A Conceptual Study on Effect of Personality Traits and self-efficacy in Saudi Arabia Organizations

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ABSTRACT

This current study focused on personality traits in the Saudi Arabian organizations. This was motivated by Al-Raisi et al. call that further researches are needed based on their research findings. The concept was discussed from the basic where traits appear to be significant element in classification of personalities. However, Saudi Arabian organization personality traits have been measured with the exclusion of Islamic values. Though, Saudi Arabian professes Shari’ah as a binding rule in both private and public organizations. The researcher concluded that any conclusion arrived at in measuring personality traits in Saudi Arabians’ organizations without inclusion of the role of Shari’ah will be bias and insufficient to provide solution to the personality vices affecting Saudi organizations.

Keywords: Conceptual, personality, traits, Saudi Arabia, organizations.

INTRODUCTION

One common goal amongst organizations (service or product) is achieving its goals and objectives. However, organization does not exist or survive without human elements technically known as labor that can be skillful or unskillful (Gamberoni, von Uexkull & Weber 2010). As a matter of fact, labor’s actions are driven by many factors that have been debated extensively in both psychology and economic disciplines. Specifically, those actions related to labor’s relationship with his/her organization in helping the organization realizing its objectives (Salzman, 2000; Blackburn, 2006). Individuals are created with different instincts that subsequently determine the personality of such a person or the way the person act or react to his/her environment. Thus, research on personality have subject of interest in the centuries and recent years as it directly and indirectly affect business organizations and global economic as a whole. Scaling down authentic works on personality next paragraph listed popular definitions of personality.

Although psychologists have debated what is personality without specific conclusion. However, notably among available and acceptable definitions are Allport (1943) defined personality as the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to the environment. Allport added that traits are a lasting and stable response of the individual to different stimuli in the environment. Similarly, Guilford (1959) defined personality as lasting and unique traits for the individual to be different from others. Accordingly, Costa & McCrae (1989) defined it as individual behavior which reflects his/her unique characteristics such as timid, offensive,
obedient and lazy. Finally, Robin (2003) defined Personality traits are the combination to
differentiate psychological traits of an individual.

Based on the above definitions of personality, it appears trait is a major impact of
individual's personality. This has been a subject of concern for organizations when
recruiting labor. Selection of one person over another is based on the evaluations of
resource management of the organization. The perceived personality is the manner the
traits are demonstrated to the organization and its customers. This will eventually form the
basis of measuring the labor’s organizational commitments. Robbins (2003) defined
organizational commitments as employee's identification with the organization and its goals
as well as the extent of his willingness to be a member of the organization. Likewise, Balay
(2000) defined organizational commitments as one’s own investment in an organization and
inclining to attitudes resulting in social qualities. This quality requires involvement. Thus,
involvement can be defined as the degree of personal relevance of an object, product or
service to a customer and affects customer behavior in a number of ways [Beatty et al.
1988, Zaichkovsky 1985, Barki and Hartwick 1989]. Conclusively, personality attempts to
account for what we cannot predict from our knowledge of your prior learning and
inheritance as they act in combination with your current motivational state.

This motivational element can be derived endogenously and exogenously. The endogenous
elements can be classified as personal attribute which comprises of gender (Slama &
Tashlial 1985; Zeithaml 1985; Jasper & Lan 1992), working experience, (Gilly & Zeithaml
1985; Roedder & Cole 1986) age, education, as well as department and position. The results
of these attributes otherwise or elsewhere known as BIG Five Model were openness,
agreeableness, realistic, objectives, etc. Lussier’s (2000) model added conscientiousness,
surgency while Pierce & Gardner’s (2000) model included extroversion, and inquisitiveness.
These attributes reflects in three styles of relationships namely personal style such as
assertive, motivated, independent, flexible, calm etc., interpersonal style such as
corporative, competitive, humorous, tactful etc. and work habit such as efficient,
dependable, resourceful, decisive, risk taker etc. The exogenous elements are those beyond
individual’s control which responds are determined by the situation of the environment at a
particular time.

