KINERJA NAVIGASI: BERSELANCAR DI LAUTAN (LIMA BESAR) CIRI-CIRI KEPRIBADIAN

NAVIGATING PERFORMANCE: SURFING ON THE OCEAN (BIG FIVE) PERSONALITY TRAITS

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ABSTRACT
This systematic literature review discovers the elaborate relationship between the Big Five personality traits—Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism—and performance in various domains. Many researchers verify that big five personality traits have significant impact on performance across different fields. The article synthesizes findings from diverse studies, providing a comprehensive overview of the role personality plays in shaping individual performance outcomes. In this article a methodical approach is used to review literature; especially the articles published between 2017 and 2023 were identified using Scopus and Google Scholar. A total of 26 peer-reviewed articles were carefully selected and analyzed. The result shows (1) the key findings regarding the relationship between big five personality traits and performance discovered antecedents and consequences, each big five personality traits have a unique influence on performance. For instance, Conscientiousness strongly linked to both academic and job performance due to its association with diligence and reliability. Extraversion being the most influential in job performance and all personality traits positively significant in team performance. (2) the implications from those findings indeed can give fruitful overview in understanding and predicting performance in various domains. Employers, educators, researchers and employees benefit from them.
Keywords: Big Five, Personality Traits, Performance

ABSTRAK
Tinjauan literatur sistematis ini menemukan hubungan yang rumit antara sifat-sifat kepribadian Big Five-Openness, Conscientiousness, Extraversion, Agreeableness, dan Neuroticism-dan kinerja di berbagai bidang. Banyak peneliti memverifikasi bahwa sifat-sifat kepribadian Big Five memiliki dampak yang signifikan terhadap kinerja di berbagai bidang. Artikel ini mensintesis temuan-temuan dari berbagai penelitian, memberikan gambaran menyeluruh tentang peran kepribadian dalam membentuk hasil kinerja individu. Dalam artikel ini, pendekatan metodis digunakan untuk meninjau literatur; terutama artikel yang diterbitkan antara tahun 2017 dan 2023 yang diidentifikasi menggunakan Scopus dan Google Scholar. Sebanyak 26 artikel yang telah diulas oleh rekan sejawat dipilih dan dianalisis dengan cermat. Hasil penelitian menunjukkan (1) temuan utama mengenai hubungan antara ciri-ciri kepribadian big five dan kinerja menemukan anteseden dan konsekuensi, setiap ciri-ciri kepribadian big five memiliki pengaruh yang unik terhadap kinerja. Sebagai contoh, Conscientiousness sangat terkait dengan kinerja akademik dan pekerjaan karena hubungannya dengan ketekunan dan keandalan. Extraversion menjadi yang paling berpengaruh dalam kinerja pekerjaan dan semua sifat kepribadian secara positif signifikan dalam kinerja tim. (2) implikasi dari temuan-temuan tersebut dapat memberikan gambaran yang bermanfaat dalam memahami dan memprediksi kinerja di berbagai ranah. Para pengusaha, pendidik, peneliti dan karyawan akan mendapatkan manfaat dari temuan ini.
Kata Kunci: Lima Besar, Sifat-Sifat Kepribadian, Kinerja.

INTRODUCTION

It is commonly observed that every team within the organization is made up of a diverse group of individuals with a wide range of unique personalities. According to Bilqisti's (2016) research, the presence of different character types within a team plays a crucial role, as it significantly influences the team's dynamics. These differences, whether complementary or conflicting, can ultimately determine the organization's

ability to successfully achieve its goals. Moreover, Husna (2021) further emphasizes the impact of personality diversity on a team's function within the organization. She argues that the unique blend of personalities within a team shapes its overall role and performance. Each member's personality traits have their own distinct influence on the team's dynamics, ultimately shaping its collective behavior and decision-making process.

Building upon this research, Leroy et al. (2022) conducted a study that supports the notion that a team's effectiveness is heightened when it consists of individuals with diverse personalities, each making their own valuable contributions. By embracing the differences in personalities, teams can tap into a wealth of diverse perspectives, ideas, and approaches, leading to more innovative problem-solving and enhanced decision-making processes. (Johnson et al.2021) In line with these findings, Guaman-Quintanilla et al (2022) suggest that fostering a range of personalities within a team not only improves overall teamwork but also paves the way for increased future performance. When team members with different personalities collaborate effectively and harmoniously, their collective efforts become more cohesive, efficient, and fruitful.

