

## PERSONALITY TRAITS EFFECT ON JOB SATISFACTION AND ILLNESS COMPARING JAPAN AND AMERICAN MULTINATIONAL CORPORATION\*

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### Abstract

The aim of this study is to use big five personality trait as key to selection and retain good employees. Moreover, compare the natural of multination organization between American and Japanese companies. This study examines a sample of 2,099 employees who work from Industry estate in Thailand, found that type of personality (Conscientiousness, Emotional Stability and Extraversion) can predict job satisfaction and reduce illness spontaneous. There are not significantly different between American and Japanese models. Nevertheless, American model concentrated in pay and Japanese model emphasis on pay and work relationship. Research has limitations because of most samples is in operation level so extrinsic stimulation usually realized the most effective reward as the organizational culture is one factor that cultivates employees. The study extends the research on selection and job performance evaluation to find the better KPI approach.

**Keywords:** Personality, Job Satisfaction, Illness and Multinational Corporation

### 1. Introduction

The world today is becoming more and more the era of free trade and human capital, especially human resource management. Human resources are considered essential because of their unlimited abilities which depend on several factors. Human Capital is crucial; private and public sectors recruit talented staff, retain these human resources in their organizations, as well as encourage these staff to continuously improve themselves so as to become learning organization (Went, 2002). Possessing potential employees will lead organizations to success. And one of the main factors contributing to personal success is the personality (Seibert, Kraimer, & Crant, 2001). However, a career path today is more complicated. Organizations assign more job and responsibility to their staff because organizations hire fewer staff (Hall, 1996; Mirvis, 1995). There is little research on personality (Ferris & Judge, 1991). Most are related with organization behavior in terms of leadership (Lord, De Vader, & Alliger, 1986), work efficiency (Barrick & Mount, 1991), and job satisfaction (Judge, Locke, Durham, & Kluger, 1998; Tharenou, 1997). Very little research investigates the impact of personality on physical and psychological conditions. We can say that if organizations possess a good system for recruitment, as well as training and development, these staff will be a valuable resource and stay in the organization for a long time because of their good health and engagement to the organization, thereby working happily.

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Moreover, as opposed to other factors, personality tends to have more influence on stress, job satisfaction, and illness (Jarinto, 2011a).

### 1.1 Purposes of the research

This research aims to:

1. Studying personality impacting job satisfaction of staff in order to increase job efficiency and decrease illness.
2. Comparing American and Japanese organizations in terms of staff personality for the benefit of professional human resource management.

Therefore, a good selection process, not randomly, will help organizations to recruit staff with good personality leading to an organizational success (Raymark, Schmit & Guion, 1997).

