

## Personality Traits, Motivation, and Performance of Employees in a Pharmaceutical Company in the Philippines: Basis for Performance Improvement Plan

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### Abstract

This descriptive correlational design study examined the relationship between employees' personality traits, motivation, and performance of employees in the pharmaceutical company in the Philippines. Corollary to this, it determined whether personality traits and motivation predict the work performance of medical sales representatives. A total of 125 medical sales representatives assigned at the NCR were selected for the study using stratified and universal sampling. Three instruments were used in this investigation: The Big Five Personality Test by Mcrae and Costa (2003) to identify the personality of the respondents; Work Motivation Questionnaire-A by Agarwal (2012), and the Performance Appraisal Evaluation by Getz Pharma (2018). Motivation and job performance were shown to be positively associated, as were personality traits and work performance, but motivation and personality were found to be unrelated. The strength of the relationship for the first two constructs, however, was weak. Further, results also suggested that material incentives and job situations were significant predictors of work performance. The majority of the findings are supported by the literature review, except for the link between personality traits and motivation in the context of sales, which needs further investigation. Finally, a general work performance improvement plan is recommended to further improve the performance of the medical sales representatives.

**Keywords:** Motivation, Personality Traits, Work Performance, Sales Representatives, Predictors of Performance

### Introduction

Performance has been a prolific topic of investigation in many studies covering business, psychology, education, and almost every field. Since performance is crucial to business organizations and the company's overall success, business leaders have been trying to understand the factors affecting it to develop ways to further improve employees' performance. Thus, employee performance evaluations are necessary to help organizations determine the strengths, weaknesses, and potential managerial gaps in the company.

According to Ekundayo (2012), there exists a connection between leadership communication style and personality trait, and that leadership communication style determines organizational performance. Personality traits and communication styles have a combined effect on employee performance, according to his research. As the above demonstrates, performance is influenced and influenced by a variety of circumstances.

The study of Usop et al. (2013) correlated performance with job satisfaction. The result of the study suggested that workers who were satisfied with their jobs have high performance. Meanwhile, Christian, Garza, and Slaughter (2011) also correlated performance to

employee engagement. Their findings disclosed that engagement has significant relations with in-role and discretionary performance.

Personality is another factor investigated along with performance. Bakker, Tims, and Derks (2012) concluded that employees with a proactive personality crafted their own jobs in order to stay engaged and perform well Srivastava (2016). The most common variable correlated to performance is motivation. In the study of Srivastava (2016), she maintained that for the company to optimize employee performance, there is need for the employees to be sufficiently motivated.

Investigations of employee performance have never been more essential in highly performance-based occupations such as sales and marketing. In highly performance-based occupations like sales and marketing, investigations of employee performance have never been more important. Employees in these firms must be highly competitive due to market competitiveness and a turbulent working environment. Employee retention in such firms is purely focused on performance, which is monitored through employee evaluations.

Among the sector that thrives on sales are pharmaceutical companies. This sector is one of the fastest-growing industries in the country and has grown annually. Of the world's top 20 pharmaceutical

companies, over 14 have manufacturing facilities in the Philippines. Ranked 15th across the pharmaceutical companies in the Philippines is the subject of this study. It is a multinational pharmaceutical company domiciled in Pakistan, with a presence in more than 25 countries worldwide.

In the Philippines, this company is considered to be one of the fastest-growing pharmaceutical companies. It has earned this reputation due to its hardworking sales workforce. This company is regarded as one of the fastest-growing pharmaceutical companies in the Philippines. It has achieved this reputation because to its dedicated sales staff. This pharmaceutical firm has been seeking for ways to enhance its sales in order to become the most profitable pharmaceutical company in the country, despite stiff competition from a number of local and foreign pharmaceutical companies.

The company, therefore, banks on its sales representatives to perform well to keep the company ahead of the competition. However, the work of sales representatives is quite challenging. Because the process of selling involves contacting potential customers, identifying their needs, and persuading them to buy the products or services (rather than those of competitors), medical sales representatives should possess certain personality traits that are likable by prospective clients. They should maintain a number of these characteristics: professional appearance, good communication skills, persuasive, people-person, patient, and motivated. If sales representatives do not possess the personalities required of the job, there could be a mismatch that would result in performance below par.

