

## Personality traits affecting work outcomes of public servants

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### ABSTRACT

The study aims to analyze Big Five personality traits affecting various work outcomes of public servants working at the Public Non-Business Units under the People's Committee of Hanoi City. Relying on the Big Five Theory, previous studies, and in-depth interviews with experts, the research model has been developed and tested in Public Non-Business Units. The authors carried out data collected from 420 public servants working at the Public Non-Business Units using a survey questionnaire by convenient sampling method to ascertain the impact of personality traits on diversity work outcomes (organizational commitment, job satisfaction, and performance). The descriptive statistics, Cronbach's Alpha test, EFA, CFA, and SEM were employed for data analysis. The findings highlighted this study showed a positive correlation between Big 5 Personality Traits and organizational commitment, job performance, and satisfaction of public servants at the Public Non-Business Units. The results brought some theoretical and practical implications for leaders of the Public Non-Business Units to realize the importance of personality traits to the organizational commitment, job performance, and satisfaction of public servants as well as to add to the existing knowledge of work outcomes in the literature. There are solutions to increase organizational commitment, job performance, and satisfaction of public servants at the Public Non-Business Units in the future.

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### 1. Introduction

Human resources are the backbone of all activities in the organization, and it directly affects the existence, development, and competition of the organization. If an organization wants to achieve good performance, it needs good work outcomes for employees. The Reasoned Action theory is the outstanding literature basic in work psychology. The primary principles of this theory are that work outcomes, meaning the act of maintaining a job or intention to quit, or in the role and out of role behaviors, are directly decided by behavioral intentions (Ajzen & Fishbein, 1980).

The public sector has a significant role in developing economic growth through executing official duties. The functioning of the State apparatus is significant for the upholding of social order as well as economic development (Nguyen & Uong, 2021). In the past decades, studies on organizational behavior focused on analyzing the aspects of personality traits and confirmed that it has a significant impact on a person's thoughts, behaviors, and social relationships (Delima, 2020; Khizar, Orcullo, & Mustafa, 2016). Since the 1980s, the relationship between personality traits and work outcomes has received significant attention in the literature (Ones, Dilchert,

Viswesvaran, & Judge, 2007). Accordingly, personality traits have an effect on diverse work outcomes comprising organizational commitment, job satisfaction, and performance, or career success (Ng, Lam, & Feldman, 2016). So, personality traits are an important tool for evaluating employees' various work outcomes.

The domestic study of Le (2018) focused on the impact of personality traits on the work commitment of Vietnamese bank employees. Although the study was analyzed based on a personality traits perspective, it has not been investigated in the public sector. On the contrary, the study of Nguyen and Uong (2022) analyzed the Big 5 Personality Traits affecting the multi-direction organizational commitment of employees in the public sector. However, it did not assess the overall impact on various work outcomes. In Particular, there is no experimental research at the Public Non-Business Units under the People's Committee of Hanoi City. To fill in the research gap, the main objective of this study is to analyze the direct impact of Big 5 Personality Traits on varied work outcomes through organizational commitment, job performance, and job satisfaction of public servants at Public Non-Business Units. Rely on the research results, this study proposes some policy implications to improve job satisfaction, increase job performance and create strong organizational commitment of public servants working at Public Non-Business Units in the future.

## **2. Literature review and hypothesis**

### **2.1. Literature review**

#### *2.1.1. The Big Five Theory of personality*

Bradberry (2007) defined personality as a psychological difference between individuals, which makes an individual unique and possesses distinct psychological characteristics. Meanwhile, Carpenter and Moore (2009) assumed personality is a closed dual process consisting of attitudes, perceptions, and naturally characteristic behaviors created by biological and environmental factors.

The Big Five Theory is one of the most cited psychology topics. Over the years, it has been through many revisions, and many psychologists have helped refine the theory (Johnson, 2017). The earliest version of this theory was created by Fiske (1949) and later expanded upon by other researchers Norman (1967), Smith (1967), Goldberg (1981), McCrae and Costa (1987). Not only does the Big Five theory of personality apply to people in many countries, sectors, cultures, and with a wide variety of populations across the globe (Schmitt et al., 2007), it supplies a sure evaluation scale for measuring character.