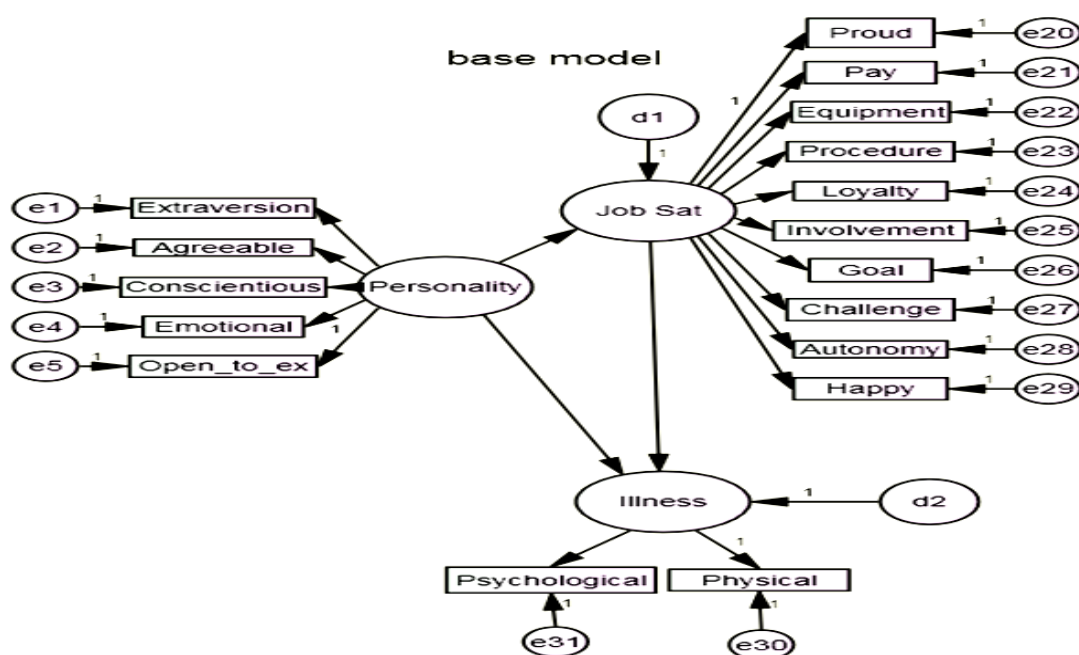


Figure 1: Conceptual Framework for the Research Using Structural Equation Model (SEM)

## 2. Literature Review

### 2.1 Personality

Personality is an essential component in identifying success in a career resulting from 2 main factors; one is an intrinsic factor which is job satisfaction, this being dependent factor in this study. The other is an extrinsic factor which includes incomes, and bonus (Judge, Higgins, Thoresen & Barrick, 1999). Moreover, other factors cannot be overlooked. These contain human ability; training, experience, and education, as well as other basic factors; sex, age, social status, and numbers of children (Larkam, 2006). In terms of extrinsic factor, it can be indicated from the position in organizations, which is the result of the success in work. An intrinsic factor, nevertheless, is mostly overlooked, but is an essential part responding to job or job satisfaction (Gattiker & Larwood, 1988). Judge and Bretz (1994) confirm that nowadays intrinsic factor is job satisfaction, being an essential part for job achievement.

There have been several studies on personality. The first study tried to explain human personality according to Trait theory, which is believed to be sufficient for the explanation (Lewin, 1935; Hall & Lindzey, 1957). The model was later developed to be Big Five personality patterns or OCEAN. OCEAN represents 5 types of human personality. Nowadays, researchers and thinkers have coined several theories. Among these, the so-called “Big Five – Factor Model of Personality” is accepted as one of the most neutral and efficient theories (McCrae, 2000; Costa, McCrae, & Holland, 1984), able to adjust to a variety of culture (Salgado, 1997), and translated into several languages (Saucier Wodnsky, 2009).

1. Extraversion is extrovert and positive-thinking. People with this personality are likely to be sociable, active, talkative, friendly, warm-hearted, and energetic (Watson, Clark, & Tellegen, 1988). They like going out, meeting people, and traveling. They like to be the leader and are likely to be admired by others.

2. Emotional stability is calm, stable, discreet, active and warm-hearted. They are opposite to the neuroticism, which are likely to be moody, bad-tempered, emotionally instable, depressed, weak, aggressive, overly vigilant and unstable. They tend to be optimistic (McCrae & Costa, 1987). These people are usually affected by regular physical illness (David, Green, Martin, & Suls, 1997).

3. Conscientiousness is conscious, responsible and trustworthy. These people tend to produce the best job performance (Barrick & Mount, 1991; Salgado, 1997). The obvious personality of people in this group can be divided into 3 traits.

3.1 They have a goal, which is achievement and they possess competence. (Hard-working and patient)

3.2 They are trusted. (Responsibility and prudence)

3.3 They are organized. (Planning and management)

The people in this group aspire to achievement. It is, therefore, not surprising that these people are needed by organizations (McCrae, Costa, & Dolliver, 1991). According to past research, the 3 personalities mentioned above affect job satisfaction. However, there are 2 more personalities.

4. Openness to experience is independent. They adjust to situations well and are imaginative. Also, they have philosophy for living, being clever, creative, and not sticking with old things. Despite lots of advantages, these people are not quite successful in Thailand as their thoughts are considered strange and contrast to old beliefs.

5. Agreeableness is well-adjusted, being teamwork interdependence and harmony. The people with this personality can socialize well with others. Also, they can work well with other people, and are trusted by others. Normally, they are compromised, flexible, gentle, and modest. The weakness of this type of personality is that they are more likely to yield others, instead of arguing for the justice. All 5 personalities can be found in a person, but at different levels (Digman, 1997). The five personalities are appropriate for measuring personality and job satisfaction (Jang, McCrae, Angleitner, Riemann, & Livesley, 1998).

## 2.2 Job satisfaction

Job satisfaction is a person's positive or negative feelings on the diversity of the job. Job satisfaction can be divided into 6 aspects as follows; (Smith, Roberts, & Hulin, 1976).