Positive effects of the big five model on individuals that possesses it and its consequences
on the profitability and survival of organization have been extensively dealt with in previous
literature such as qualities of extraverts (Extraversion) (Barrick & Mount, 1993; Goldberg,
1990; Watson & Clark, 1997; Costa & McCrae, 1992; Erdheim, Wang & Zickar, 2006;
Awadh & Wan Ismail 2012; Alkahtani et al. 2011), the negative impact of neurotics
(Neuroticism) (McCrae & John, 1992; Barrick & Mount, 1991, 1993; Judge & Bono, 2000;
Magnus et al., 1993; Erdheim, Wang & Zickar, 2006; Barrick & Mount, 1991; Tett &
Burnett, 2003; Awadh & Wan Ismail 2012; Alkahtani et al. 2011), those with
“Conscientiousness” quality are described as logical, reliable, and risk averter (Goldberg,
1990; Raja et al., 2004; Barrick et al., 2001; Judge et al., 2002; Awadh & Wan Ismail 2012;
Alkahtani et al. 2011), “Agreeableness” as gentle, helpful, self-Sacrifices etc. (Digman,
1990; Judge & Bono 2000; Judge et al., 2002; Erdehim et al., 2006; Awadh & Wan Ismail
2012; Alkahtani et al. 2011), and those with “Openness to Experience” is subject to
innovation, deviating approach and political moderation” (Judge et al., 2002; McCrae, 1996;
Feist 1998; McCrae and Costa, 1997; Raja et al. 2004; Awadh & Wan Ismail 2012;
Alkahtani et al. 2011).

The concept of relationship in management specifically relationship marketing was first
mentioned in the marketing literature around two decades ago (Berry 1983) where personality trait is a vital tool of consideration. Some of the main motivator is intense
competition among organizations in the same industry and demanding customers are the
reasons why labor or relationship marketing has increasingly attracted the attention of researchers and practitioners alike (Sheth & Parvatiyar, 2002). Thus, customer loyalty is core goal of organization either service or product (Christopher et al. 2004). Many studies have indicated that profitability of an organization depended on the degree of customers’ loyalty (Chen et al. 2002).

In the light of afore discussions this present study discusses the concept of personality trait in the context of Saudi Arabia. Though, there is fleet of literature that discusses personality traits theoretically and quantitatively either on financial organizations or education etc. (Kierzkowski et al. 1996; Shankar et al. 2003; Worthington & Higgs 2003; Schaupp & Bélanger 2005; Floh & Treiblmaier, 2006; Duckworth, Peterson, Matthews, & Kelly 2007; Ashtiani & Iranmanesh 2012). Most of these literatures concentrated on the general western view of personality without consideration of specific cultural or religious variables. Therefore, the present study retained the variables listed earlier however added Islamic religious variable as major and core value of Saudi Arabia. This Islamic religious is presumed to influence as evident in all organizational, groups, and individual settings in Saudi Arabia. Thus, the personality trait that would surface in Saudi Arabian organizational environment would be value oriented and well conducted.

LITERATURE REVIEW

Fewer studies have modeled personality traits in the middle-east organizations specifically Saudi Arabia. Fortunately many studies have modeled the personality traits of organization in the western world and a number of developing countries. These literature ranges from off line organizations to online organization. Three decades have elapsed on the studies of relationship between organizations’ personnel and their customers as customers’ loyalty is vital to the success of the organizations (Sheth & Parvatiyar 2002; Christopher et al. 2004). Floh & Treiblmaier (2006) conducted a survey on loyalty of customers to online banking in Australia through structural modeling the result revealed satisfaction and trust are important antecedents of loyalty. Similarly, customer characteristic act as moderating role was found to support the data. Likewise, Awadh & Wan Ismail (2012) studied personality trait and work related attitude in Saudi Arabia. They argued that job involvement and organizational commitments were directly moderated by Saudi Arabia culture.

Earlier, Nor et al. (2010) evaluated the impact of trust on electronic banking adoption in Malaysia and China. Ashtiani & Iranmanesh (2012) studied factors affecting Iranians (customers) adoption of online banking. The results revealed positive word of mouth has positive significance on effect of electronic banking adoption and trust in the bank as well as trust in bank competency on electronic banking services. Chen & Chen (2009) investigates the effects of personality traits on Taiwanese financial services personnel. The result showed that different levels managements with different personality traits. The managers were found influenced by age and departmental personal attributes. Banking subordinates personality traits were influenced by gender, age, education degree, working experience and departmental personal attributes.

