



The Relationship between Big Five Personality Traits and the Selection Process



ABSTRACT

The research examined the impact of The Big Five personality traits (Big Five) on the Selection Process to answer the question: "Which trait of the Big Five is the best predictor of the employee selection?". By using the meta-analyses method, I compared the correlation (r) between the Big Five as a whole and each of its traits separately with the hiring decision. Among five traits, *Neuroticism* accounted for the highest correlation with the selection and *Agreeableness* had the lowest correlation.

INTRODUCTION

Selection is the final step to determine the best candidates for the organization based on given criteria and information in order to make employment offers. The criteria are knowledge, skills, and ability (Gatewood *et al.*, 2015) which have more impacts on interview outcomes than applicant and interviewer demographics (Raza *et al.*, 1987). The Big Five is defined as "traits that describe adult personality" including *Openness*, *Conscientiousness*, *Extraversion*, *Agreeableness*, *Neuroticism* (McRay *et al.*, 2015). Throughout interviews, "Extraversion is more accessible and most critical" (Caldwell & Burger, 1998; Moy, 2005) than any of Big Five traits, especially . However, Barrick & Mount (1991), Day & Bedeian (1995), Frei & McDaniel (1998) believed that applicants who are high in conscientiousness and agreeableness may be better job performance and therefore, they should have positive interview outcomes.

HYPOTHESIS

Hypothesis 1: *Extraversion* has the highest correlation with the selection among the Big Five

Hypothesis 2: *Conscientiousness* has the highest correlation with the employee selection among the Big Five

METHOD

I used the meta-analyses with the application from the R metaBUS website: <https://shiny.metabus.org>) to analyze the relationship of the following variables and the Selection: The Big Five, Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism, Interview Behavior, and Education. With each variable, I had a different set of correlation.

RESULT

Table 1: Compare and contrast the relationship between the variables and the Selection

	Correlation (r)	Number of articles	Samples	Total of participants	Effect size
<i>Big Five</i>	.121	6	11	2050	69
<i>Openness</i>	.089	3	4	770	7
<i>Conscientiousness</i>	.062	4	6	1227	11
<i>Extraversion</i>	.118	3	4	770	7
<i>Agreeableness</i>	.012	3	4	770	7
<i>Neuroticism</i>	.186	5	10	1725	33
<i>Interview Behavior</i>	.461	4	4	923	104
<i>Education</i>	.245	18	21	12624	48

This result proved that both of Hypothesis 1 and 2 was wrong, *Neuroticism* is the trait with the highest correlation with the employee selection. However, the Big Five does not have as strong relationship with the Selection as the Interview Behavior and Education ($r = .121$, $.461$, $.245$ respectively).

CONCLUSION

The research shows that the Big Five can explain 12.1% of the variables in the Employee Selection. Among five traits, the *Neuroticism* has the biggest impact on the Selection, then *Extraversion* which is surprisingly different from previous studies. Thus, the organization especially in West Virginia can base on this result to choose the right candidates' trait in recruitment and promotion. Also, we can compare and contrast these results with the industry's indexes to understand the organization's level within the industry.

However, this research cannot avoid limitations as the meta-analyses were run from different database and participants which led to the difference in the correlation and the effect size. Moreover, it also depends on each type of occupation that the human resources can select the suitable traits of the potential candidates.

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