As a result, the team's performance is elevated, setting the stage for continued growth and success. (Nauman et al.2022) When team members with different personalities collaborate effectively and harmoniously, their collective efforts become more cohesive, efficient, and fruitful. As a result, the team's performance is elevated, setting the stage for continued growth and success. In conclusion, research consistently highlights the significance of having a mix of personalities within a

team. From optimizing teamwork to enhancing performance, embracing and leveraging the diverse range of personalities can lead to increased innovation, problem-solving capabilities, and overall organizational success.

Early research on personality tried to identify and label all consistent characters. "When individuals exhibit characteristics in many situations and are relatively stable over time, they are called *personality traits*" (McAdams and Pals, 2006). There are hundreds of personality traits that have been researched over the years, so experts try to group them down to a smaller scale. The Big Five model is one of the most accepted and used models for tracing personality traits (Karanatsiou, 2022), as well as the most researched and respected grouping (Digman, 1990; McCrae et al, 1992).

The Big Five Model (also known as the abbreviation OCEAN) is broadly recognized and widely studied framework for understanding personality traits and their impact on team dynamics and performance (Byrne, 2017), the most comprehensive and precise (Kalman et al., 2022), known to be highly vigorous and reliable across various studies and cultures (Soutter et al., 2020). It provides a hands-on framework and thoughtful personality (Kircaburun et al., 2020). As for the use of the Big Five itself, it does not indicate that there are only five personalities, but this use is based on the grouping of characteristics in five large sets, which are then called personality dimensions (Buecker et al., 2020).

By understanding the different dimensions of the Big Five Model – Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism – team members can understand each other's preferences,

communication style and decision-making approaches. (Elson, et al., 2018). Research has demonstrated that the Big Five personality traits have significant influence on multifaceted undertaking human performance dimensions, around job-related performance inside companies and team environments, numerous studies have shown a relationship between job performance and the big five personality traits. (Hvidsten, 2016).

Organization research has made substantial use of the Big Five personality traits to understand that these personality traits play a crucial role in predicting job performance, satisfaction, leadership effectiveness, and turnover in the workplace. (Earl et al., 2019; Babar et al., 2020; Li et al., 2021). Including information and technology use (Cheung et al., 2022). Researchers to date have commonly agreed that personality traits can consistently narrate job performance and can provide a valuable influence to predicting individuals' possibility of accomplishment on the job (Connelly et al.2022; Kumari et al.2022; Hambrick et al.2024; Waworuntu et al., 2022).

The present study focuses on conducting a systematic literature review to have better understanding about the relationship between big five personality traits and performance, to give insights to employers, in personnel selection, training and development also navigate the performance. This study specifically aims to address the following research questions:
1. What are the key findings regarding the relationship between Big Five personality traits and performance?
2. What are the implications of those findings for understanding and predicting performance in various domains?

METHODOLOGY

The present study focuses on conducting a Systematic Literature Review (SLR), a method that involves multiple stages (Hassan et al., 2021) and relies on references with related models and research issues (Habsy, 2017). The SLR process begins with data collection, which involves a comprehensive search to identify relevant articles that address the specific research questions of interest. This identification process is guided by two key criteria.

The first criterion relates to the requirements for the articles to be included in the review. Specifically, the articles must have been published between 2017 and 2023, be research-based, and use relevant keywords such as "Big Five model," "personality traits," and "performance." The second criterion addresses articles to be excluded, which applies to publications not in English, those unrelated to the topic, and any papers that are conference presentations, theses, or duplicates.

Once the initial search for relevant articles was completed using two databases, Scopus and Google Scholar, a methodical three-stage process was employed to organize the SLR. In the first stage, articles were screened based on the inclusion and exclusion criteria by examining their titles, abstracts, and keywords. From this initial search, 53 articles were identified. In the second stage, each article was further evaluated, focusing on the presence of components similar to the issues outlined in this study. After this evaluation, 27 articles were excluded for meeting one or more of the exclusion criteria. The third stage involved a more detailed review and analysis of the remaining articles to ensure that they met the research requirements. At the conclusion of this stage, 26 articles were methodically

examined and included in the final analysis.

