

DOES EXTRAVERSION, AGREEABLENESS AND COLLECTIVISM LEVERAGE LEVELS FOR JOB INVOLVEMENT?

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ABSTRACT: Job involvement is crucial to worker performance and productivity. This paper investigates the effects of extraversion and agreeableness on job involvement. We also suggest a link between collectivism and job involvement. The data were submitted by 190 registered nurses who worked at two public hospitals for additional research by employing PLS-SEM analysis. The findings show that extraversion, agreeableness, collectivism, and employee job involvement are all positively correlated. We consider the study's practical implications and conclude that personality traits can affect job involvement.

Keywords: Extraversion; Agreeableness; Collectivism; Job Involvement

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INTRODUCTION

Job involvement is acknowledged as a critical component of organizational effectiveness and employee performance (Brown, 1996). One reason for the high level of job involvement is that people see work as an essential part of their identity (Hal & Kejner, 1965; Rabinowitz & Hall, 1977; Kanungo, 1982). This means that people may become involved in their jobs if they believe it will meet essential psychological needs (Brown, 1996; Cooper-Hakim & Viswesvaran, 2005). Therefore, it can be said that job involvement is how interested a person is in their work, and this can be measured by how much they are cognitively focused on their work (Paullay et al., 1994). Because job involvement is viewed as an attitude, organizations must investigate ways to foster job involvement (Ababneh, 2021).

Much research shows how important it is for healthcare professionals, like nurses, to be actively involved in policy and program development. These policy address issues such as access to healthcare, prices and services. Society's well-being and quality of life improve through cost-efficiency, accessibility and quality of service (Heydari et al., 2013). Safe, effective and affordable services are ensured when nurses are involved in health policymaking (Shariff, 2015). Health policies impact the healthcare and nursing profession (Shariff, 2014). Nurses can help carry out successful policies. They can actively participate in attending to patients if they have a higher understanding of the policy procedure and the policy environment, including the forces influencing decision-making and a multitude of conflicting motivations (Eriksen et al., 2020). Moreover, Safari et al. (2020) report that nurses only participate in health policymaking to a moderate extent. Increasing nurses' knowledge of health policy, raising their understanding of their role in the workplace, elevating their sense of professional value, and encouraging them to participate in health policy are all strategies that motivate nurses to get more active in health care. Therefore, support is needed in partnership with nurses in health care and support for professional nursing organizations in health policy.

Professional involvement in nursing can be given to staff through hospital nursing success (Som et al., 2015), job satisfaction, and organizational commitment (Tiwari & Singh, 2014), all of which are associated with nurses' intentions to remain in the workforce, work in a community health service or provide specialized health services (Eriksen et al., 2020), and related to organizational identification (Katrinli et al., 2009). Furthermore, research by Ho et al. (2012) found a clear correlation between employees' involvement in their current job and several characteristics that people look for in their different life and work roles. Due to the emphasis on interpersonal connections, security, or a sense of purposeful activity, a person may perceive work as crucial to their identity.

Several studies have also shown that providing nursing care can be very helpful in predicting how satisfied a patient will be with their treatment and how happy a patient is with the quality of their care. By contrasting users' expectations of the ideal level of care with their perceptions of the quality of the care they

received, it is possible to define patient satisfaction as the response of healthcare consumers to various service aspects. Patient satisfaction will rise with good communication and patience in nursing care (Lu et al., 2005; Mahmoud & Reisel, 2014; Akinwale & George, 2020; Mrayyan, 2006). Improving the nursing professionals' job involvement is a critical goal. Therefore, it is crucial to examine the factors that contribute to the participation of quality professionals in the workplace (Bhatti et al., 2018).

Many elements, including the work environment, job satisfaction, and organizational commitment, have been examined in prior studies regarding job involvement (Brown, 1996). Different from previous studies, which put more emphasis on work attitudes are stronger predictors of job involvement. The current study extends this idea of individual personality qualities correlated with job involvement. Theoretically, we argue that considerable personality, employee involvement, and relationship factors are likely. Since one's level of participation in their work may be influenced by personal traits and the workplace environment. This is primarily because, as previously said, job involvements attitudes and ideas toward a particular aspect of life and must therefore be linked to personality traits (Omolayo & Ajila, 2012; Brown, 1996; Biswas, 2011). The nursing profession is frequently described as an emotionally and physically demanding work environment, so recent research shows that personal characteristics, such as nurse personality traits, can be seen as a precursor to workplace involvement (Bhatti et al., 2018).

