

Employee's Perception towards Manager's Big Five Personality in Developing a Coaching Culture

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ABSTRACT

The big five personality traits consist of five personalities which are agreeableness, neuroticism, openness to experience, extraversion and conscientiousness. This Big Five Personality is needed to develop a coaching culture at organisation in order to have a better workplace and to nurture employees' talent. In this study, the researchers want to measure the significant of having these five personalities for line manager's in creating the coaching culture. There are three dimensions in the creation of coaching culture which are coaching within the relationship, coaching within team and progress towards a coaching culture. This study will help the managers to know about the Big Five personalities, and also to identify the employee's perception towards managers' Big Five Personalities in creating coaching culture. By having a coaching culture, it means that employees can learn about new skills and they will become greater assets to the organisation. In addition, culture in an organisation also emphasises training, regular feedback, and opportunities for growth to create a more engaged and energised workforce. As such, the overall findings of this study show that all of the five personality variables have significant relationship towards the creation of coaching culture. Also, this study reveals that openness to experience is the most significant factor among those five personalities that contribute towards line nurse manager at one of the private healthcare sectors in Malaysia.

Keywords: *Big Five Personalities, Coaching Culture, Line Nurse Manager*

1. INTRODUCTION

Personality can be defined as the set of psychological characters and mechanisms within an individual that are organised and relatively stable and that influence person's interactions with, and adaptations to, the intrapsychic, physical, and social environments. As a manager in healthcare sector, your personal attitude to people and tasks in a leadership role impacts how you lead, motivate, and treat workers. The Big Five Personality are also known as Five Factor Model which will be the most highly personality traits theories in management. The factors that consist in the theory are open to discussion (openness to experience); conscientiousness; extra effort (extraversion); emotional stability (neuroticism); and agreeableness (Ono et al., 2015). In addition, Big Five Personality suggests that there are five basic personality criteria that can describe individual differences in behaviour. For extraversion, it refers to the close to which an individual is like to give comment, sociable and always excited in doing things. The following element is openness to experience that reflected to individuals independent, imaginative, and has a preference for variety. Next is emotional stability or neuroticism which refers to the extent of individual to keep calm and secure. In addition, for agreeableness it can refer to an individual who is always love to help others, can be trusted and cooperative. While conscientiousness refers to an individual who are always organised things accordingly, had self-disciplined, and responsible (Zhang & Wei, 2016). These personality traits are very important to an individual due in helping them to increase job performance for those who possess the traits.

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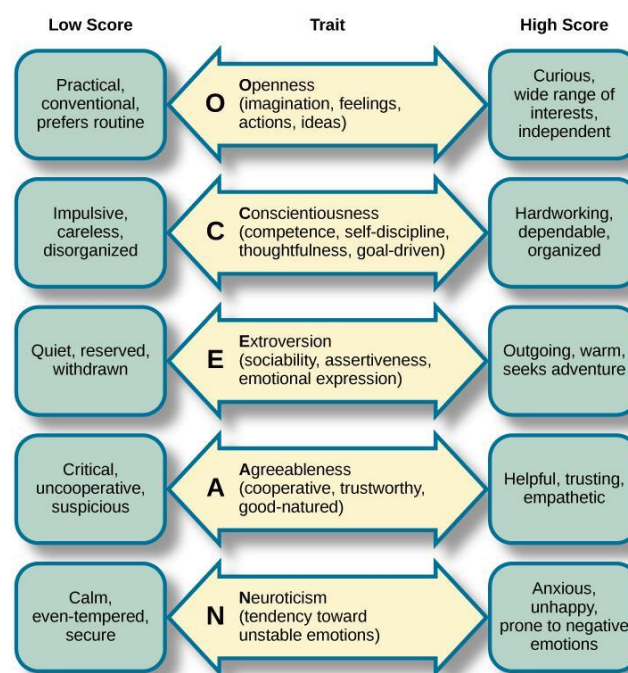
In organisations, any approach that can engage employee especially coaching is very importance for the learning process. Baek-Kyoo (2015) stated that common purpose of coaching may involve of certain elements such as change in behaviour, individual awareness, individual knowledge, and organisational performance. It also can be said that, coaching is a connectivity of organisational productivity enhancement that may include professional and individual skills, defined within a formal coaching agreement among a senior, manager and a mentor who uses techniques to enable individual self-directed learning for career enhancement and the personal growth of organisational performance.