Goldberg is known as the most highlighted research worker on personality psychology. His breakthrough research shortened Cattell's 16 primary elements of personality into 5 basic elements; it was absolutely homologous with the 05 elements identified by colleague psychology research workers in the 1960s. The Big Five brings up right up to the current era in personality research and the Big Five theory holds sway as the prevailing theory of personality. The five personality factors include openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. They can be abbreviated as OCEAN or CANOE. The content of the five personality factors is explained as follows:

Openness to experience involves a tendency to explore and absorb new ideas and experiences. People with high scores on openness to experience are creative minds, fun, a desire to find new things, and many different interests (Judge, Heller, & Mount, 2002; Lebowitz, 2016; Nguyen & Uong, 2022).

Conscientiousness shows discipline, integrity, and responsibility in everything, especially determination to achieve goals. People who score high on conscientiousness are principle, hard-

working, caring, reliable, and in some cases even considered workaholics (Judge et al., 2002; Lebowitz, 2016; Nguyen & Uong, 2022).

Extraversion is having many social relationships and a tendency to participate in group activities. People with high scores in extroversion always want to make friends, are friendly, close, active in everything, and appear to have a lot of positive energy (Judge et al., 2002; Lebowitz, 2016; Nguyen & Uong, 2022).

Agreeableness is related to altruism and the ability to cooperate in all undertakings. People with high scores in agreeableness have a gentle attitude, value harmony, and help, share, and trust those around them (Judge et al., 2002; Lebowitz, 2016; Nguyen & Uong, 2022).

Neuroticism is easily agitated, and the psychological state can be shaken by things happening around it. People who are high in neuroticism tend to be quickly agitated, anxious, stressed, angry, and prone to negative thoughts (Judge et al., 2002; Lebowitz, 2016; Nguyen & Uong, 2022).

### *2.1.2. Various work outcomes*

The study of Vey and Campbell (2004) stated that work outcomes are a set of attitudes and behaviors related to implementing organizational goals and can be measured. Usha and Rohini (2018) agreed with the above view. They confirmed that work outcomes refer to the results or effects of the actions of a person over a given period.

There are various means of quantifying work outcomes. Many researchers stated that work outcomes were measured through job satisfaction, job performance, organizational commitment, job progression, or career success (Oh & Berry, 2009; Seibert, Kraimer, & Liden, 2001). In this research, the various work outcomes based on personality traits are analyzed as follows:

#### *Organizational commitment*

There is much debate about the concept of organizational commitment, and there is no consensus among researchers (Zin, 1998). Meyer and Herscovitch (2001) indicated that organizational commitment is a multi-direction concept. However, the studies on organizational commitment are likely to show employees' attitudes toward the organization. The study of Allen and Meyer (1990, 1991) was one of the typical studies on organizational commitment. They concluded that organizational commitment is a close link between an employee's psychological state and the organization. It is composed of three distinct components include affective commitment, normative commitment, and continuance commitment. Mowday, Steers, and Porter (1979) showed that organizational commitment means employees who have trust, share the same goals with the organization, are ready to devote all their abilities to the organization, and want to be with the organization for a long time. In which, organizational commitment consists of three components: identification, involvement, and loyalty. Inheriting from the study of Mowday et al. (1979) as well as to match the actual conditions in Vietnam, Tran (2006) proposed three parts of organizational commitment comprise (i) The effort is the employee's voluntary effort to do their best for the organization, (ii) Proud because they are members of the organization, (iii) Loyalty is a strong aspire to stay in the organization for over long periods. Some studies do not focus on analyzing the different components of organizational commitment but consider organizational commitment as a general attitude similar to overall satisfaction to facilitate this study (Nguyen & Ho, 2020; Vu & Nguyen, 2018).