1. Pay is the money gained in the forms of salary, bonus, welfare, and overtime payment.
2. Coworkers are essential factors; especially team-building in organizations is a form of personal relationship. Having good coworkers contributes to high job satisfaction.
3. Supervision is another aspect. Relationship and mutual understanding between supervisors and subordinates, as well as work flexibility lead to higher job satisfaction.
4. Work setting is a type of job responsibility such as routine or irregular job challenging the ability and job responsibility.
5. Advancement opportunities mean the opportunity of positions in the career path.
6. Work load is a negative factor relating job satisfaction. That is to say, work load can reduce job satisfaction.

According to previous empirical studies, it is confirmed that there is a relatively high relationship between job satisfaction and the other factors. Therefore, job satisfaction leads to more job involvement, organization loyalty, organization commitment, and organization engagement.

**Table 1:** Represents the ranking from Industry Week, showing that job satisfaction is important and is related to other factors.

Factors relating satisfaction	Worldwide	US	Europe	Japan	China
1. Respect	125	122	144	90	121
2.Types of job	112	112	122	107	75
3.Work-life balance	112	111	119	119	98
4.Customer relations	108	107	122	79	108
5.Main remuneration such as salary	108	114	117	140	113
6.Relations with others in the organization	107	104	120	107	96
7.Fringe benefits such as welfare	94	112	76	75	127
8.Opportunity for career progress	92	92	88	94	91
9.Self-learning and development	91	82	85	86	83
10.Free and flexible working style	87	88	83	88	85
11.Opportunity for promotion	85	80	68	92	92
12.Other benefits such as bonus	80	75	56	123	111

\*The point under 100 means that it is not important, near 100 represents moderately important. But the point over 100 means highly important.

Source: Mercer (2011)

## 2.3 Job efficiency

Job efficiency means quantity, quality and output of the job which can be the output of each staff or group. Job efficiency is the result of the following 3 factors.

1. Personal ability which is knowledge, skills and competency of staff.
2. Support in terms of resources necessary for achieving tasks such as money, material and information.
3. Effort of a person to tolerate and fulfill tasks, which can be represented in the following equation.

$$\text{Performance} = \text{Ability} \times \text{Support} \times \text{Effort}$$

It is not easy to manage job efficiency since each organization is different in such areas as tasks, responsibility, and position priority. Most of the research, therefore, mainly manages job satisfaction. However, it is not concluded that job satisfaction has a significant relation with job efficiency (Schermerhorn, 2011).

Moreover, some research found out about the relationship between job efficiency and job satisfaction that when staff works effectively, they will gain benefits from organizations in the form of reward. Once received the reward, they will be satisfied with their job. It is difficult to measure job efficiency because there are several deviations such as bias, strictness and negligence from assessors.

## 2.4 Cross-Cultural Management

In Thailand, there are many foreign companies, especially American and Japanese nationals. The subsidiaries of foreign companies in Thailand are administrated by expatriate managers sent from their home country. These expatriate managers are of several duties in such areas as project management, cost management, and human resource management, all of which are different in each country depending on the different culture (Bartlett, 2002). With cultural difference, a competent manager or leader from the host country might not be a good manager or leader in other cultures (Fatehi, 1996). Unless expatriate managers can adjust to and try to understand the Thai culture and the nature of Thai people, coworkers or subordinates will get stressed, thus leading to lower job satisfaction and illness.

The study on cross-cultural management is the most widely accepted (Hofstede, 1980; Hofstede & McCrae, 2004). It can be divided into 4 dimensions, and can be trustfully linked to several types of personality as follows;

1. Power distance means equality and inequality among people, which are impacted by society and culture. High power distance represents inequality; for example, the prime minister has higher power distance than normal people. Believed as such, this means power distance is high. However, if any society believes in equality, power distance will be low.
2. Individualism refers to self-confidence. These people do not depend on friends or society. They are opposite to collectivism, who depends on groups, families, and society. The American is the best example for individualism. For instance, once graduated from high school, they move out of the family to live by their own. Working to support themselves, the American are self-trusted. By contrast, the Japanese are collectivism. They live with their family until they get married.

3. Masculinity means a society of men who are obviously interested in a leadership role. For them, material is the indicator for success. They are interested in personal rewards, and competition. On the other hand, feminine are interested in family proximity. In their view, success is based on the mental care provided to others. They can live happily without possessing material assets. What they care is rewards for their group.