ORGANIZATIONAL ENVIRONMENT IN SAUDI ARABIA

To this moment there were substantial literature that had discusses organizational personality traits in Saudi Arabian context. Notably among these literatures are Madhi & Barrientos, (2003) and Sadi & Al-Buraey (2009) they discuss and divided the demographic organizational categories of Saudi business environment into two groups. The citizens termed original Saudis and the expatriates. The citizens a stated by these authors were paid better and higher salaries, full welfare and 100% are public organization under the directives of the King. On the other hand, the expatriates 100% were employed by private
organizations and are paid at the discretion of the owners. In addition, the expatriates are entitled to temporary working permits to stay in Saudi as the case maybe. However, in both public and private organization strictly Shari’ah rulings and Arabian cultures are followed. Earlier research such as Hofestede (1980) found that power distance, uncertainty prevention, and collectivism are norms of Saudi’s organizations (Alkhaldi & Wallace, 1999; Robertson, et al., 2001; Awadh & Wan Ismail 2012).

Furthermore, previous literature pointed out that Arabian culture and specifically Saudi Arabians is the major setback organizations encountered in the Middle-east. Researchers such as Al-Raisi et al. (2011) lamented that the Arabian organizations needed vital reforms as there were no recognition of employees’ roles in the success of the organizations. He further bewailed that the Arabs are rigid and adamant to changes specifically, the Saudi Arabians.

From the above discussion several conclusions can be drawn such as there is wide spread of unequal management of employees in Saudi, no regular and firm regulations in term of employees’ welfare, even where there is regulation adamant people are sure to violate the law and go unpunished, the Saudi academics have done litter work on this issue from the Arabian context so that appropriate solutions could be reached. However, literature of Awadh & Wan Ismail (2012) indicates that major works had been done in both UK and US.

THE GAP ANALYSIS IN THE PERSONALITY TRAITS IN SAUDI ARABIAN ORGANIZATIONS

As pointed out in the previous section, it is important to analyze the gap in the Saudi Arabian culture in relation to personality trait is the undue and partial implementation of the Shari‘ah law been applied in the public and private organization either intentionally or unintentionally. If the standard of Shari‘ah as spelt out in the original sources of Islamic law those vices against personality traits would have been mitigated by the Islamic code of ethic. One of the problems referred to as adamant to change or to implement standard is what had been forbidden directly from the Qur’an and Prophetic tradition.

The rights variations in the treatment of both citizens and expatriates in the organizations spelt further violation of the original Shari‘ah. Thus, Saudi Arabian Shari‘ah in relation to personality traits neither follows Islamic Shari‘ah in the real sense nor the secular methods of rewarding and recognition of others’ contributions. As a result of this, variances and power distance in the relationship between the citizens and the expatriates. Another observed gap is reluctant to work even when pressurized can lead to violence, hatred etc.

Where people do not want to sincerity execute or apply Islamic required standards to what they are doing, production and conduction of research to mitigate this vices would extremely not available or availability at a minute level. Additionally, previous research such as Alkhaldi & Wallace, (1999) Robertson, et al., (2001) Awadh & Wan Ismail (2012) mentioned Islamic Shari‘ah as basis of regulations in the Saudis’ organization but have not been included in the evaluation or model of evaluating personality. There would be need to include Islamic Shari‘ah regulation of conducts and see its effect on the personality of Saudi Arabian organizational personnel.

Failure to include Islamic religious orientation in the evaluation of effects of personality traits of Saudis the result will probably inaccurate as a vital variable has been left behind. Add to this, other might view such inaccuracies as orientation of Islam or view Islamic ethics as insufficient in solving or mitigating public and private vices within organization or between industries and individuals as the case may be.
NEW CONCEPTUAL FRAMEWORK

Based on the previous findings by Awadh & Wan Ismail (2012) and this study additional variable the new proposed framework is displayed below:

![Conceptual framework of this study](image-url)

CONCLUSION

Issues of personality traits in organizational settings are yet to be resolved. Though literatures abound and variables of measurement have been identified in this area. However, regional and cultural influence on characters have been identified by some researchers, nevertheless, it has not been included in the variables generally used in measuring standards of personality traits. One of the major cultural variables in the Saudi Arabian context is the Islamic value which dominated their affairs both social and official. The researcher posit that if empirically study it will have positive or contribute to the knowledge of personality trait in the middle-east specifically Saudi Arabia. Thus, the researcher recommends further research which should be done by Saudis by themselves. The implication of this is when a native study this area, with his/her background understanding the custom and its mechanism concrete results would surely be arrived provided a standard research procedures are applied.

REFERENCES