#### *Job satisfaction*

Job satisfaction is a factor that appears frequently, and it has been studied a lot in the field of organizational behavior, but there is no consensus on the concept. Hoppock (1935) was the first

to study job satisfaction. He defined job satisfaction as the general psychological state of employees and directly measured it by asking them to self-answer about their satisfaction at work without measuring it in other directions. The studies of Seo, Ko, and Price (2004), Robbins and Judge (2007) pointed out that job satisfaction is the employees' awareness of their job, and is considered like motivation to work. If employees have job satisfaction, the organization will achieve success. On the contrary, if employees have little job satisfaction, an organization will find it hard to achieve success (Galup, Klein, & Jiang, 2008). The study of Friday and Friday (2003) indicated two different perspectives on job satisfaction including general job satisfaction and satisfaction with different aspects of the job. Related to general job satisfaction, Kianto, Vanhala, and Heilmann (2016) defined overall job satisfaction as a general emotional response to a job employee. Different aspects of job satisfaction emphasize attitudes towards variance components of the employee's job. Slatten (2008) said that measuring overall job satisfaction will give a better view than evaluating different aspects of job satisfaction.

### *Job performance*

Job performance is one of the factors that receive a lot of attention from researchers in organizational psychology, and it is a dependent variable in the research (Kakkos & Trivellas, 2011). Job performance is a multi-directional concept, and it is hard to grasp and hard to give a comprehensive concept. Babin and Boles (1998) argued that job performance is an employee's level of productivity relative to other members of the same organization based on results and work-related behaviors. Job performance stands for the amount and quality of a job obtained by an employee or a team after completing the assigned task (Schermerhorn, 1989). Motowidlo (2003) emphasized job performance as the total value an organization intends to gain from an employee's work process over a given period or refers to an employee's behavioral performance level that contributes to completing the organization's goals. The study of Vorhies, Orr, and Bush (2011) has introduced the concept of job performance in general and identifies it as a record of achievements in each working period of employees. In Vietnam, Tran (2011) pointed out that job performance includes the amount of work achieved in proportion to the quality of work and the time to complete the assigned tasks of the employee. Performance measurement is the confrontation of the level of the job completion of an employee or a team with specific criteria set or compared with other employees or groups performing the same assigned task. Employees with achievements, ability, and desire to advance at work will consider job performance as an opportunity to demonstrate their contribution and affirm their position in the success of the organization. Up to 2015, Tran (2015) stated that there are many methods to measure job performance, but there is no optimal method for measuring job performance in all organizations. The most common method of measuring job performance depends on employee self-assessment. The results of the self-assessment are consistent with the assessment results of the agency's leaders (Nguyen & Nguyen, 2011; Rego & Cunha, 2008).

## **2.2. Hypothesis**

### *2.2.1. The role of Big Five personality traits in predicting work outcomes*

In 2019, a study from the University of Minnesota found that conscientiousness is a component of personality traits that best predicts work-related success (Wilmot & Ones, 2019). The researchers analyzed more than 100 years of previous research on conscientiousness at work related to 175 work outcomes variables containing job satisfaction and performance, leadership, career adaptability, and among others. The study found that conscientiousness is the key to explaining work outcome variables and behavioral restraint at work. Related to openness to experience, Mohan and Mulla (2013) indicated that it has positively affected overall work

outcomes. In addition, the study by Wen (2021) explored the relationship between personality traits and work outcomes of project managers. He confirmed project managers have high extroversion, agreeableness, conscientiousness, openness to experiences, and low neuroticism, then work outcomes are maximized.

### *2.2.2. Big Five Personality Traits and Organizational Commitment*

Some investigations have been reported over the years to assess the relationship or impact of the five-factor model or the Big Five Theory and organizational commitment (Kuldeep & Bakhshi, 2010). Erdheim, Wang, and Zickar (2006) stated that personality traits are a prerequisite for organizational commitment. Extroversion, conscientiousness, and agreeableness have a positive and significant impact on organizational commitment. Neuroticism was determined to have a reverse effect on multi-direction organizational commitment. The study by Nguyen and Uong (2022) examined the correlation between Big 5 Personality Traits and the organizational commitment of public servants. The result confirmed that there is a meaningful correlation between the Big Five model and the aspects of organizational commitment. So, the first assumption gather and recommended in this research is:

*H1.1: Openness to experience has a positive impact on organizational commitment*

*H1.2: Conscientiousness has a positive impact on organizational commitment*

*H1.3: Extroversion has a positive impact on organizational commitment*

*H1.4: Agreeableness has a positive impact on organizational commitment*

*H1.5: Neuroticism has an inverse impact on organizational commitment*

### *2.2.3. Big Five personality traits and job satisfaction*

The theoretical starting point for focusing on the Big Five personality traits as possible antecedents of job satisfaction (Judge et al., 2002). In which, neuroticism has an inverse impact on job satisfaction. On the contrary, conscientiousness, extroversion, agreeableness, and openness to experience have a significant impact on job satisfaction. Based on the Two-factor Theory of Herzberg, Mausner, and Synderman (1959), Furnham (2009) pointed out that personality traits and demographic characteristics have a steady relationship with job satisfaction. Additionally, Nguyen and Uong (2021) indicated that Big Five personality traits have a significant impact on the job satisfaction of employees in the public sector in Hanoi city. Hence, the second assumption gather recommended in this research is:

*H2.1: Openness to experience has a positive impact on job satisfaction*

*H2.2: Conscientiousness has a positive impact on job satisfaction*

*H2.3: Extroversion has a positive impact on job satisfaction*

*H2.4: Agreeableness has a positive impact on job satisfaction*

*H2.5: Neuroticism has an inverse impact on job satisfaction*

### *2.2.4. Big Five personality traits and job performance*

Over the past time, many studies explored a link between the Big Five personality traits and job performance in the public sector. Research by Rusbadrol, Mahmud, and Arif (2015) investigated the relationship among Malaysian public secondary school teachers between personality traits and job performance. The results showed that openness to experience and agreeableness and job performance have a significant relationship. On the contrary, neuroticism and job performance have an inverse association. Rababah (2019) also found a strong correlation

between the Big Five personality traits and the job performance of healthcare workers in Jordan’s public and private hospitals.

In fact, in the public sector of Vietnam, there has been very little research that has directly examined the relationship between Big Five personality traits and job performance. With the above research gap, this study conducts a direct assessment of the relationship between Big Five personality traits and job performance. Thus, the third assumption gather recommended in this research is:

*H3.1: Openness to experience has a positive impact on job performance*

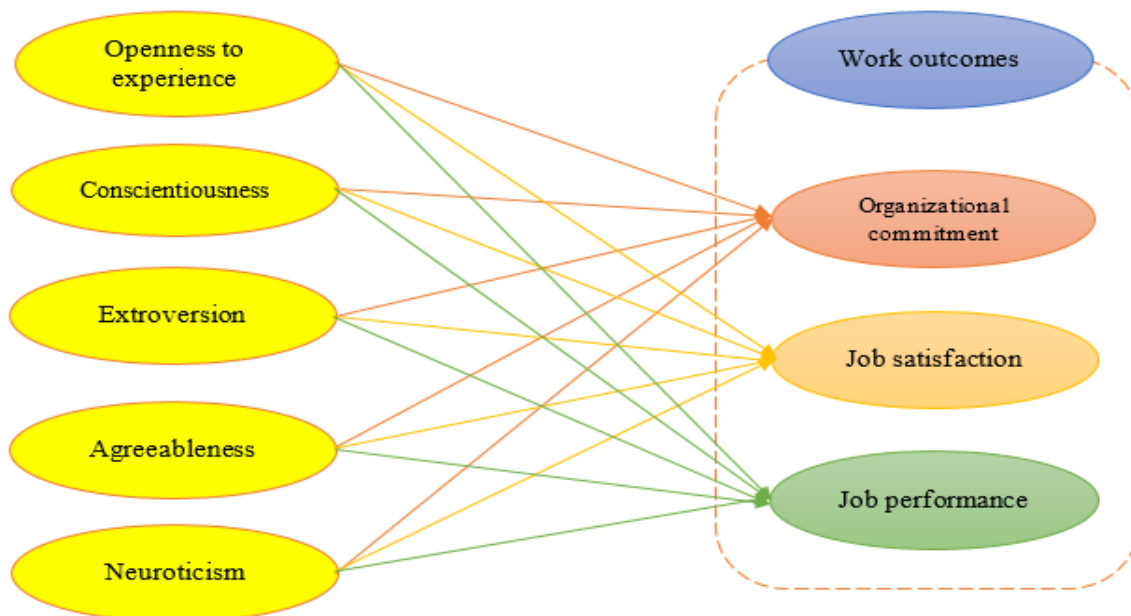
*H3.2: Conscientiousness has a positive impact on job performance*