2. LITERATURE REVIEW

2.1 Big Five Personality

The Big Five Personality model is a hierarchical organisation of personality traits in terms of five basic dimensions for example extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience. All those factors are exposed to have convergent and discriminant validity across instruments and observers to make good personality for manager or employee in organisation (Clardy, Megginson & Clutterbuck, 2015) – see Figure 1.

Figure 1. The Big Five Personality (McCrae & Costa, 1990)



According to Brand (2017), openness to experience is the trait features characteristics such as imagination and vision, and those high in this trait also tend to have a broad range of interests. People who are high in this trait inclination to be more adventurous and creative. People low in this trait are often much more traditional and may struggle with abstract thinking. According Paul costa and Robert McCrae (1990) conscientiousness are standard features of this dimension include high levels of pensiveness, with good instinct control and goal-directed behaviors. Those high on conscientiousness tend to be organized and mindful of details. Furthermore, this trait can be defined as individual's tendency toward self-discipline; dutifulness; competence; pensiveness; and achievement-striving. In addition, it is contradicting from the implications of moral which "having a conscience"; instead, these trait attentions on the amount of deliberate intention and thought a person puts into his or her performance. Furthermore, this trait can be defined as

individual's tendency toward self-discipline; dutifulness; competence; pensiveness; and achievement-striving. In addition, it is contradicting from the implications of moral which "having a conscience"; instead, these trait attentions on the amount of deliberate intention and thought a person puts into his or her performance.

Extraversion can be defined as a behaviour where someone enjoys being around people more than being alone. For example, extra effort is when someone always likes to be around people and enjoys being the center of attention (Barrick & Mount, 1991). Extraversion people tend to be more enthusiastic and looking forward to do something without need to instruct. Besides that, they like to be the center attention for other people to refer to. In addition, they also like to predict effective functioning and well-being across a wide various of domains (Ozer & Benet-Martinez, 2006). According to Paul Costa and Robert McCrae (1990) agreeableness is the personality dimension includes attributes such as trustworthy, altruism, kindness, affection and other prosaically behaviours. People who are high in agreeableness tend to be more cooperation while those low in this trait tend to be more competitive and even manipulative. Neuroticism can be defined as individuals who have an emotional stability such as those people who likely than average to be moody. These feelings include of anxiety, worry, fear, anger, frustration, envy, jealousy, guilt, depressed mood, and loneliness (Soto et al., 2019).

2.2 Coaching Culture

Coaching culture in this study is a dependent variable. The researchers' goal is to understand and describe the dependent variable, or to explain its variability or predict it (Drake, 2019). A strong definition coaching culture is also an endorsement of its power. This definition come from a Harvard Business Review mentioning that when you create a culture of coaching, the result may not be straight measurable in dollars. But we have yet to find a company that can't benefit from more condor, less denial, richer communication, aware development of talent, and disciplined leaders, who show compassion for people (Leeder & Cushion, 2020). In measurement or creating coaching culture have the three levels at which it is helpful to establish the habit of measurement. According to Clutterbuck and Megginson (2005) the first of these is within the learning relationship itself.

3. METHODOLOGY

This study utilised a quantitative research. Additionally, the survey was conducted in the form of face-to-face surveys, through the questionnaires that required feedback to be analysed statistically. The unit of analysis involved in this study is an individual which is a nursing line manager. The targeted population size of this study will involve all nurse line managers in each unit who is working in one of Malaysian private hospitals in Klang Valley, Malaysia. The nursing line manager will be the unit of analysis as they are the unit nursing junior leader who is responsible for overall day-to-day hospital operations in designated areas and in charge of reporting and evaluating performances of nurses under them to their senior nurse managers where they need to direct report with (Kim & Windsor, 2015).

In this study, the nursing line manager is a unit-based nursing leader who is accountable for the overall day-to-day hospital operations in designated areas. The nurses will give a direct report to their nursing line managers who responsible to evaluate their personality in developing a coaching culture. This research is divided into two sections of the questionnaire which are Big Five Personality and coaching culture. Coaching culture has been tested into three dimensions namely coaching within the relationship (DV1), coaching within team (DV2) and progress towards a coaching culture (DV3). The instruments for the questionnaires have been adapted and adopted – see Table 1.