The entire process is visually represented in Figure 1, which shows the flow diagram used to organize and implement the SLR.
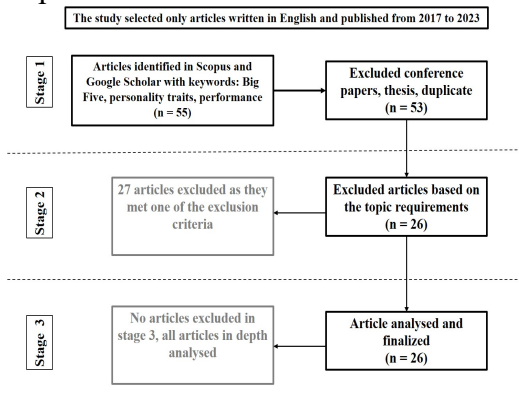

Figure 1. SLR process flow diagram
Source: modified from Lopez et al. (2021)

RESULT AND DISCUSSION
Big Five Personality Traits

The "Big Five" model is the most broadly used reference system for personality in the literature, despite the existence of many theories and concepts related to personality (Eck and Gebauer, 2022). A model of five traits: Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism (McCrae and Costa, 2004). These personality traits have been widely used by researchers and psychologists as a comprehensive tool, allowing them to study individual differences and discover several characteristics of human behaviour and psychology.

Openness to experience

First trait called openness refers towards curiosity, imagination, and willingness to explore new ideas. People with high openness scores incline to be imaginative, intrusive, and have a diverse of interests (Ghimire et al., 2021). Showed the highest correlation with actions and attitudes that support the environment (Soutter et al., 2020).

Openness to experience will measure how creative, imaginative, down-to-earth or how pragmatic a person is. Openness to experience or challenge can be defined as "the breadth, depth, and complexity of an individual's mental life and experiences". It consists of six aspects: fantasies, aesthetics, feelings, actions, ideas, and values (Samuel et al.2023). If a person's openness is high then that person is creative, curious, sensitive to aesthetics, receptive to change, tolerant, liberal. Meanwhile, if a person's openness results are low, then that person has a down-to-earth, pragmatic, risk averse, rational, conservative and straightforward personality (Abu et al.2023).

Conscientiousness

The second trait is conscientiousness defined as the tendency to self-control, be accountable to others, hardworking, orderly, and rule-abiding (Jackson et al., 2017). As a key personality characteristic because of its strong associations with behavior such as material use, adherence in treatment, academic and occupational achievement, and longevity (Di et al., 2023). According to Obrenovic et al (2022), conscientious people are reasonable, trustworthy, and risk averse. They are accountable, reliable, steady, circumspect, and meticulous. They also have an achievement-focused mindset, which is essential for completing activities related to their line of work (Wang et al., 2021). Thus, among all characteristics, conscientious people have the strongest relationships with job performance and job satisfaction (Fan, 2020).

Conscientious personality results can measure preference for an organized

approach to life in contrast to spontaneous ones. Usually, employees with high levels of Conscientiousness are organized, reliable, consistent, enjoy planning and seek achievement. Whereas employees with low levels of Conscientiousness have personalities that are content, bold, carefree, easy going, spontaneous, and creative. Conscientiousness is a key personality characteristic because of its strong association with behavior. Turiano (2020) argues that Conscientiousness is defined as the tendency to control oneself, be responsible to others, hardworking, orderly, and obey rules.

Extraversion

The third trait is named extraversion, individuals with high extraversion scores are also thought to have a tendency for compatible to social norms and seeking favorable social courtesy (Eck and Gebauer, 2022). Extraversion is a high-level personality variation that includes individual differences in sociability, assertiveness, positive emotions, approachability, and status motivation (Lukaszewski, 2020). Extraversion can measure the tendency to seek stimulation in the external world, the company of others, and to express positive emotions. And employees who have high extraversion tend to have personalities that are outgoing, sociable, friendly, talkative energetic, inclined to leadership (Mandagi et al., 2023). Whereas those with low extraversion usually have personalities that are introverted, solitary, reserved, relaxed, serious, and team oriented. Barrick and Mount characterize these behaviors as dynamic, outgoing, and liking other people's company (Barrick & Mount, 1991; Watson & Clark, 1997). Previous studies have also provided evidence about the empirical relationship between these two personality qualities and

interpersonal performance. One of the two components of contextual performance, interpersonal facilitation, was found to be highly correlated with agreeableness and extraversion by Van Scotter and Motowildo (1996). Furthermore, extraversion exhibits a slightly unpredictable pattern, since it does not predict job proficiency for other occupations, but it does for managers and sales (Barrick & Mount, 1991; Hurtz & Donovan, 2000).