*H3.3: Extroversion has a positive impact on job performance*

*H3.4: Agreeableness has a positive impact on job performance*

*H3.5: Neuroticism has an inverse impact on job performance*

From the assumptions, the authors suggest the research model as follow (see Figure 1):



**Figure 1.** Research model

Note: → : the first hypothesis group  
→ : the second hypothesis group  
→ : the third hypothesis group

Soure: The authors propose

### 3. Methodology

#### 3.1. Scale measurements

The stub scale is designed to rely on the elements in the research model and came into inland and foreign research. In which, the scale of the Big Five personality traits model come into of Yang and Hwang (2014) includes sixteen items (openness to experience has two items, conscientiousness has four items, extroversion has four items, agreeableness has four items, and emotional stability has two items). The job satisfaction scale inherited from Slatten (2008) includes 05 items. The organizational commitment scale contains nine items of Tran (2006). The scale of job performance includes four items of Nguyen and Nguyen (2011).

To stay abreast of the field of research, this study discussed with twenty-four managers who have rich experience working at the Public Non-Business Units under the People’s Committee of Hanoi City to carefully appraise the content involving elements, to give supplement items or reject. In addition, the authors executed in-depth interviews with 05 specialists in human resource management to discover the relationships among elements, modify the research model, and crack problems happening during the talk over. The discussion and interview questions used are open-ended, exploratory questions to serve as a basis for supplementing and adjusting the indicators in the preliminary scale. Since the Covid-19 pandemic, group discussions, and in-depth interviews were executed online on Zooms in April 2021 and recorded in 60 minutes. The authors used Nvivo 11 software to store, encode and analyze qualitative data.

The quantitative research results showed that discussion managers and specialists absolutely agreed with the elements in the suggested study model. However, for the Big Five personality traits model, all experts and discussion managers think that it is necessary to adjust the “emotional stability” of the original scale into “openness to experience” to be consistent with the proposed research model. Besides, the questions in the original scale need to be converted to inverse questions for the content to be suitable for openness to experience. Additionally, in the discussion process, the other four factors of personality traits need to add two observed variables so that the content of each personality shows more clearly. For the organizational commitment scale, all experts and discussion managers said that organizational commitment in this study should use a common scale - unidirectional. It means a general attitude of employees and covers the three components of organizational commitment. Based on the original scale consisting of three components of organizational commitment, the authors synthesized and adjusted it to give an overall scale as well as suitable for this research. For the job satisfaction and job performance scale, all experts and discussion managers agreed with the question in the original scale. In addition, the authors altered words to be in accordance with the characteristics of the public sector and the educational background of informants. The investigation questions are displayed in Table 1.

### **3.2. Sampling and data acquisition**

The convenient sampling method was used to obtain information from public servants working at the Public Non-Business Units. According to statistics from the General Statistics Office (2020), the number of public servants in Public Non-Business Units under the People’s Committee of Hanoi City is 22,500 people. Therefore, the sample size will be calculated according to the Slovin formula (1984, as cited by Vo, 2010) as follows:

$$n = \frac{N}{1+e^2N} = \frac{22.500}{1+0,05^2 22.500} = 393 \text{ (people)} \quad (1)$$

With: n: Desired sample size

N: Overall size

e: Allowed error (choose 0.05)

In case the proportion of vote recovery is low, this study took the sample scale of 450 public servants. The study investigated 10 Public Non-Business Units under the People’s Committee of Hanoi City. In which, the survey votes distributed samples equally among the survey sites as  $450 : 10 = 45$  votes per site to guarantee an objective and relative assessment among them. The investigation time is from May 1<sup>st</sup> to July 31<sup>st</sup>, 2021. The investigation sheets were sent to the email of public servants working at the Public Non-Business Units.