Table 1. Instruments for Questionnaires

Variables	Authors
Big Five Personality	Goldberg (1993)
Coaching Culture	Clutterbuck & Megginson (2005)

4. RESEARCH RESULTS

Table 2 shows the analysis that show the direction; strength; and significant of the bivariate relationship among all the variables that were measured on interval or ratio level. It can be shown that the number are represent the correlation as the correlation coefficient. The highest the correlations which are nearly to +1 mean that there is a perfect relationship between the two variables.

Table 2. Correlation Analyses

Coaching Culture	Big Five Personality Models	Correlations
Coaching within the relationship	Agreeableness	.000
Coaching within team		.000
Progress towards a coaching culture		.811
Coaching within the relationship	Extraversion	.076
Coaching within team		.001
Progress towards a coaching culture		.058
Coaching within the relationship	Openness	.030
Coaching within team		.001
Progress towards a coaching culture		.697
Coaching within the relationship	Conscientiousness	.319
Coaching within team		.001
Progress towards a coaching culture		.967
Coaching within the relationship	Neuroticism	.001
Coaching within team		.000
Progress towards a coaching culture		.955

From the findings, it can be stated that there is a positive relationship for all big five personality models with the items coaching within team. It shows that all the variables have a strong positive relationship with the item coaching within team with correlation of p value is <0.05. The most significance personality that have a positive relationship with coaching culture is openness to experience (0.018). The second highest personality that have positive relationship is agreeableness (0.22), followed by neuroticism (0.032), conscientiousness (0.033) and extraversion (0.045).

5. RESULTS AND DISCUSSIONS

According to Jenkins (2013) coaching culture also became issue where manager responsible in implement train culture still failed to make that, failure may have been caused by their personality identified by five people large personality. Coaching related to a task, focus in skill and

performance, and usually existing agenda line role of manager by or with coaching, this is because may be due to environment of the workplace or individual personality itself which influence coaching culture and it usually submit short term needs. Furthermore, coaching culture also can focus obsessively at one relationship and pay short attention very to wider society. Because they appear within young adulthood, adult time development model recommend that they need to increase in making a contribution to they around they (Levinson, 1978).

The quality of learning for both coach and coaches can be increased, along with their commitment to the process, in this level they get response on how well the process of learning is working. The second level at which measurement can assist development of a coaching culture is within the team. In this level, one of the clear messages from the importance of dialogue about the learning process. Timely and well-constructed feedback helped team members to focus on how they could help each other and on the learning priorities for team, rather than just their individual learning needs. Lastly is the level of measurement practically relating to the organisation's progress towards culture change objectives, which encompass the widespread coaching behaviours discussed in the previous chapters. Moreover, the top management want to know how well the coaching culture is becoming embedded, and where, so they can take necessary action to reinforce attitudinal and behavioural change. Besides that, it can improve support systems and raise the skills levels of all engaged in coaching and mentoring.

A coaching culture embed in an organisation when a coaching approach be the key aspect of how the leaders or managers, and staff involve and develop all their people and engage their stakeholders. Besides that, it is one way that create increased individual, team, and organisational performance and joint value for all stakeholders. Coaching is a growing plan for leadership and organisational productivity, even though it is a little bit ambiguity about the definition, methodology, and efficacy of coaching.

In conclusion, from the findings, it can be shown that the most significance personality that have a positive relationship with coaching culture is openness. Second highest personality that have positive relationship in creating a coaching culture is agreeableness, followed by neuroticism, conscientiousness and extraversion.

6. CONCLUSIONS

By conducting this research, the researcher hope that this study will revealed the most contribute personality traits that have a strong relationship in the creation of coaching culture. Besides that, this study can be as reference to the managers in playing their role and behave based on the highest personality specifically in the healthcare sectors. Moreover, managers also can identify and view their personality that can affect the performance level, absenteeism, and dissatisfaction among employees. In the context of healthcare sector, in the creation of a coaching culture specifically for nurse line managers, employees need their superior to be more opened to them.

They need someone who open to personal emotions, personal thoughts and personal needs. According to Ling et al. (2020), the character of open-minded managers will lead to increase the chances of employees in looking for new solutions when current processes don't work. Being open-minded means managers have a willingness to listen to other ideas and opinions and consider the possibility that make the employees do wrong thing. This can be an important quality in the workplace.

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