4. Uncertainty Avoidance means a level at which a person in the society can tolerate social uncertainty. Those who live in the culture of high uncertainty feel that the future is uncertain, thereby avoiding any possible risks. For example, the Japanese face natural disasters, earthquakes, and tsunami, so the saving rate of the Japanese is high. In contrast, those who live in the culture of low uncertainty avoidance think that they own secure work and life. The US, for example, is a society with strong finance. Therefore, the American has confidence on their society and thus like shopping.

5. Short-term and long-term orientation refers to society where time is considered important. Those who live in the culture of short-term orientation do not give importance to the saving, whereas a person in the culture of long-term orientation is patient, economical, highly tolerant, and has plans for the future, as well as reduces risks.

Table 2 reveals that American companies value individualism at the highest level. That means American companies empower their staff to think and decide by themselves. They do not focus on collectivism, which is in contrast to Thai companies in that they value more on groups and society. As for Japanese ones, the highest focus is weighed on masculinity. Leaders or men are provided with power for decision making. Financial benefits are the most important in Japanese companies. Thai companies give more value on femininity. In these companies, the attention is paid on work-life balance, happy working, as well as quality of life (Minkov & Hofstede, 2011).

**Table 2** shows cross-cultural management in each country

Country	Power Distance	Individualism	Masculinity	Uncertainty Avoidance	Long-term Orientation
US (Ranking)	low (38)	high (1)	high (15)	low (43)	low (17)
Japan (Ranking)	moderate (33)	moderate (22/23)	high (1)	high (7)	moderate (4)
Thailand (Ranking)	moderate (21/23)	low (39/41)	low (44)	moderate (30)	moderate (8)

Source: Adapted from “Cultural Constraints in Management Theories” Academy of Management Executive. (Hofstede, 1993, p. 91)

## 2.5 The linkage between cultural and personality dimensions

The research conducted by McCrae and Terracciano (2005) collecting samples in 36 countries in Africa, America, and Europe, revealed a positive relationship between individualism and Extraversion ( $r = 0.64$ ,  $p < 0.001$ ), a positive relationship between uncertainty avoidance and Neuroticism ( $r = 0.58$ ,  $p < 0.01$ ), a negative relationship between uncertainty avoidance and Agreeableness ( $r = -0.55$ ,  $p < 0.01$ ). Allik and McCrae (2004) further elaborated that reversible or reciprocal process is also possible. This means culture in each country can

contribute to the socialization of personality in such countries. Besides, the process of accepting social value and adjustment to surroundings influence personality. (Hofstede & McCrae, 2004).

## **2.6 Stress**

Other factors such as stress are also related to job satisfaction and personality. Selye (1956) a pioneer in the study of stress divided stress into 2 aspects.

1. Distress means stress which a person gets from experiences and events in their life, especially in their work. This negative feeling makes a person worry, thus triggering physical illness such as headache and diarrhea.

2. Eustress is related to excitement, which is the stimulus for delight and happiness. For example, after being promoted to a higher position, a person will feel stressful because of more responsibilities. This means they have to make a decision; however, they are glad and happy.

In economics and business administration, distress leads to losses in business, as well as reduces job efficiency. When a person is stressful, they are likely to comfort themselves by smoking, taking drugs, or even shopping. Some are even addicted to gambling (Herbig & Palumbo, 1994). In Japan, 16 out of 100,000 Japanese commit suicide because of distress.

Stress directly impacts physical health. Those with high stress are likely to have type A personality. These people usually hurry; no matter when they walk, or eat. They are not patient; doing several things at the same time. These people feel guilty when they do nothing. They risk suffering from heart disease and cerebral hemorrhage. Type A is opposite to type B, who are relaxed, and stable (Nelson & Sutton, 1990).

## **2.7 Illness**

The illness could divide into two parts which is mental illness and physical illness. By the way, most of employee will short term emotional distressed and continuous be serious mental illness problem later (Blaxter, 1980; Suurmeijer & Kempen, 1990). But the effect of physical illness is gradually accumulate, for example high blood pressure, heart disease, gastritis and so on (Suurmeijer et al, 2005). This illness causes the company to spend a lot of money in health care expenditure (Manning, Jackson, & Fusilier, 1996). Most of illness measurements concentrate in perception of mental illness, rather than physical illness. In addition, the questionnaire is self-report checklist about health symptoms (Karasek & Theorell, 1990). On the other hand, personality is direct effect to illness also (Fyrand et al, 1997).