The Five-Factor Model (FFM) is a framework for analyzing the connections between personality characteristics, workplace behaviours, and outcomes like job satisfaction, organizational commitment, and motivation for the job, then is a model of personality traits that are frequently used in the literature (Barrick & Mount, 2005). Numerous research in the literature on job involvement has offered empirical proof that specific personality qualities might act as important antecedents of the job involvement construct (Bozionelos, 2004; Liao & Lee, 2009; Eswaran et al., 2011; Saufi et al., 2017; Kim et al., 2019). This section will emphasize how two personality traits (extraversion and agreeableness) influence the concept of job involvement. Extraversion and agreeableness are more socially oriented, perform better in groups, and are more relevant in healthcare settings, but conscientiousness, neuroticism, and openness people may function better alone (Tov et al., 2016; Wilmot et al., 2019; Fischer et al., 2020). Additionally, Parkes et al. (2001) showed that nurses who worked in hospitals, particularly in Asian nations, prioritized teamwork above working independently. Previous research with nurses has found a strong relationship between dimensions of personality traits such as extraversion and agreeableness to work (Meeusen et al., 2010; Connolly & Sevä, 2021).

Niehoff (2006) defined an extroverted person as someone comfortable in social settings and characterized as warm, outgoing, aggressive, and energetic. To put it another way, a worker who demonstrates this trait frequently makes new friends, lends a hand to those in need, welcomes others, and works to improve the world. Someone who gets along with coworkers is a pleasant

employee with coworkers, upholds ethical standards, and appreciates their allegiance to the firm. This individual possesses the qualities of being trustworthy and honest (Uddin et al., 2018). The Big Five personality traits of agreeableness include being cooperative, kind, tolerant, sensitive, caring, and compassionate. According to Camps et al. (2016), this group tries to keep things harmonious by working together and compromising when needed. They usually prefer to solve disputes through negotiations. High agreeableness individuals have compassion towards others. They are known for being altruistic and caring toward those in need, and this reputation is well-earned.

The current research is carried out in the context of the nursing workforce in the Indonesian context. Therefore, there is a strong suspicion that extraversion and agreeableness personality summarizes traits that prioritize interpersonal relationships and teamwork that have a close relationship with the nursing profession, where one of the demands of the duties of nurses is to always communicate with other medical personnel and being friendly to patients (Lake et al., 2019).

Additionally, to examine how collectivism affects job involvement, this study considered cultural orientation as an independent variable (Wan et al., 2018). This study looks at cultural values such as collectivism that may affect job involvement. This is due to collectivism, which has frequently been used to explain how people view their jobs (Tjahjono et al., 2019; Choi et al., 2015; Chung & Moon, 2011; Sheikh et al., 2013). For example, Yang (2020) found that people with a collectivist orientation had less effect on their behaviour when motivation came from outside themselves.

Furthermore, discussions about employee job involvement in Indonesia frequently point to the nation's culture, such as collectivism, as one of the causes of this trend; however, it has not been empirically tested. Research has pinpointed sociocultural elements influencing leadership, teamwork, and corporate culture (Hofstede, 1983). It is crucial to look at collectivist studies more concerning this subject. Therefore, the primary goal of this study is to examine how employee personality qualities (extraversion, agreeableness) and collectivism affect job involvement.

THEORETICAL REVIEW

Lewis Goldberg, a psychologist, coined the phrase "Big Five" for the first time in 1981. Then, McCrae and Costa (1985) created the Five Factor Model (FFM), often known as the Big Five Personality Traits (BFPT). The five factors that make up personality are openness to experience (O), conscientiousness (C), extraversion (E), agreeableness (A), and neuroticism (N) and their capital letters are combined to form the acronym OCEAN (Connolly & Sevä, 2021). Previous research has linked some of the Big Five personality traits to specific social behaviours and relational outcomes (TOV et al., 2016), with extroversion and agreeableness being the traits that significantly influence social cooperation and evaluation by others. The current study focuses on the correlation between two specific personality traits (extroversion and agreeableness) to further our

understanding of the significance of the relationship between personality and job involvement, particularly in non-Western cultures. Since non-Western research has frequently shown that extraversion and agreeableness positively correlate with job involvement (for example, Liao & Lee, 2009; Eswaran et al., 2011), we specifically focus on these two traits.