Agreeableness

The fourth trait is titled agreeableness. Those who have this personality tend to be voluntary, selfless, appreciative, obedient, trusting, and soft-minded, as well as generous, kind, sympathetic, and warm (Graziano, 2009). People that have strong agreeableness tend to maintain positive social relations, being friendly, compassionate and cooperative. Usually someone with a high level of agreeableness is friendly, compassionate, gullible, cooperative, trusting, and ready to compromise. Meanwhile, high levels of agreeableness tend to be more assertive, skeptical, devious, autonomous, indifferent, and uncompromising. Those individuals with high agreeableness scores are more cooperative, humane, and more likely to trust others (Rammstedt et al., 2013). Moreover, they tend to perform in harmony with the members of their sociocultural environment, i.e., they make decisions based on accepted ethics, because they trust them (Eck and Gebauer, 2022). According to Personality psychologist believe that agreeableness is the most divisive personality trait in the Big Five model of personality (McCrae & Costa, 1997).

Neuroticism

Neuroticism is a personality type that refers to an enduring tendency to experience negative emotional states such as anxiety, anger, guilt, and depression. Individuals who score high on neuroticism are more likely than the average person to respond poorly to environmental stressors, interpret ordinary situations as threats, and experience minor frustrations as extraordinary (Widiger, 2009). The neuroticism personality type can measure the tendency to experience mood swings and emotions such as guilt, anger, anxiety and depression. If someone has high neuroticism then that person tends to be more anxious, pensive, impulsive, self-conscious, and yielding. Meanwhile, low neuroticism tends to have a calm, self-confident, bold, emotionally stable and carefree personality.

Performance

To conceptualize performance, two aspects of action must be distinguished, namely the behavioral aspect and the work result aspect (Campbell, 1990). The behavioral aspect refers to what employees do in work time. However, not all behaviors are included in the concept of performance. Behavior that is relevant to the goals in accordance with the organization. So it can be concluded that performance is what employees should do in accordance with the wishes of the organization. So, performance is not only determined by actions but there is a process of assessment and evaluation of the actions taken (Motowidlo et al., 1997. This includes broader qualitative factors not directly reflected in financial statements but essential for long-term success, such as customer satisfaction, employee engagement, innovation, operational efficiency, and sustainability practices

(Polii et al., 2023). The outcome aspect of performance also depends on factors other than individual behavior.

Academic Performance

Academic performance refers to the extent to which a student can achieve educational goals. Academic performance will measure the extent to which a person is able to complete each academic assignment given, then understand each learning material to achieve these academic goals (Singh, 2021). Academic performance is important because it is one of the indicators of success in education. MacCann, et all. (2020) explains that academic performance can be influenced by several factors, namely, personality, emotional intelligence, parental involvement and the relationship between students and teachers and students with students (MacCann, et all. 2020).

Table 1. Big Five Personality Traits Antecedents and Discovered Consequences – Academic Performance

Authors	Personality Traits Antecedents	Discovered Consequences
John et al (2020) Kang (2023) Shaninah et al (2023) Zell et al (2022) Mammadov (2022) Zakaria et al (2023) Araya et al (2023)	Openness (4) Conscientiousness (5) Extraversion (3) Agreeableness (3) Neuroticism (1)	Academic performance (CGPA) Memory performance Academic Performance Mathematical performance

Job performance

Job performance refers to an individual's ability to meet or exceed the tasks and responsibilities assigned by their employer, demonstrating both the quality and quantity of work produced (Amalia & Budiono, 2021). It is a key determinant of an employee's effectiveness in the workplace, with Mangkunegara (2017) emphasizing that job performance reflects the work

outcomes achieved, which are measured through specific performance indicators such as output quality and volume. Similarly, Wulur and Mandagi (2023) define job performance as the extent to which employees fulfill their assigned duties, which directly influences organizational success. Factors such as the desire for a flexible work environment, opportunities for personal growth, and the integration of technology into daily tasks play a significant role in shaping an employee's performance (Rampen et al., 2023). Ultimately, job performance is critical for an organization's ability to reach its objectives, making it a key focus in employee management and development strategies.