## **3. Methodology**

This research is conducted by collecting data from subsidiaries of multi-national corporations in Thailand. These companies are in manufacture industry of various products. Questionnaires are used as the instrument to collect data from staff at different levels, executives and operations. Those who are qualified to answer the questionnaire must work in the company for at least 1 year, so that they can answer the questions to meet the purpose of the research. The amount of the data needs to be large enough for the analysis following Structural Equation Modeling and Hierarchical Linear Modeling (Bryk, &

Raudenbush, 1987).

Structural Equation Modeling is an instrument for the analysis in this research. Complied with AMOS program, the result reaches the purpose completely. The advantage of Structural Equation Modeling is that it can analyze variants unlimitedly. The creation of Structural Equation Modeling is as the result of the review of good previous research, then creating a structure. Later, the data is used to confirm the correctness by means of Structural Equation Modeling.

Structural Equation Modeling is, moreover, the combination of 3 types of statistical analysis with a single run, which are Multiple Regression, Path Analysis, as well as Confirmatory Factor Analysis. The result of the analysis mentioned above makes it possible to investigate a complicated relationship from Observed Variable and Latent Variable. Moreover, Multi-Group SEM of 2 models (American and Japanese models) using one-time compatible analysis of the model is applied in this research.

### **3.1 Research Instrument**

The questionnaire consists of 4 parts.

Part 1: Personal information such as gender, type of business, length of employment, position, and education.

Part 2: The Employee Satisfaction Inventory including 6 observable factors – namely Pay, colleague, supervisor, work characteristic, promotion, workload, recognition, work type, balance in life and work relationship.

Part 3: Big 5 personality model covering 5 dimensions – namely Extraversion, Emotional Stability, Openness to Experience, Agreeableness, and Conscientiousness.

Part 4: Illness evaluation form of Suan Prung Psychiatric Hospital, Chiang Mai, a standard form used nationwide by the Department of Mental Health, Ministry of Public Health to examine both physical and mental illnesses.

### **3.2 Validity and Reliability of the instruments**

English, they need to be translated into Thai by a professional translator with a certificate in translation, and then translated back into English by another professional translator to check their agreement in meaning so as to test its validity. The index of item objective congruence (IOC) is from 5 experts in behavioral science and sociology, and each of the questions has the IOC value over 0.7 (Turner, & Carlson, 2003). Reliability is also tested. The researcher develops the questionnaire, revises it, and puts it through a pretest with 30 samples to find out whether the questions mean what they are meant to mean or not as well as how difficult they are. Afterwards, they are tested again to draw Alpha coefficient value. While the overall Cronbach's Alpha value should exceed 0.7 (Cronbach, Linn, Brennan, & Haertel, 1997). the Cronbach's Alpha value of this research is 0.825.

### **3.3 Sample**

Structural Equation Model (SEM) analysis requires the sufficient number of samples for 17 observed variables. Therefore, in order to strengthen the model's validity, the ratio of the number of sample to an observed variable is set to range from 10:1 to 20:1. In this research, however, this ratio is set at 100:1, resulting in a total of 1,700 samples, which is sufficient for the SEM and other analyses. (Joreskog & Sorbom, 1982; Hair, Sarstedt, Ringle, & Mena, 2012).



### 3.4 Sampling Method

In this research, employed is the multi-stage sampling which, of course, consists of several stages.

Stage 1: Purposive sampling is conducted among international companies that are located in the industrial estate and have more than 500 employees.

Stage 2: Proportion sampling is conducted by sending questionnaires to the personnel office of the selected companies for them to distribute to different units of their company. The number of questionnaire distributed this is based on the size of each unit of the company.

Stage 3: Convenience sampling is conducted at the convenience of the research or respondents.

## 4. Findings and Results

### 4.1 Data Analysis

Part 1: Conducted is an analysis of descriptive statistics and demographic data of the samples which work at either American or Japanese companies, including gender, rank, and education in order to establish an understanding in the sample group in terms of frequency, percentage, mean, standard deviation (SD), skewness, and kurtosis.