Extraversion and Job Involvement

Extroverts are energetic, assertive, active, and sociable (Goldberg, 1990; Goldberg, 1992; Judge et al., 2002). Extroverts experience more positive emotional responses to the same pleasant events (Kim et al., 2018). Connolly & Viswesvaran (2000) reported that people with extraversion scores were more likely to be satisfied with the work. Hence, extroverted individuals more easily interact with the surrounding environment (TOV et al., 2016). Research has shown that extroverts have a positive effect: feeling happy and enjoying interacting with others (Watson & Clark, 1997). Moreover, Lucas and Diener (2001) also found that positive affect correlated with extraversion, particularly in teamwork. Because they enjoy social activities and may be easier to interact with others (Kim et al., 2018), extroverted persons are likelier to have high motivation in achieving job performance and better self-development in the workplace (Yang & Hwang, 2014). Hence, they are more involved (Daal et al., 2014). From this explanation, we expected that:

H1: Extraversion has a positive effect on job involvement

Agreeableness and Job Involvement

Agreeable individuals are characterized by cooperativeness, courtesy, warmth, and trust (Goldberg, 1990). Previous studies show that agreeableness is more satisfying and pleasant with others (Organ & Lingl, 1995). It has been said that agreeableness promotes maintaining harmonious relationships with others (Graziano & Eisenberg, 1997). Through good interpersonal relationships, agreeable individuals tend to have more enjoyable leisure activities. The increase in interpersonal relationships may result in further opportunities to amplify levels of job involvement. A previous researcher has found that agreeableness is more likely to be motivated to work with others, perform better in their job, and be highly involved in work-related activities (Neuman & Wright, 1999; Barrick & Mount, 1991), thereby this trait would lead a greater level of job involvement. Based on this explanation, we expected that:

H2: Agreeableness has a positive effect on job involvement

Collectivism and Job Involvement

A growing body of research demonstrates that collectivism is a cultural value that significantly affects how individuals view their jobs (Taras et al., 2010). A social pattern known as collectivism is characterized by interdependence, individuals' tendency to adopt the group's viewpoint and the consequent subordination of individual interests to achieve intra-group objectives such as

cooperation, group well-being, and intra-group harmony (Triandis, 2001). In other words, collectivism represents cultural values emphasizing good relationships inside and outside (Triandis, 1989; Schwartz, 1990; Parkes et al., 1999). Hence, collectivists who see themselves as part of the group and common interests take precedence over personal interests (Singelis et al., 1995). As a result, collectivist individuals within teams are more likely to identify with their workgroup, emphasize team goals and focus on collective interest (Parkes et al., 2001).

Furthermore, people in a collectivist culture feel happier doing activities together. This suggests that collectivism increases communication with another and can help them overcome difficulties in task accomplishment (Chen et al., 2019). Thereby, collectivism enhances employees' activities through collective harmony and increases job involvement. Hence, we expected that:

H3: Collectivism has a positive effect on job involvement.

METHODOLOGY

This study used quantitative and survey methods to test the hypothesis. A questionnaire is used in survey research to collect data, and samples are taken from just one population. In survey research, the individual serves as the analysis unit (Singarimbun & Effendi, 1989). The characteristics of the target population in this study are nurse workers. The method used to select the research sample in this study is purposive sampling. Research with purposive sampling is used if the selected sample has the desired criteria or requirements following the research objectives (Sekaran & Bougie, 2016). This survey method aims to get research subjects who can provide accurate information about job involvement.