After processing the data, the authors received 420 valuable survey votes with a recovery proportion of 93.3%. Table 1 showed that the outstanding features of public servants at the Public Non-Business Units participating in the investigation were males accounting for 69.5%. 92.4% of informants within the threshold of 30 to 50 years old, 91.7% of informants with higher education and post-graduate, and work experience ranging from 5 years to higher than 15 years accounted for 94.0%, 93.3% of respondents got married. In the public sector with high requirements for educational attainment in order to ensure accuracy, it is not difficult to understand because the education level of public servants is graduate and post-graduate (Nguyen & Uong, 2021).

#### 4. Findings and discussion

The reliability, factor loading values, composite reliability, and average variance extracted are depicted in Table 1 revealing that the scales accomplished internal consistency because the Cronbach's Alpha values exceeded 0.6 (Nunnally & Bernstein, 1994). The factor loading values are accepted because they are beyond the threshold of 0.5 for which factor loadings of this study met (Hair, Anderson, Tatham, & Black, 1998). Additionally, composite reliability values exceed 0.7 and the Average Variance Extracted (AVE) values go beyond 0.5. Besides, Maximum Shared Variance (MSV) is lower than AVE values. So, the scales met reliability, convergent and discriminant validity (Fornell & Larcker, 1981). Hence, the scales are good for the next analysis.

**Table 1**

Investigation questions and reliability for measures in the study

Sign	Proxy Variables	Composite Reliability	AVE	MSV	Cronbach's $\alpha$	Loading
<b>Extroversion (E)</b>						
E3	I know how to motivate myself.	0.797	0.611	0.453	0.831	0.899
E1	I have leadership qualities.					0.897
E4	I am full of energy.					0.890
E2	I can convince others.					0.882
E5	I have positive thoughts.					0.878
E6	I enthusiastically participate in group activities.					0.870
<b>Openness to experience (O)</b>						
O1	I want to discover new things.	0.822	0.532	0.503	0.772	0.895
O2	I approach problems holistically.					0.892
O3	I come up with new ideas.					0.888
O4	I accept all challenges.					0.873
<b>Neuroticism (N)</b>						
N1	It is not easy to get rid of the pressure.	0.817	0.530	0.478	0.812	0.894
N4	I worry about what's going to happen.					0.880
N2	I often have unstable emotions.					0.875
N3	I often have negative thoughts.					0.871

Sign	Proxy Variables	Composite Reliability	AVE	MSV	Cronbach's $\alpha$	Loading
<b>Agreeableness (A)</b>						
A1	I am happy to help people around.	0.805	0.573	0.502	0.855	0.889
A2	I am friendly and get along with everyone.					0.884
A3	I listen and understand people's opinions.					0.879
A4	I am thoughtful and thorough in everything.					0.874
A5	I trust people.					0.865
A6	I get trust from everyone.					0.862
<b>Conscientiousness (C)</b>						
C6	I am persistent in job performance.	0.803	0.521	0.486	0.885	0.885
C5	I do everything as planned.					0.877
C4	I am careful and thoughtful in everything.					0.798
C3	My best effort at work.					0.794
C2	I am looking for opportunities to develop myself.					0.788
C1	I am full of zeal at work.					0.782
<b>Job Performance (JP)</b>						
JP1	I see myself as a performance employee.	0.721	0.527	0.492	0.876	0.886
JP2	I am satisfied with the quality of your completed work.					0.869
JP3	I get the trust of your superiors.					0.867
JP4	Colleagues rate I as a performance worker.					0.861
<b>Job Satisfaction (JS)</b>						
JS1	I find the agency to be the best place to work.	0.809	0.610	0.531	0.811	0.876
JS2	I am satisfied to work at the agency.					0.871
JS3	The agency that inspires me to do the work.					0.864
JS5	I am willing to contribute to the agency.					0.857
JS4	I will continue to choose an agency if I have a choice to work again.					0.777