**Table 3** Frequencies and percentage of demographic data by gender, age, marital status, education, and salary

Demographic Data (n=2099)	American companies	Japanese companies	Total
	Frequency (%)	Frequency (%)	Frequency (%)
<b>Gender</b>			
Male	394	612	1006 (47.9%)
Female	403	690	1093 (52.1%)
<b>Total (%)</b>	<b>797 (38.0%)</b>	<b>1302 (62.0%)</b>	<b>2099 (100%)</b>
<b>Level Management</b>			
Management	128	184	312 (14.9%)
Operation	669	1118	1787 (85.1%)
<b>Total (%)</b>	<b>797 (38.0%)</b>	<b>1302 (62.0%)</b>	<b>2099 (100%)</b>
<b>Education</b>			
Lower than Bachelor Degree	204	324	528 (25.2%)
Bachelor degree	504	861	1365 (65.0%)
Master degree	71	108	179 (8.5%)
Doctoral degree	0	1	1 (0.0%)
Other	18	8	26 (1.2%)
<b>Total (%)</b>	<b>797 (38.0%)</b>	<b>1302 (62.0%)</b>	<b>2099 (100%)</b>

From the table, the entire body of samples is 62% from Japanese companies and 38% from American companies, 52.1% female and 47.9% male, as well as 85.1% operation staff and only 14.9% management. In terms of education, 65% of all samples have a Bachelor degree while the lower-than-Bachelor-degree group makes up of 25% and the postgraduate group makes up of 9.7%, respectively.

**Table 4** Data on mean, SD, skewness, and kurtosis of observed variables in SEM by company's nationality

Observed Variables	American companies ( n = 797 )				Japanese companies ( n = 1302 )			
	Mean	SD	SK	KUR	Mean	SD	SK	KUR
<b>Latent variables on personality</b>								
1. Extraversion	10.18	2.16	-0.02	-0.04	9.95	2.08	0.09	0.46
2. Agreeableness	9.91	1.82	-0.18	0.38	9.84	1.75	-0.35	0.37
3. Conscientiousness	11.04	2.44	-0.44	-0.13	11.17	2.24	-0.73	0.84
4. Emotional Stability	10.05	1.87	-0.10	0.14	10.03	1.89	0.17	-0.07
5. Openness to experience	7.92	2.48	0.26	-0.13	7.71	2.39	0.60	0.53
<b>Latent variables on job satisfaction</b>								
1. Pay	3.52	0.80	-0.15	0.14	3.43	0.83	-0.12	-0.09
2. Colleague	3.16	0.84	0.01	-0.10	3.12	0.85	-0.14	0.10
3. Supervisor	3.23	0.84	-0.14	0.01	3.24	0.83	-0.05	-0.03
4. Work characteristic	3.27	0.83	-0.15	-0.07	3.25	0.86	-0.11	-0.07
5. Promotion	3.04	0.92	-0.08	-0.06	2.95	0.96	-0.14	-0.19
6. Workload	3.57	0.81	-0.29	0.23	3.50	0.92	-0.32	-0.15
7. Recognition	3.91	0.83	-0.61	0.23	3.81	0.91	-0.73	0.53
8. Work type	3.08	0.90	-0.06	0.06	3.21	0.93	-0.15	-0.19
9. Balance in life	3.33	0.94	-0.21	-0.16	3.41	0.92	-0.23	-0.24
10. Working relationship	3.45	0.90	-0.17	-0.03	3.51	0.88	-0.28	-0.04
<b>Latent variables on illnesses</b>								
1. Mental illnesses	1.84	0.51	1.06	1.55	1.85	0.51	0.89	0.73
2. Physical illnesses	1.83	0.57	1.16	2.19	1.76	0.54	1.19	2.42
SD: Standard Deviation      SK: Skewness      KUR: Kurtosis								

Testing on the SEM of dispersion is based on skewness which ranges from -1 to 1 and kurtosis which ranges from not more than 2 to not lower than -2 (Lei , 2002). This means that the curve is normal and agrees with the predetermined requirement.

Part 2: Conducted is an analysis on the cause-effect relationship of Big-5 Model and job satisfaction as well as illnesses, by means of SEM.

