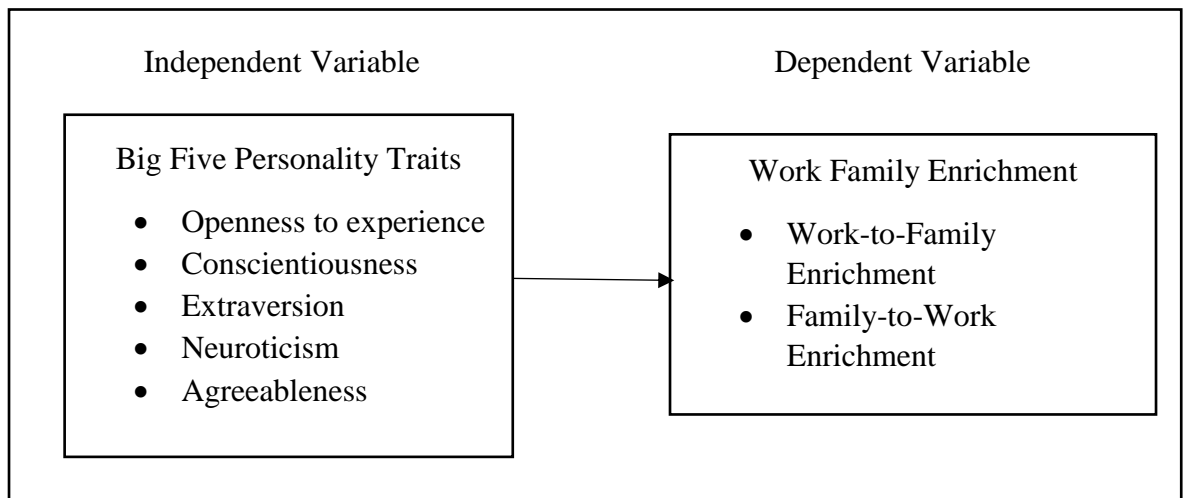
Ha8: There is a significant relationship between extraversion and family-to-work enrichment among hotel employees

Ha9: There is a significant relationship between agreeableness and family-to-work enrichment among hotel employees

Ha10: There is a significant relationship between neuroticism and family-to-work enrichment among hotel employees

## **1.5 Conceptual Framework**

The following is the conceptual framework used as guidance for this study.



*Figure 1 Conceptual Framework*

## 1.6 Definition of Terms

*Table 1 Conceptual and operational definition of terms*

<b>Terms</b>	<b>Conceptual Definition</b>	<b>Operational Definition</b>
Personality Traits	The characteristic pattern of thinking, feeling, or behaving that prone to be consistent over time and over opposite situations (Soto, 2018)	<b>Openness to experience</b>
		<ul style="list-style-type: none"> <li>• The ability of curiosity, the ability of aesthetic, and the ability to try new things</li> </ul>
	The basic part of the personality of an individual that all have their own personality which is not shared by others (Hellriegel & Slocum, 2009)	<b>Conscientiousness</b>
		<ul style="list-style-type: none"> <li>• The ability of competence, the ability of self-discipline, ability to organize, and the ability to deliberate.</li> </ul>
		<b>Extraversion</b>

- 
- The ability of sociable, the ability of enthusiastic, the ability of outgoing, ability to involve in activity, and ability to take challenges.

**Agreeableness**

- The ability of trust, the ability of sympathy, and ability to comply

**Neuroticism**

- The ability of anxiety, the ability to depressing, the ability of impulsiveness, and the ability of self-consciousness.

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<b>Work-Family Enrichment</b>	“How family roles benefit from work roles through developmental resources, positive affect and psychological capital derived from involvement in work” (Carlson et al., 2006)	Where one’s work experience benefit his/her family life domain and eventually causes the individual to easily manage both role responsibilities.
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<b>Family-Work Enrichment</b>	“How work roles benefit from family role through developmental resources, positive affect and gains in efficiency derived from	Where one’s family experience benefit his/her work life domain and eventually causes
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involvement in the family”

(Carlson et al., 2006)

the individual to easily manage

both role responsibilities.