Permanent nurses employed at Siti Fatimah Hospital and Bari Hospital in Palembang, Indonesia, served as the study's sample. According to Sekaran and Bougie (2016), a sample size greater than 30 and less than 500 is appropriate for all studies. Therefore, the researchers sent questionnaires to 200 respondents. Of the 200 questionnaires sent out, only 190 qualified for further analysis.

Then, most variables are measured using a five-Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The five items for extraversion and five items for agreeableness measured by the scale in the Indonesian language were adopted from the Ramdhani (2012) translation of Big Five Inventory items. The Cronbach's alpha for extraversion was 0.73, and for agreeableness was 0.76. We used the six items collectivism scale developed by Yoo et al. (2011) with Cronbach's alpha of 0.80. Job involvement was measured using the five items scale from Frone et al. (1995), as Cronbach's alpha was 0.87. This study takes a quantitative approach utilizing Smart PLS software.

PLS is a variance-based structural equation analysis that can evaluate both the structural model and the measurement model at the same time. Structural models are used to assess causality, while measurement models are used to test validity and reliability (testing hypotheses with predictive models). Predicting the impact of variable X on variable Y and elucidating their theoretical link are the two objectives of PLS (Jogiyanto, 2011). The analysis method chosen is PLS

based on variance since the current study aims to analyze the impact of variable X (extraversion, agreeableness, and collectivism) on Y (job involvement).

The convergent validity test in PLS is assessed based on factor loading (correlation between item/component scores and construct scores). According to Hair et al. (2010), the general rule of thumb for performing a preliminary factor matrix analysis is > 0.50 , regarded as practically significant. Consequently, the convergence validity test is performed if the external load is higher than 0.7 commonalities and the average sampling variance (AVE) is more than 0.5 (Chin, 1995). The internal consistency of the measurement equipment is then evaluated using the PLS reliability test. Cronbach's alpha and Composite reliability can be used in PLS reliability tests. A result of 0.6 is acceptable for the alpha value or composite dependability, which generally must be better than 0.7 (Hair et al., 2010). R^2 is used in PLS to evaluate structural models. The better the proposed research model's predictive model, the higher the R^2 number. The internal model value, represented by the t-statistic, must be greater than 1.96 for the two-tailed hypothesis and more significant than 1.64 for the one-tailed 5% alpha hypothesis, which determines the significance level of the hypothesis (Hair et al., 2010).

RESULTS

Following the statistical requirements for PLS-SEM analysis, Table 1 presents the outer models.

Table 1. The Outer Model Summary

Variable	Scale	Loading	alpha	rho_A	CR	AVE
Extraversion	X1.1	0.806				
	X1.2	0.862				
	X1.3	0.747	0.852	0.861	0.894	0.629
	X1.4	0.821				
	X1.5	0.835				
Agreeableness	X21	0.750				
	X22	0.779				
	X23	0.751	0.871	0.874	0.903	0.610
	X24	0.813				
	X25	0.867				
Collectivism	X31	0.799				
	X32	0.791				
	X33	0.708	0.874	0.881	0.908	0.664
	X34	0.771				
	X35	0.841				
Job involvm.	X36	0.768				
	Y1	0.830				
	Y2	0.801				
	Y3	0.860	0.875	0.879	0.909	0.668
	Y4	0.806				
	Y5	0.787				

Source: Result Output, 2023

As the recommendations of Hair et al. (2010), indicators below 0.70 can be deleted, especially when the convergent validity does not fit. As all the indicators are higher than the threshold, all items for extraversion, agreeableness, collectivism, and job involvement were retained. Using Cronbach's alpha, composite reliability, rho A, and average variance extracted (AVE), they demonstrate reliability and convergent validity. According to Hair et al. (2010), rho A, the composite index, and Cronbach's alpha value should all be more significant than 0.70, while the AVE coefficient should be greater than 0.50. Given that the conclusion in Table 2 is consistent with the suggestions, the estimation is reliable to the requirements.

The best test to demonstrate the discriminant validity of the data is the Heterotrait-Monotrait (HTMT). The results of the HTMT test provide evidence in favour of the discriminant validity of this study. This conclusion is supported by the fact that all scores are under 0.9. This third criterion is the foundation for the inferential statistics-based hypothesis testing the PLS-SEM requires.