Table 2. Big Five Personality Traits Antecedents and Discovered Consequences – Job Performance

Authors	Personality Traits Antecedents	Discovered Consequences
Hrazdil et al (2021) Villagrasa et al (2022) Dimitriou et al (2022) Petasis et al (2020) Babar et al (2020) Halim et al (2020) Gupta et al (2020) Mira et al (2022) Tseng et al (2022) Firk et al (2023) Wilmot et al (2021) Chvalova et al (2021) Rababah et al (2019) Muslim et al (2017) Nazir et al (2017) Radović et al (2020) Husna (2021)	Openness (12) Conscientiousness (14) Extraversion (17) Agreeableness (9) Neuroticism (7)	Higher CSR Performance Job performance Contextual Performance Adaptive Performance Business Performance Supervisory rating performance Quality and Flexibility Completeness, accuracy, timeliness, reliability Accessibility and assurance Responsiveness Dismissal performance sensitivity (-) Efficiency

Team Performance

Team performance plays a crucial role in determining an organization's ability to achieve its goals. It represents the collective efforts of individuals with complementary skills working together

to fulfill a shared mission effectively and efficiently. It is influenced by several factors, including organizational culture, job satisfaction, and workplace dynamics (Raintung et al., 2024).Tangkilisan (2005) suggests that team performance can be evaluated based on factors such as productivity, service quality, and responsibility, all of which contribute to the overall success of the organization. Sanyal and Hisam (2018) further emphasize that, compared to individual performance, the quality and quantity of output generated by teams tend to be superior, underscoring the value of teamwork. Additionally, Wuryaningrat et al. (2023) highlight that the use of collaborative knowledge transfer methods significantly enhances both team performance and innovation capabilities, reinforcing the importance of shared learning and collective effort in driving organizational success.

Table 3. Big Five Personality Traits Antecedents and Discovered Consequences – Team Performance

Authors	Personality Traits Antecedents	Discovered Consequences
Alexandros et al (2023) Aremu et al (2018)	Openness (2) Conscientiousness (2) Extraversion (2) Agreeableness (2) Neuroticism (2)	"Big Five Personality Traits are positively portrayed in the workplace, group performance increases. More precisely, the Big Five Theory traits have been found to be highly related to group performance"

CONCLUSION

This paper investigates the relationship between the Big Five personality traits (Openness, Conscientiousness, Extraversion,

Agreeableness, and Neuroticism) and their impact on team performance in organizational settings. It delves into the significant role of personality in shaping individual behaviors and subsequently influencing team performance. The authors highlight the relevance of understanding these personality traits in teams to comprehend and manage team performance effectively based on a literature review.

o Key findings regarding the relationship between Big Five traits and performance: The Big Five personality traits - Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism - have consistently demonstrated a significant influence on performance across different domains like academics, job performance, and team dynamics. For instance, high levels of Conscientiousness correlate positively with job performance and academic achievement, while Agreeableness seems to enhance team performance.

o Implications for understanding and predicting performance: Understanding an individual's Big Five traits provides insights into their preferences, communication styles, and decision-making approaches. This understanding can guide employers in personnel selection, training, and development initiatives. For example, knowing a candidate's Conscientiousness level might indicate their likelihood of achieving success on the job.

The literature review highlights the significant role of personality traits in influencing performance outcomes, emphasizing their importance in determining success across various domains. A detailed analysis of how particular traits interact with performance metrics in academic,

professional, and collaborative environments yields critical insights for employers and organizational leaders. (Qureshi et al.2023). By integrating the traits identified in the Big Five model with performance indicators such as academic achievement, job efficacy, and team dynamics, the study aims to create a comprehensive framework for understanding these relationships. The article demonstrates that distinct personality traits influence different performance dimensions, with conscientiousness identified as a strong predictor in both academic and job-related settings. Furthermore, the findings stress the critical nature of team performance in achieving organizational objectives, illustrating how individual personality characteristics can profoundly affect team dynamics.

Findings may not be generally applicable across cultures, age groups, or socioeconomic backgrounds. The impact of personality traits on performance can vary significantly in different cultural and demographic contexts. Personality traits can develop over time due to personal experiences, life events, and environmental factors. These dynamics may not be adequately addressed, leading to a static view of personality. (Bleidorn et al.2021; Jayawickreme et al.2021; Kuper et al.2021; De et al.2021) The methods used in peer-reviewed studies which may have their own biases and limitations that affect the reliability of the results. The results may underestimate the influence of external factors such as socioeconomic status, education, and work environment, which may also play a critical role in determining performance. These limitations emphasize the need to interpret the results with caution and suggest areas for future research to gain a more comprehensive understanding of how

personality traits influence performance in different domains and contexts.

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