---

## 1.7 Significance of Study

The significance of this study will contribute to improve the current body of knowledge on the advantages of acknowledging big five personality traits preferences to achieve work family enrichment among hotel employees in Malaysian perspectives. The focus of this study is to present beneficial insight in investigating the relationship between the Big Five Personality traits (openness to experience, conscientiousness, extraversion, agreeableness and neuroticism) as independent variables and the two-directional of work-family enrichment (work-to-family enrichment and family-to-work enrichment) as the dependent variable. This study also conducted to fill in the research gap as stated in the problem statement. Therefore, such consequence can be practical in the development of the conceptual framework of Big Five Personality traits as determinants of work-family enrichment that can be empirically tested.

Through this research, practitioners, policy-makers and employees will be able to be better understand the construct of personality traits when considering core indicators that can bring impact on work-family enrichment. This study will help to create a new guideline or rule that will give better perspectives while designing policies for employees to provide a better working environment to increase efficiency and effectiveness of job. By gaining circumstances that will affect employees’ work-family enrichment, the solution can be taken to overcome the issues. Thus, the enrichment between work and family of employees will increase.

## **1.8 Limitation of Research**

The main limitation of this research is this research only focusing on employees from selected hotels in Kuching, Sarawak. It may not represent the overall opinion of all hotel employees in Kuching, Sarawak. The second, questionnaire may consume a long time to be process and analyses and respondents may respond expeditiously and inexcusably as they may be busy on work matters. Besides, the answers by the respondents may not be honest while answering the questionnaire and the respondent may answer the questionnaires based on their own perceptions and insights. The third limitation is that some hotels in Kuching, Sarawak were not cooperative and does not allow to conduct the survey in their organization which lead to less collection of data and information available regarding on this topic.

## **1.9 Summary**

This chapter discuss about the basic entire study which includes the background of study, problem statement, objectives and hypothesis of research significance of study, the definitions of terms and the limitation of research.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter reviews the literature related to the relationship between the Big Five Personality Traits and Work Family Enrichment. This chapter will present the discussion of the variables related to the study, the theory that will explaining the study and the past research studies to support the hypotheses of this research study.

#### 2.1 The Big Five Personality

According to Greenberg (2011), personality is referred as the unique and comparatively stable behavioural pattern, emotions show by individuals and thoughts. Specifically, individuals have their particular behaviour, emotions display and perceptions that no other individuals will have the same. The “big five” or also known as the Five-Factor Model (FFM) are a well-accepted classification that represents differences of the personality of a persistent individual (Barrick & Mount, 1991; Costa & McCrea, 1992; Li, Barrick, Zimmerman, & Chiaburu, 2014). Additionally, according to Michel et al., (2011) “big five” or the Five-Factor Model (FFM) that relates with work-family conflict and work-family enrichment, merely conscientiousness, extraversion, and agreeableness have statistic show relevant relationships with work-family conflict and work-family enrichment. Besides. The Big Five Personality framework acquire substantial support and became the most popular and broadly investigated model of personality.

On the other hand, there is a variety of assessing instruments created and designed to measure the Big Five dimensions. When measuring the constructs of personality, there are

some mostly used instruments to measure such as the 44-item Big-Five Inventory (BFI) created by John and Srivastava (1999), the 60-item NEO Five-Factor Inventory, and 100 trait descriptive adjectives of Goldberg's instrument. On the other hand, the most comprehensive instrument is the Big Five Inventory (BFI), Revised (NEO-PI-R), and NEO Personality Inventory consist of 240 items that provides measure the Big-Five areas and six specified aspects within each dimension.

Numerous theories have to conceptualize Big Five Personality as relative constructs. In regards to the Big Five Inventory (BFI) model, agreeableness and extraversion are the apparent intersocial dimensions in the Big Five. Hence, John and Srivastava (1999) stated that these traits obtained conceptual top preference in the model. In addition to that, Costa and McCrae (2005) prospect the Big Five as an original personality disposition. The Five-Factor Theory (FFT) also as the expository understanding of the empirically acquired Big Five taxonomy. McCrae and Costa distinguish between "characteristic adaptations" and "basic tendencies". Apart from this, role, attitudes, goals and relationships, are special features adaptations that accommodate the correlations between environmental demands and fundamental tendencies accumulated over a period. In spite of everything, personality traits are the fundamental dispositions that indicate the overview of essential capabilities of the individual.

The Five-Factor Model (FFM) or the alternate name, The Big Five Personality have five overall dimensions acquainted to characterize human personality. Given this, the Big Five Personality comprises openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (Rantanen et al., 2013). In accordance with that, below are the five factors used to describe human personality:

### **2.1.1 Openness to experience**