Table 2. The Heterotrait-Monotrait Test

Variables	Extraversion	Agreeableness	Collectivism
Extraversion			
Agreeableness	0.866		
Collectivism	0.766	0.895	
Job Involvement	0.763	0.868	0.890

Source: Data Processed

The PLS outcomes, including path coefficients and R² values, were computed to ascertain the structural model's predictive capability. Our coefficient of determination (R² = 0.772) is shown in Figure 1 and Table 3. This suggests that extraversion, agreeableness, and collectivism can account for 77% of the variation in job involvement.

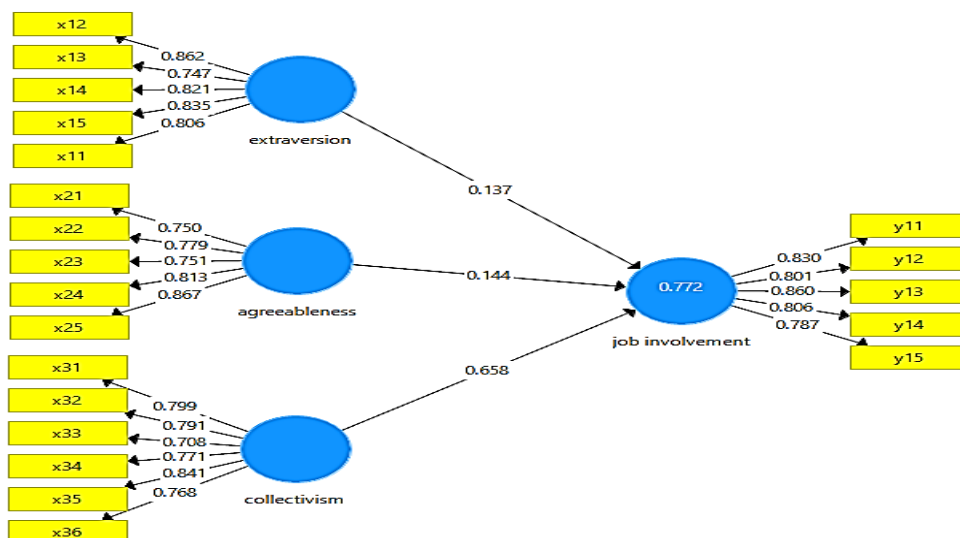


Figure 2. Structural model.
Source: Smartpls 3 Output

Table 3. Structural model path coefficients

Hypothesis	Path	Path Coefficients	<i>t</i> Values	Significance	Decision
H1	X1 → Y	0.137	2.467	$P < 0.014$	Supported
H2	X2 → Y	0.144	2.119	$P < 0.035$	Supported
H3	X3 → Y	0.658	9.998	$P < 0.000$	Supported

Source: Data Processed

The three structural model relationships are significant when looking at the path coefficients to identify the construct relationships. As a result, all three construct-related hypotheses are supported. As seen in Table 3 below, since the route coefficient was equivalent to 0.137 at $p \leq 0.014$, Hypothesis 1 was supported. We might therefore conclude that extraversion had a beneficial effect on job involvement. Moreover, Hypothesis 2 received support, with a path coefficient of 0.144 at $p \leq 0.035$. data indicates that agreeableness positively influenced job involvement. Lastly, a path coefficient of 0.658 at $p \leq 0.000$ supported Hypothesis 3, showing that collectivism favoured job involvement.

DISCUSSION

According to empirical data from this study, extroverted employees were more devoted to their jobs. Nurses' job in the healthcare industry is impeded by their overwork (Alammar et al., 2016), because they oversee and monitor the patient's condition (Lake et al., 2019). This close association is because alert and active nurses can better manage challenging circumstances. In addition, these nurses are more mentally resilient and energetic than those less engaged at work. Therefore, nurses perform their jobs better because they take an active role and are willing to put forth their best effort to complete tasks. These people are laid-back, sociable, and loving, referred to as "extroverts" for various reasons (Darklani & Dimitriadis, 2019).