In order to retain high sales performers, this pharmaceutical company ensures to provide benefits and incentives to its employees to maintain and attract highly qualified sales representatives and for them to be motivated to perform. Employees' motivation has become a popular driving force behind most successful companies. In a highly performance-based company such as the subject of this study, it can be seen as a necessary factor in enhancing employee engagement, satisfaction, commitment, and performance in the workplace. Having a motivational work environment is crucial especially in sales companies characterized to have high levels of stress, pressure, and target to achieve (Yongsun, Barbara, & Christy, 2002).

The factors investigated in this present study are similar to the work of [Seibokaite](#) and [Endriulaitiene](#) (2012) who found out that personality type predicts employee motivation, which

in turn, could predict performance. The paper of Nuckcheddy (2018) likewise revealed a similar result that personality predict motivation through personal emotional stability, level of aggression, and extrovert or introvert characteristics of workers. It was also found that personality predict performance. The study concluded that personality is a factor that should be considered by management as they strive to improve motivation of workers and optimize their performance.

Moreover, Judge and Zapata (2015) suggests that performance is strongly tied to personality. As supported by the literature, it established that the Big Five, which was also used in this study, is a very strong indicator of job performance and productivity (Ruiz et al., 2016). In addition, Judge et al. (2014) looked at the five-factor model and its intricate relationship with employee motivation and behaviors, which was helpful to show the importance of this work in an organizational context.

This company has been striving to improve employees' motivation and performance through various awards and incentives. Despite these efforts, only a small percentage of medical sales reps receive an exceptional rating on their performance evaluation. While others are exhibiting personality traits that seem to match the job, they nevertheless perform less than par. As Ruiz et al. (2016) and Nuckcheddy (2018) suggest, personality traits are one of the factors necessary to qualify for a sales representative job, but not all who were hired based on good personality traits necessarily exceed expectation. Moreover, even the company benefits enjoyed by the employees could not hold them to the job.

In 2020, the company embarked on an ambitious goal to go further up its top 10 ranking. It is currently in the 15<sup>th</sup> spot. In order to achieve this, medical sales representatives have to work harder and exceed sales targets. However, this goal was never realized due to the pandemic and restrictions in going out. It was also observed that sales representatives' seemed to lose their momentum. Those who were extraverted and enjoyed going out could not do so anymore as often prior to the pandemic. Thus, sales performance had been affected and motivation ran low.

This year, the company again resets its goal for 2021 to get into the top 10. While the pandemic is still raging, it has to find ways on how keep sales representatives motivated, raise performance levels, and put to good use the differences in personality types of sales representatives and make it work to the company's advantage as suggested by Judge and

Zapata (2015).

Given this context, identifying personality traits that are effective in predicting sales success has become increasingly critical. Thus, this study investigated the relationship between employees' personality traits, motivation, and performance. As Deeter-Schmelz and Sojka (2007) revealed, certain personality traits are effective in predicting sales performance. Thus, this study aimed to prove the hypothesis that there is a significant relationship among these three factors which are strongly examined by the pharmaceutical company's employees. Corollary to this, it determined whether personality traits and employee motivation affect the performance of medical sales representatives.

### Research Questions

This study examined the relationship between employees' personality traits, motivation, and performance. Corollary to this, it likewise determined whether personality traits and employee motivation affect performance. Specifically, this study sought to answer the following questions.

1. How may the personality traits of the respondents be described in terms of the following:
  - 1.1 openness to experience;
  - 1.2 conscientiousness;
  - 1.3 extraversion;
  - 1.4 agreeableness; and
  - 1.5 neuroticism?
2. What is the level of motivation of the respondents in terms of:
  - 2.1 dependence;
  - 2.2 organizational orientation;
  - 2.3 work group relations;
  - 2.4 psychological work incentives;
  - 2.5 materials incentives; and
  - 2.6 job-situation?
3. How may the level of performance of the respondents be described in terms of:
  - 3.1 key performance indicator; and
  - 3.2 behavioral indicators?
4. Is there a significant relationship between personality traits, motivation, and performance of the respondents?
5. Do personality traits and employee motivation predict the performance of the respondents?

