

**THE INFLUENCE OF THE BIG FIVE
PERSONALITY TRAITS IN TEAM
SELECTION FOR CONSTRUCTION
PROJECT**

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**BACHELOR OF PROJECT MANAGEMENT WITH HONORS
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CHONG YEW PUAY

Report submitted in partial fulfillment of the requirements
for the award of the degree of
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SUPERVISOR'S DECLARATION

I hereby declare that I have checked this thesis and in my opinion, this thesis is adequate in terms of scope and quality for the award of the degree of Bachelor of Project Management with Honors.

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Name of Supervisor :

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Date :

STUDENT'S DECLARATION

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged. The thesis has not been accepted for any degree and is not concurrently submitted for award of other degree.

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ABSTRACT

This research was conducted to find out the influence of Big Five Personality Traits in team selection for construction project in Petaling Jaya, Selangor area. There are five personality traits studies in this research which are openness, extraversion, conscientiousness, neuroticism and agreeableness. Two sections of questionnaires were developed and distributed to construction managers and their subordinates respectively. A total sample of 82 respondents was used in this study. The results of this study showed that all five personality traits are significant with the team selection for construction project. Besides that, the openness presented the high impact to influence team selection for construction project. The neuroticism's opposite is emotional stability that also using in this study to show better understanding. Openness testing can be a guideline to human resources team to select the best construction team to accomplish the project more efficiency.

ABSTRAK

Penyelidikan ini dijalankan untuk mengenal pasti kuasa *Big Five Personality Traits* dalam pengaruh pilihan pasukan untuk pembinaan projek di kawasan Petaling Jaya, Selangor sekitar. Terdapat lima sifat personaliti dalam penyelidikan ini, iaitu *openness*, *extraversion*, *conscientiousness*, *neuroticism*, dan *agreeableness*. Dua bahagian soal selidik telah disediakan dan diedarkan masing-masing kepada pengurus pembinaan dan orang bawahannya. Sampel sebanyak 82 responden telah dipakai dalam kajian ini. Hasil kajian ini menunjukkan bahawa kelima-lima sifat personaliti berhubung kait dengan pilihan pasukan untuk pembinaan projek. Selain itu, sifat *openness* menunjukkan sifat yang paling berkuasa untuk mengaruh pilihan pasukan pembinaan dalam pembinaan projek. Kebalikkan sifat *neuroticism* ialah *emotional stability* yang juga dikaji dalam kajian ini untuk lebih kefahaman. Sifat *openness* boleh sebagai satu garis panduan masa untuk jabatan sumber manusia buat pilihan pasukan pembinaan supaya menjayakan pembinaan projek tertentu.

CHAPTER 1

INTRODUCTION

1.0 INTRODUCTION

Malaysia is a developing country, but the development of Malaysia is far away compare with other developing countries since some people consider Malaysia as a developed country. The construction industry plays an important role in generating wealth and improving quality of life for Malaysian. According to Ministry of Finance, Malaysia in 2013, Malaysian construction sector directly contributed RM29, 332 million to Malaysia's Gross Domestic Profit (GDP) as of 2013. This was a big amount in GDP of Malaysia and it was an important factor to improve Malaysian quality of life. There are many factors to make a construction project success in Malaysia, the teamwork of the construction project team is one of the main factors to influence the success of the project.

Teamwork is better than work individuals. *“It is sufficient to say that teamwork is dominant in construction's cultural tradition and at the foundation of successful construction projects.”* (Azmy, 2012). The construction project always needs the teamwork to accomplish their goals because every construction project team was played important role in the project. Thus, developing a high performance construction project team becomes an important task for construction projects. Team selection is a process that implements to develop a team and it is the important step to form a team in a construction project. Team selection in construction project will be done by project managers who be the leader of the team. This process can go through many different kinds of test to identify the best candidates for the best team.

1.1 BACKGROUND OF THE RESEARCH

The aim of this research is to identify the influence of the Big Five personality traits in team selection for construction projects. The construction sector is very important to generate Malaysia GDP. According to the Department of Statistic Malaysia (2014), construction industry was generated approximately 1, 228, 500 work opportunities for Malaysian.

The successful construction project is completed on time, high performance quality and under control budget. Teamwork is always the key to making a successful construction (Antony Oliver, 2013). An excellent construction project is needed teamwork to improve the performance all in time. Before that, develop a construction project team is needed in a successful construction project. So a team selection process should be considered to help the management choosing the best candidates among a large of number workers. In this study will focus on the personality trait using in the team selection process. Anyway, there is no study that had examined the impact of personality characteristic toward team selection for construction project so this was the reason and motivation on this topic further.

What is project team? According to Project Management Body of Knowledge (PMBOK) fifth edition (2013) described that the project team is including the project manager and a group of individuals doing the work of the project together to perform and achieve the project target. According to Ergan (2002), the process of a construction project will be more successful while the team integration is the key drivers of change. This study can find out how the personality characteristic affects the team selection in the construction project.

Personality traits were studied by many researchers previously. Raymond Cattell (1993) developed a sixteen personality factor questionnaire, which consisted warm, reasoning, emotional stability, dominance, liveliness, rule-consciousness, social boldness, sensitivity, vigilance, abstractedness, privateness, apprehension, openness to change, self-reliance, perfectionism, and tension. Hans Eysenck (1967) developed Eysenck's three traits which are extraversion, neuroticism and psychoticism. Thorough research on Catell's and Eysenck's personality trait theories, the Big Five theory was formulated; it also called Five-Factor Model (FFM). These Big Five personality traits

are openness to experience, conscientiousness, extraversion, agreeableness and neuroticism. Migliore (2011) stated the Big Five theory is the strongest theoretically supported models in trait psychology. This means Big Five personality traits are the famous and most agreeable theory to represent the personality trait in whole.

In the previously done researches show that personality trait is significant effect the team performance and this can make a prediction happen on the personality trait can use to influence the team selection where team performance can be linked into the success of a team development. According to research of Effect of Personality Traits (big five) on Expatriates Adjustment and Job Performance has done by Awais Bhatti et al. (2014), the personality traits are proving to have a significant effect toward job performance in the workplace. That research has proved personality traits can be affect the job performance of an individual or in teams.

Selecting excellent project team members can cause the project going meet the target or expectation. A few studies done by previous researchers can show that personality traits significant affect the job performance and slowly can cause the indirect relation occur between Big Five Personality Traits and team selection in construction project. In several reviews of the literature, personality has been approval has a significant effect on job performance and job satisfaction (Robson et al., 2010; Raja et al., 2011). Personality traits can direct interaction with the job performance and job performance is a bridge to relate the personality traits with team selection since job performance can reflect the team performance.

1.2 PROBLEM STATEMENT

Nowadays, the increasing numbers of construction project failure in Malaysia are a problem that cannot be ignored. Project failure can be happened when the project failed to meet the expected time, cost and quality and this may cause the lost in the project. Basically, the construction project is considered in a project based means consist the characteristic of project and teamwork is needed to implement on the construction project. Any construction project may success if they are successfully implements the teamwork in the process of construction. In contrast, the construction project may fail just because they failed to implement teamwork spirit in their construction project.