

ABSTRACT

This study aimed at investigating relationship between different types of personality traits of employees with their motivation and ability factors. For this study, the data has been collected from 188 employees in the Thai Shipping Group of Companies. There are differences in their perceptions of their personality traits, motivation and ability. The subject of personality is important to the organization's success. Most job failures are not attributed to a person's intelligence or technical competence but to their personality characteristics.

The research framework of this study composes of an independent variable; personality traits and two dependent variables; motivation and ability factors. Each variable is also divided into sub-variables as follows:

- Personality traits of the employees independent variables: extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience.
- Motivation factors dependent variables: intrinsic motivator and extrinsic motivator.
- Ability factors dependent variables: cognitive ability and physical ability.

The researcher used a questionnaire as an instrument for studying relationship between personality traits, and motivation and ability factors. The SPSS program was used for interpreting the collected data. For data analysis, Spearman's rank correlation was used for the hypothesis testing.

The results of this research study are as follows.

✓ The researcher can classify employees on the basis of their personality traits; with these it could be concluded that the largest group of respondents had conscientiousness personality traits.

Research results show that a personality trait such as agreeableness, as an independent variable, relates to all dependent variables: intrinsic motivators, extrinsic motivators, cognitive ability, and physical ability. While conscientiousness, as an independent variable, relates to some dependent variables such as cognitive and physical abilities. And the emotional stability, as an independent variable, has a relationship with intrinsic motivators, the dependent variable, only.

Hence, the researcher suggests that Thai Shipping Group of Companies should consider reward for the different personality traits of employees. For agreeableness employees, the manager should set the policy related to reward for encouraging them, both extrinsic and intrinsic motivators. The extrinsic motivators can be assigned the job, which is suitable for employees with these characteristics. For the other extrinsic motivators, incentive, welfare, or increasing salary can be used in order to enhance the employees' performance and productivity for the organization. Also, the manager can use intrinsic motivator by organizing special activities such as sports day, parties for special events, etc. for relaxing and creating unity in the organization.

The conscientiousness employees have high knowledge and working skill. The manager should carefully select the job, which matches this kind of employee's ability.

For emotional stability, the manager should create good relationship among the employees in the work place to satisfy the security need of this kind of employee. It can be done by supporting and guiding this employee to achieve the departmental goal.

For the last type of employee's personality traits, openness to experience, the manager should allocate the rewards, which encourage creative thinking or offer special skills such as training course to this kind of employees.