Sign	Proxy Variables	Composite Reliability	AVE	MSV	Cronbach's $\alpha$	Loading
<b>Organizational Commitment (OC)</b>						
OC5	I am proud to work at the agency.	0.811	0.539	0.480	0.822	0.866
OC2	I want to stay in the agency until retirement.					0.859
OC3	I voluntarily make efforts for the development of the agency.					0.842
OC6	I take pride in myself because I am a member of the agency.					0.838
OC1	I am loyal to the agency in all circumstances.					0.835
OC4	I volunteer to work because I share the same goals with the agency.					0.827

Source: Authors analyze

The results of Confirmatory Factor Analysis described the proportion of the model's CMIN value to degrees of freedom (CMIN/df) as 2.432 not exceeding 3, which is confirmed as the indicator of a good model and shows a good fit. The Goodness-of-Fit index (GFI) = 0.903, the Tucker-Lewis index (TLI) = 0.908, and the Comparative Fit index (CFI) = 0.917 are good compliance since they exceeded 0.9. RMSEA value (0.052) is below 0.06 indicating a good fit (Hu & Bentler, 1999). Thus, the research model is considered to be a good fit.

The analysis outcomes of the structural equation modeling revealed the proportion CMIN/df = 2.552 is below 3. The Goodness-of-Fit index (GFI) = 0.905, the Tucker-Lewis index (TLI) = 0.909, and the Comparative Fit index (CFI) = 0.920 are above the threshold of 0.9 indicating good compliance. And the RMSEA value = 0.055 is lower than 0.08 indicating goodness of fit (Hu & Bentler, 1999).

Additionally, the probability value of the correlation between the constructs is not exceeded 0.05. So, the relationship between constructs in the research model is statistically significance in the SEM (see Table 2).

**Table 2**

SEM results

Constructs	Organizational Commitment		Job Satisfaction		Job Performance		P
	Hypothesis	Path coefficient	Hypothesis	Path coefficient	Hypothesis	Path coefficient	
Openness to experience	H1.1	0.421**	H2.1	0.429**	H3.1	0.414*	0.000
Conscientiousness	H1.2	0.431**	H2.2	0.432**	H3.2	0.425**	0.000
Extroversion	H1.3	0.403**	H2.3	0.400**	H3.3	0.402**	0.000
Agreeableness	H1.4	0.427**	H2.4	0.425*	H3.4	0.420**	0.000
Neuroticism	H1.5	-0.212*	H2.5	-0.217**	H3.5	-0.133**	0.000

\*indicate that the path coefficient is significant at 0.1; \*\*indicate that the path coefficient is significant at 0.05

Source: Authors' analysis

The main objective of this study is to more clearly account for the direct relationship between Big 5 Personality Traits and work outcomes that were measured through job satisfaction, organizational commitment, and job performance of public servants working at Public Non-Business Units under the People's Committee of Hanoi City.

The SEM results also showed the acceptance of the assumptions recommended, which has provided several practical significance for diverse subjects: the leaders of the Public Non-Business Units under the People's Committee of Hanoi City, public servants, or the scholars involve in organization behavior topics.

The SEM outcomes in Table 3 showed that the Big 5 Personality Traits are a positive effect on organizational commitment, job satisfaction, and job performance of public servants at Public Non-Business Units. In which, conscientiousness has the highest effect on organizational commitment, job satisfaction, and job performance of public servants with 0.05 significance and standardized estimates of 0.431, 0.432, 0.425. On the contrary, there is a positive relationship between extroversion and job satisfaction, job performance, and organizational commitment of public servants with standardized estimates of 0.403, 0.400, and 0.402. In addition, neuroticism has an inverse impact on organizational commitment, job satisfaction, and job performance of public servants with a standardized estimate of -0.212, -0.217, -0.133. If public servants possess neuroticism, they will not easily obtain job satisfaction, and organizational commitment leads to poor job performance. The research outcomes are homologous with the studies of Erdheim et al. (2006), Nguyen and Uong (2021), and Rababah (2019). Hence, hypotheses groups H1, H2, H3 are accepted.