**Table 5** Testing indices of SEM on the cause-effect relationship of Big-5 Model and job satisfaction as well as illnesses (where n = 2099)

Index of suitability	Index	Criterion	Result
1. Chi-square: $\chi^2$	411.265	significant	NOT Suitable
2. Level of statistical significance (p)	0.000	$p > .05$	NOT Suitable
3. Relative Chi-square: $\chi^2/df$	2.448	$\chi^2/df < 3.00$	Suitable
4. Goodness of Fit Index: GFI	0.978	$GFI > .90$	Suitable
5. Adjusted Goodness of Fit Index: AGFI	0.959	$AGFI > .90$	Suitable
6. Root Mean Square Residual: RMR	0.042	$RMR < .05$	Suitable
7. Root Mean Square Error of Approximation: RMSEA	0.026	$RMSEA < .05$	Suitable
8. Parsimony Goodness of Fit Index: PGFI	0.604	$PGFI > .49$	Suitable
9. Comparative Fit Index: CFI	0.979	$CFI > .90$	Suitable
10. Normed Fit Index: NFI	0.965	$NFI > .90$	Suitable

Adapted from Hu and Bentler (1999).

From the data analysis to seek the suitability indices of the model, it is found that the indices are suitable when p-value is 0.000 with the degree of freedom (df) at 168. This means that the model does not completely correspond with the data as the p-value is above criteria ( $p = 0.05$ ) and Relative Chi - Square:  $\chi^2/df$  is under the criteria (Relative Chi - Square:  $\chi^2/df = 2.448$ ) which is set at 3.00. It can be assumed that the model correspond with the indices at a moderate degree when other indices are taken into consideration such as Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Root Mean Square Error of Approximation (RMSEA), and Comparative Fit Index (CFI). From these indices, it can be concluded that the model is suitable with empirical data despite of the fact that some indices do not match with the model – for example, Relative Chi – Square. This is due to the fact that the Relative Chi – Square is sensitive to the size of sample group; the larger the group size, the more statistically significant the value becomes.

**Table 6:** Factor loading in forms of t-test values of latent variables in both measurement models

Observed variables of latent variables	American model		Japanese model	
	Factor loading ( $\lambda$ )	t-test	Factor loading ( $\lambda$ )	t-test
<b>Personality variables</b>				
1. Extraversion (Default = 1 )	0.575*	-	0.488*	-
2. Agreeableness	0.346*	7.844	0.295*	6.646
3. Conscientiousness	0.658*	12.859	0.764*	11.261
4. Emotional Stability	0.793*	11.789	0.585*	12.266
5. Openness to experience	0.083*	2.009	0.149*	3.215
<b>Job satisfaction variables</b>				
1. Pay ( Default = 1)	0.809*	-	0.726*	-
2. Colleague	0.565*	14.215	0.622*	20.770
3. Supervisor	0.508*	12.065	0.623*	17.752
4. Work characteristic	0.603*	13.696	0.649*	18.032
5. Promotion	0.467*	10.456	0.502*	14.125
6. Workload	0.575*	13.202	0.633*	18.425
7. Recognition	0.542*	12.691	0.535*	16.147
8. Work type	0.548*	11.676	0.628*	17.179
9. Balance in life	0.656*	13.702	0.616*	17.081
10. Working relationship	0.674*	14.431	0.712*	19.672
<b>Illnesses variables</b>				
1. Mental (Default=1)	1.000	-	0.981*	-
2. Physical	0.465	4.022	0.715*	5.748

\*p &lt; 0.05

According to this data analysis table, each and every factor loading is statistically significant (p-value < 0.05) and the R square multiple correlations together can well represent the latent variables.

**Table 7:** Path coefficients, direct effects, indirect effects and total effects from exogenous latent variables on endogenous latent variables and effects of endogenous latent variables on one another

Exogenous Latent Variable	Endogenous Latent Variables					
	Job Satisfaction			Illness		
	DE	IE	TE	DE	IE	TE
American Model						
Big 5 Model	0.426*	-	0.426*	-0.033	-0.070	-0.103
Job satisfaction	-	-	-	-0.164*	-	-0.164*
R <sup>2</sup>	0.181			0.032		
Japanese model						
Big 5 Model	0.285*	-	0.285*	0.029	-0.051	-0.022
Job satisfaction	-	-	-	-0.179*	-	-0.179*
R <sup>2</sup>	0.081			0.030		

\*p < 0.01 DE: Direct Effect IE: Indirect Effect TE: Total Effect R<sup>2</sup>: R Square

According to this table, the structural linear relationships between Big 5 Model, which is an exogenous variable, and effects, direct or indirect, on job satisfaction and illnesses, which are endogenous variables, are as follows:

#### 1. Big 5 Model

1.1 has direct positive effects on job satisfaction in both models, with statistical significance at 0.01.