## Literature Review

### Personality Traits

Early organizational studies on personality concluded that human behavior was so complicated that numerous different constructs would be needed to sufficiently explain it (Chernyshenko, Stark, & Drasgow, 2011). The literature is replete with hundreds of studies that examined many similar but slightly different constructs. This variety resulted in different findings, which made it difficult to conclude much of anything about personality's impact on performance.

In a review article, Frazer (2018) argued that there was little evidence of the validity of personality constructs. As a consequence, there was an extended period during which relatively little research was conducted on personality in organizations. However, researchers did not stop with these findings. Several more recent review articles revealed that all personality constructs could be organized into a limited classification of conscientiousness, agreeableness, neuroticism, openness to experience, and extraversion (Costa & McCrae, 1997).

### The Big Five Personality Traits

The Big Five personality traits helped revive research on personality in organizations as they presented a comprehensible and organized way to study personality. It originated from research regarding Trait Theory (Tupes & Christal, 2012) which stems from personality psychology and focuses on the individual facets that facilitate behavior in individuals (John & Srivastava, 2011). The application of this assessment has been widely used across many different industries, including use as a goodness-of-fit examination, leadership qualification, aptitude test, and measure of leadership efficacy (Cubel, Nuevo-Chiquero, Sanchez-Pages, & Vidal-Fernandez, 2016).

The reliability of any scientific instrument on applicability across the lifespan is a concern to researchers (McCrae & Costa, 1997). Often used for various reasons from adolescence through adulthood, Klimstra, Bleidorn, Asendorpf, van Aken, and Denissen (2013) set out to determine whether the Big Five is a stable determinant to describe behavior preferences over time. Using a longitudinal approach, the researcher administered Big Five questionnaires to 174 independent subjects at ages 12 and 17.

Klimstra et al. (2013) analyzed historical data for 14,866 people aged 17 to 96 years old. The findings revealed a substantial correlation between agreeableness, conscientiousness, and neuroticism qualities from ages 12 to 17 and from 70 onwards

(Klimstra et al., 2013). However, there were no statistically significant correlated changes from ages 18 to 69. The changes were associated with decreased neuroticism and an increase in agreeableness and conscientiousness. This result suggested that wisdom and experience contributed to observed changes (Klimstra et al., 2013). However, the correlated changes were of statistically low effect, demonstrating a Pearson  $r$  correlation of .15 or less. These findings echoed the research presented by Digman (2012), in which he conducted a six-year longitudinal study on the Big Five results to monitor personality changes throughout the years. This research yielded no statistically significant deviations.

Research by Stoll et al. (2016) focused on referencing the predictive power of the Big Five in relation to vocational interests of 3,023 secondary school students who reinforced the existing literature's claims that the Big Five remains a stable and reliable predictor of interests and life incomes for students from around 17 to 27. These results suggest the utilization of the Big Five as a predictive tool for educational and vocational interest. Stoll et al. (2016), in agreement with Klimstra et al. (2013) postulated that observed changes were recorded neuroticism, agreeableness, and conscientiousness categories.

The foregoing finding supports Klimstra et al. (2013)'s claim that early adolescent personality characteristics are shaped by experience. Karwowski, Lebeda, Wisniewska, and Gralewski (2013) looked at the impact of gender on Big Five assessment scores in addition to age differences in personality development. Karwowski et al. (2014) compared the Big Five results to a similar personality assessment, the Short Scale of Creative Self, in a study of 1,325 women and 1,349 men (SSCS). To test gender bias and dependability, Karwowski et al. (2014) used a ten-item Big Five evaluation in conjunction with the eleven-item SSCS.

The results were consistent with existing literature and measured no statistically significant bias between the results. Salgado et al. (2013) used the Big Five assessment as a control for their research on a different personality inventory, the Hogan Personality Inventory (HPI). Utilizing the Big Five as a control method for other research lends to its dynamic applicability and reliability.