In closing, the Big 5 Personality Traits have a straight effect on organizational commitment, job satisfaction, and job performance of public servants. That is the difference point and makes a highlight compared with the studies of Le (2018), Nguyen and Uong (2022). Since the former studies did not assess various work outcomes of public servants relying on Big 5 Personality Traits. Consequently, this research can manufacture a pattern for later studies on exploring the relationship between Big 5 Personality Traits with various work outcomes in the public sector.

Moreover, this study used second-order work outcomes measured through first-orders containing organizational commitment, job satisfaction, and job performance. That is the uniqueness of this study compared with previous studies.

## **5. Conclusion and managerial implications**

The study has built a model to evaluate various work outcomes based on Big Five personality traits. Work outcomes are measured through organizational commitment, job satisfaction, and job performance. The data was received from a direct investigation of public servants at the Public Non-Business Units under the People's Committee of Hanoi City. The research carried out CFA and SEM analysis to confirm the impact of the constructs in the study framework. The analyzed results showed a direct effect of personality traits on organizational commitment, job satisfaction, and job performance of public servants working at the Public Non-Business Units.

The research contributes several theoretical and practical implications. To begin with the theoretical implication, through assessing the effect of Big 5 Personality Traits on various work outcomes, this research is a considerable addition to the part of Big 5 Personality Traits literature.

Next is the practical implication, this study is the first to discover the relationship between Big 5 Personality Traits and various work outcomes of public servants working at Public Non-Business Units. As a result, this research provides several utilitarian information for the leaders of

the Public Non-Business Units under the People's Committee of Hanoi City to enhance work outcomes is measured through organizational commitment, job satisfaction, and job performance of public servants as follows:

The obtained results showed that public servants have different personalities with diverse values. And so, leaders of the Public Non-Business Units need to pay attention to using resources effectively, arrange suitable job positions to promote strengths, and limit weaknesses in the personality of public servants to bring good work outcomes. And so, the Public non-business units can maintain and develop public human resources, reducing turnover intention.

Moreover, personality is not an innate factor but is formed during the process of growing up and living. Personality traits are developed during training and the impact of the external environment as well as the requirements of the job. Therefore, the important answer is that the leaders of the Public Non-Business Units need to have effective management methods to improve the personality traits consistent with the work of public servants.

- To begin with conscientiousness: The Public non-business units need to manage human resources effectively with advanced skills training courses or attend other understanding training courses. In addition, the leader must make employees understand the crucial and their considerable contribution to the organization or the work value. At the same time, the senior leaders should take time to write letters to public servants to talk about the vision, common goals, and future direction of the Public non-business units. Further, innovative forms of emulation and commendation will create a more exciting working atmosphere.

- Next extroversion: the leader at the Public Non-Business Units should organize guidance courses to enhance qualifications, foreign languages, and social skills containing talking to a crowd, working in a team skill, organize cultural actions. Because they will help public servants create and form open-hearted and friendly to everyone, contributing to building public servants' extraversion. Apart from that, create a dynamic office culture by greeting and exchanging information between people.

- And neuroticism: the leader at the Public Non-Business Units needs to manufacture a work environment consistent with the job location as well as the character of the public servants. Likewise, the Public Non-Business Units should give public servants a feeling of safety at work, with no pressure and contradictions. And so, public servants can better regulate their feelings and avoid melancholy. Moreover, the leaders at the Public non-business units should focus on the mentality matters of public servants by positively listening to their initiatives and ideas.

- The last one is openness to experience: The Public Non-Business Units need to build experience skills and guidance undertakings for public servants. Additionally, the Public Non-Business Units should improve bonus undertakings with new innovations for public servants. Thus, stimulate and enhance the openness to experience of them.

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