1.2 has direct negative effects on illnesses, without statistical significance at 0.01, in the American model

1.3 has direct positive effects on illnesses in, without statistical significance at 0.01, in the Japanese model

1.4 has indirect negative effects on illnesses through job satisfaction in both models, without statistical significance at 0.01

#### 2. Job satisfaction

2.1 has direct negative effects on illnesses in both models, with statistical significance at 0.01 The coefficients of determination (R<sup>2</sup>) of the endogenous latent variable, or job satisfaction, are 0.018 and 0.181, which means that the variables together represent the variance value at 1.8% and 18.1% in Japanese and American models respectively.

The coefficients of determination (R<sup>2</sup>) of the endogenous latent variable, or illnesses, are 0.030 and 0.032, which means that the variables together represent the variance value at 3.0% and 3.2% in Japanese and American models respectively.

## 5. Discussion

1. In general, the model used in this research is in agreement with the theory and notion of Allik and McCrae (2004) with regard to personal behaviors of people in an

organization. Statistical significance exists in both American and Japanese models, with a little difference in coefficients. Comparison between the two models leads to the finding that most people in American model have emotional stability. Second to neuroticism are conscientiousness and extraversion. For most people in Japanese model, unlike those in American model, conscientiousness comes first while emotional stability and extraversion come second and third, respectively. This finding conforms to the result of McCrae (2000) research which points out that those who are highly responsible and extrovert are likely to have high level of satisfaction that contributes to the success in one's career. In addition, they tend to be able to separate their personal lives from their jobs, thus reducing conflicts at the workplace. People with emotional stability, therefore, are fit to modern organizations which focus more and more on teamwork and empowerment (Schermerhorn, 2011). In this research, agreeableness is significant to a moderate extent.

2. From the model comparison, it is found that both models share the fact that job satisfaction helps to reduce illnesses of employees. That is to say, when employees are mentally sound and are happy with their work, they are less likely to become ill. This finding is in line with Jarinto's (2011b) research which indicates that when employees become ill less frequently, the amount of money spent to cover their medical expenses as a part of their welfare decreases, and that work efficiency as a goal of every organization is improved.

3. This research also reveals that positive personalities result in with a statistical significance not only the less frequency of illnesses but also the better condition of minds. Unlike those positive personalities, neuroticism puts people in a bad mood, makes them aggressive, and sickens their mind, according to the research by David et al. (1997) which sees that pessimists make themselves stressed and weaken their own mind and body.

4. It can be concluded that from American model, pay comes first for the employees. This conforms to the notion concerning organization characteristic of Schermerhorn (2011) that American companies value the work efficiency. When an employee's performances are high, based on key performance indicators (KPI), they will be promoted to a higher position with better salary or compensation. In contrary to American model, the Japanese model gives rise to the conclusion that the employees value both pay and work relationship as they live in a collectivist culture and values harmony. This results in the fact which supports the notion of Hofstede and McCrae (2004) that Japanese companies give priority to teamwork and seniority, leading to the lifetime employment. This fact is also in favor of Koshiro (2013) that employees of such organizations have a high level of loyalty and interpersonal cohesiveness.

### **5.1 Implementation**

1. In recruiting new employees, it is important for any organization to take personalities of the applicants into account as they play a crucial role in determining the work efficiency. Personality of an employee, therefore, is influential to the level of success one can achieve in his or her work. This fact is in direct agreement with the notion of Sackett, Gruys and Ellingson (1998) that success in one's work results from the level of efficiency rooted in his/her personality. The equation is "job performance = ability x personality."

2. A study about personality of each employee in an organization helps to make employees realize what kind of a person they are or what kind of personality they have, as well as helps the personnel officer to make a better training plan. Despite the fact that personality takes root in environment, personal experience, and genes, the way one is nurtured can change it. Extraversion and openness to experience make it easier for a person to make changes and improvements.

## 5.2 Limitation of Study

1. Most of the samples studied in this research are employees at operation level; therefore, the finding mostly reflects what is drawn from that group rather than the entire body of both groups.

2. Theories that are employed in this research focus only on personalities that are crucial to jobs in industrial estate. In other fields of work or other kinds of profession, more personalities that play a vital part in a specific job should be examined – for example, extraversion, openness to experience, and creativity.

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