Because research demonstrates the Big Five's efficacy over an extended period, it remains an effective tool in understanding personality in a broad sense. Stoll et al. (2016) suggested exploring individual events that may influence significant personality changes throughout

the lifetime. As it currently stands, the Big Five's reliability and validity over time lend to its widespread use as a method for assessing and predicting interests, performance, and personality preferences.

Research has shown that the Big Five Personality constructs predict a wide variety of important organizational outcomes (Oswald & Hough, 2011). Emerging as the most important in an organizational context is conscientiousness. Although definitions of conscientiousness tend to vary, the construct is most often associated with thorough, careful, and detail-oriented thoughts, behaviors, and feelings (Roberts, Chernyshenko, Stark & Goldberg, 2015). Conscientiousness has been observed to be a moderately strong predictor of future task performance, employee attitudes, team processes and outcomes, counterproductive work behaviors, and leadership, among others (Dudley, Orvis, Lebiecki, & Cortina, 2016).

The other Big Five traits, particularly agreeableness, extraversion, and neuroticism, are seen by many as "niche" predictors related to organizational outcomes. For instance, openness is the number one predictor of training outcomes (Barrick & Mount, 2011), while agreeableness is the number one predictor of team processes (Barrick et al., 2013).

Many criticize the utility of personality in organizational settings, often citing low criterion-related validity. For instance, Muogbu (2013) argued that the use of personality tests in selection should discontinue until the field can strengthen these methods' predictive validity.

For this reason, Judge, Rodell, Klinger, Simon, and Crawford (2016) took a step further by investigating lower-level facets of each of the Big Five. They discovered that combinations of the narrow facets predict overall job performance, task performance, and contextual performance than broad traits. At present, several researchers agree that personality traits should be viewed as a hierarchy, with large constructs like the Big Five residing at the top and the more specific constructs resting at the bottom (Judge, Rodell, Klinger, Simon & Crawford, 2013). Previous research has demonstrated that matching lower-level components to particular criteria improves the validity of personality assessments.

### **Personality Traits of Sales Employees**

The study of Wu-Chen et al. (2011) investigated the relationship between personality traits and the usage of technology by sales force employees. The study

revealed that important personality traits in sales that contribute to good performance and high usage of technology is conscientiousness. Conscientious individuals do well in planning and territory management which is crucial in a sales representative. It has also been found that conscientiousness is positively related to the efficient use of sales force automation (SFA) for planning and territory management. Another personality trait that is essential for sales people to possess is extraversion. Given that customer training, customer education and customer service involves others, it is important for sales people to be sociable and gregarious. Extraversion is positively related to a passion for administration and external information. Furthermore, agreeable people with high interpersonal skills should have a positive interaction with administration and external information.

In the sales context, job tenure has been found to impact on sales performance, particularly in terms of customer selling (O'hara et al., 2011). Since the study participants in the work of Wu-Chen et al. (2011) were pharmaceutical sales representatives, job tenure refers to the "experience" or the length of time the sales employee has at the current job in the current organization, rather than job experience itself.

The work of Barros et al. (2014) is consistent with Wu-chen et al. (2011) in suggesting that conscientiousness and general mental ability significantly predict job performance. In their study covering 156 sales representatives in three large retail banks, they found that the personality trait that is necessary of sales people that predict good performance is conscientiousness.

In a similar study of pharmaceutical sales representatives, Freider et al. (2018) examined how and when salespeople's job-relevant personality traits relate to their performance. They found out that individuals with personality traits that fit outdoor sales jobs are conscientious, extraversion, and openness to experience. These individuals perceive their work as more meaningful and as a result achieve heightened performance.

## Motivation

Motivation pertains to the process that accounts for an individual's intensity, direction, and persistence of effort toward achieving a goal (Page, 2018). Tosi, Mero, and Rizzo (2011) argued that motivation has psychological and managerial meaning. The psychological definition of motivation refers to an

individual's internal mental state related to the initiation, direction, persistence, intensity, and termination of behavior. Meanwhile, the managerial meaning of motivation deals with the influence of leaders and managers on others to produce desired results. These results, outlined by the organization or by the manager, conforms to a relationship between motivation, ability, and performance.