Meanwhile, low levels of extraversion are characterized as introversion, and this negatively affects a person's capacity for social interaction as well as their general efficacy (Sato et al., 2018). Moreover, extraversion is a personality trait linked to happiness and positive feelings (Bhatti et al., 2018; Nesje, 2015). Thus, self-assurance, amiability, a passion for life, and the ability to feel good about oneself are all extraversion traits. Extroverts take pleasure in making new friends and going to social gatherings. This finding, therefore, provides that extroverted employee tends to be more involved in their job because working in a work team will give positive energy, and they can complete work with the support of the people around them (Curşeu et al., 2019). When a person has a strong urge to interact with other people at work, he will be more motivated to carry out his work role and devote more time to be active in work-related activities (Bui, 2017). It implies that extroverted employees have strong adaptability to work and socialize actively with others (Yang & Hwang, 2014), which translates into higher job involvement. Additionally, extraversion is positively associated with job involvement because nurses with high scores for positive affect, or extraversion,

are "predisposed to experience arousal, alertness, and enthusiasm." The results of this study show that nurses who scored highly on extraversion have a stronger relationship with job participation in this area (Bhatti et al., 2018).

Moreover, agreeableness is linked favourably to job involvement as highly agreeable nurses mobilize resources and social support to become more involved in their profession. Also, the endearing quality motivates nurses to collaborate and function as a team. Therefore, a nice person with harmonious relationships and interactions with others may spend most of their time at work. As a result, they devote more time to their work. Further, This study is consistent with earlier studies that found agreeableness employees are altruistic and compliant and are more likely to exhibit performance in assigned jobs (Tov et al., 2016). Perhaps, harmonious relationships and getting along quickly with others reinforce their involvement with work-related activities (Pohl & Galletta, 2017). Thus, building and maintaining cooperative relationships will make friends and people influential team players (Neuman & Wright, 1999). Hence, this finding supports past studies that agreeable people could better increase job involvement (Eswaran et al., 2011; Yang & Hwang, 2014).

Furthermore, the analysis results show that collectivism positively influences job involvement. According to Markus and Kitayama (1991), Asians generally have a notion of interdependence, emphasizing the social context and relationships with others. Therefore, collaboration, one of the most prominent collectivist attitudes, is essential in encouraging individuals of a collectivistic society to engage in their work by fostering pleasant social interchange and enabling them to complete various work-related tasks. Moreover, Indonesians frequently adhere to group standards out of fear of looking foolish and to avoid being isolated from the group. As a result, it makes sense to assume that group norms in typical Indonesian firms would prohibit staff from getting involved on the job.

IMPLICATIONS AND FURTHER STUDY

The analytical results of this study demonstrate this show that personality characteristics have an impact on the history of nurses' professional involvement in public hospitals. This study supports that agreeableness and extraversion contribute favourably to professional participation. Accordingly, greater extraversion and agreeableness are linked to greater participation at work. The results imply that personality has a significant role in determining how physical activity during leisure affects participation in the workforce. Furthermore, the results of this study also provide evidence that collectivism significantly impacts professional participation. This means that collectivism improves nurses' professional participation by maintaining harmonious relationships, enabling nurses to collaborate.

Due to these findings, the management should consider personality factors in the recruitment and selection process. One job necessitates various skills, emphasizing employees' hard skills and soft skills, particularly in jobs requiring interpersonal skills. The final two personality traits that are important

to mention are extraversion and agreeableness. Additionally, company executives appreciate interpersonal abilities highly in prospective seekers. They seek dependable people with good communication skills, get along with others, and are willing to work long hours (Robles, 2012). The use of running as a strategy to enhance job involvement has consequences for management and organizations, according to the study's conclusions.

Additionally, program managers can encourage participants to run by looking for ways to make the activity more pleasurable and purposeful. Therefore, the outcomes of these studies assist hospital management in choosing nurses. The findings of this study offer insight into the factors influencing nurses' job involvement because personality traits directly impact job involvement.

Furthermore, the generalizability of the results may be constrained since, like earlier studies, the data were gathered from nurses working in two government hospitals in a single province in Indonesia. As a result, future studies can use respondents with a broader range of sociodemographic characteristics. Further investigation must be conducted using other kinds of organizations. Additionally, qualitative research is required for a deeper understanding of the phenomenon.

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