Motivation can be classified into two: intrinsic and extrinsic motivation. The two motivations differ in the source of pressure or pleasure that boost each type. Robins and Judge (2011) elaborate further by saying that people are intrinsically motivated when they find enjoyment, interest, personal challenge, satisfaction, and self-expression in work. Meanwhile, people are extrinsically motivated when they work to obtain some goal apart from work itself.

Intrinsic motivation comes out from an individual pleasure or interest in the task without seeking external rewards. It rather necessitates the feeling of inner pleasure in the activity itself. Extrinsic motivation is the opposite of intrinsic motivation. It regards the carrying out of action in order to achieve external rewards. The source of extrinsic motivation is from the physical environment. For example, bigger salary, more job benefits, incentives, and job promotion are some rewards that lead to extrinsic motivation. Reiss (2012) describes extrinsic motivation as money and verbal reward, mediated outside of a person; whereas, intrinsic motivation comes from inside the person.

An intrinsically motivated person can do a task even if there is no clear reward except for the feelings which originate from doing the task. Asim (2013) argues that employees can either be intrinsically or extrinsically motivated or even both (Catalini, 2012). It is apparent that intrinsic and extrinsic motivators apply differently to persons. Locke and Vroom (2019) indicate that some employees concentrate on intrinsic outcomes while others are centered on extrinsic outcomes.

Motivation, no matter what the type, is crucial in sales. Neubert (2004) stated that studies of sales representatives had defined two aspects of motivation—status striving and accomplishment striving—and correlated with extraversion and conscientiousness, respectively. These two subsets of motivation lead to sales performance. However, the data imply that status striving leads to performance, and accomplishment striving leads to performance only indirectly via a relation between accomplishment striving and status striving (Barrick, Stewart, & Piotrowski, 2002). However, this study focused on

sales professionals, who are likely necessary to be extraverted in order to succeed. This study does not support a general model or theory associating the five-factor model with work success because extraversion is such an important element of being a salesperson.

The importance of motivation is further highlighted in the study of Story et al. (2009), who argued that individuals high in intrinsic motivation prefer challenging cognitive tasks and can self-regulate their behaviors. Therefore, offering rewards, setting external goals or deadlines will do little for them unless they are also high in extrinsic motivation. The same authors suggest that for employees high in intrinsic motivation, emphasis could be placed on the task's engaging nature and encouragement of self-set goals and deadlines.

Furnham et al. (2011) claimed that introverts are more extrinsically motivated, and extraverts are more intrinsically motivated. However, it does not seem that persons are differently motivated, but intrinsic and extrinsic motivation also have an effect on each other (Story et al., 2009).

Further, employee motivation has been established as a major factor toward maximizing workers' performance and enhancing their productivity (Ekundayo, 2018). Thus, many organizations have examined this construct relative to their employees' performance output (Mohamud, Ibrahim, Amp, & Hussein, 2017).

Moreover, employee motivation pertains to what drives an employee and enhances his productivity, both internal and external, that can trigger his morale and boost his output. The heterogeneity of human needs has led to many factors being isolated as motivational. Some of the factors are inherent in the person's personality, while others are external to the person. Whether these motivational factors are intrinsic or extrinsic, the underlying fact remains that there is a basic need in the person that needs to be met.

These needs drive the individual to seek some form of satisfaction. Thus, where there lies the propensity of needs being met, the individual gets motivated to achieve some basic goals. Employee motivation is one aspect examined by managers to increase performance (Shadare et al., 2009). A motivated employee is responsive to achieving the goals and objectives of the organization. Thus, motivated employees contribute to the organization's success (Kalimullah et al., 2010). Because of this, organizations have been offering various types of incentives for employees to become motivated.

Several factors can affect performance such as training and development opportunities, working conditions, worker-employer relationship, job security, and company overall policies and procedures for rewarding employees (Hafiza et al., 2011). Among these factors, the motivation that comes with rewards is of utmost importance (Carraher, Gibbson & Buckley, 2016). The reward factor is related to materials incentive, which is one of the aspects of motivation that is measured.

A wide variety of methods are available for motivating staff. It ranges from recognizing employee's achievements by simply saying "thank you" to more complex schemes that combine set targets with fixed rewards (Torrington, Hall & Taylor, 2014). Given this wide array of choices, the company should know what motivates their employees. Employee motivation remains one of the most sensitive subjects that determine the level of input that employees will contribute in the organization to achieve good performance. This means that intrinsic or extrinsic motivation contributes to employee satisfaction and thus enhances performance and productivity (Bhattacharyya, 2017). As aptly expressed by Richard (2013), treating people right is not an option but a necessity. This principle was emphasized by Dreher and Dougherty (2012), claiming that the way a company manages its workforce determines its ability to establish and maintain a competitive advantage over other companies. In this study, the company's ability to manage its workforce is an aspect of organizational orientation. It is one of the measures included in determining the level of motivation of employees.

Villamor (2014) study on employee motivation in Montgomery Pacific Outsourcing Philippines Inc. (MontPac) revealed that teamwork best motivates employees. The results established the need for employees to bond. Moreover, it found out that the most effective way to fulfill this need is to create a culture that harnesses teamwork, collaboration, openness, and friendship. This aspect is considered workgroup relations. In the current study, it is included as one of the dimensions measured in employee's employee motivation.

In Ontolan and Redondo's (2015) study of job motivation and achievement of organizational goals revealed that employees are motivated when they are recognized in the workplace, when they have career progression, and are rewarded for their achievement. Employees are also motivated when the organization supports them in their professional development and, finally, when they have flexible work arrangements. Psychological work incentives are a type of

motivational force. These include non-cash incentives, such as travel incentives, which particularly offer an exciting destination and unforgettable experience. The uniqueness of non-cash incentives makes employees feel particularly appreciated. A worker will most value the reward that makes them feel most valued. Therefore, incentives must take into account the things that employees value and the things that make them feel appreciated.

In another study, Goerge and Sabhapathy (2014) examined employee motivation and its relationship to organizational culture. The results showed a positive relationship between employee motivation and organizational culture. Further, teachers working in organizations with high culture were found to be more motivated.

The aforementioned study is similar to the present study in that both used Agarwal's (2012) instrument to measure the employee motivation of respondents. In addition, it also correlated employee motivation, albeit with a different variable. This study correlated employee motivation with organizational culture, while the present study correlated it with two other variables, personality traits, and performance. Because of the complex nature of employee motivation, it has been examined in the context of its relationship with and/or effect on other variables.

## Performance

Performance is measured by employees' perception of performance in achieving the organization's goals (Lee, 2017). It depends on many factors like performance appraisals, employee satisfaction, compensation, employee motivation, training and development, job security, and organizational structure, among others. Scholars suggest that performance is dependent on who is evaluating the performance rather than on whether performance is evaluated by objectively verified measures (Connolly, Conlon & Deutsch, 2012). Employee perceptions of organizational performance, viewed as a "internal" constituency, provide important insight into how present employees—those tasked with carrying out tasks and programs for their organizations—perceived changes in attaining their mission and goals (Lee, 2017).

There is a sufficient evidence that perceptual measures are moderately or highly correlated with objective measures of organizational performance (Boomer, Johnson, Rich, Podsakoff, & MacKenzie, 2015). The correlation becomes higher if both measures of

performance gauge the same dimension of performance. Organizational performance relies on a reliable efficient workforce, and maintaining that workforce at optimal levels is a top priority. Ensuring that employees maintain this efficiency throughout their employment tenure is desirable, although different organizations may use different managerial styles across different companies. These organizations may have different mission and goals, which may moderate the impact of performance through its pay structure.

In performance-based companies, the business landscape's demanding and competitive nature underscores the importance of ensuring high performance through a careful and effective hiring process (Schmidt & Hunter, 2014). An effective hiring process is particularly imperative because it ensures that those individuals selected for employment are best suited for the specific organization and its leaders. This ensures employee's individual growth and facilitates the organization's achievement of its goals.

Nevertheless, predicting performance—as hiring processes are meant to do—can be difficult because of the wide variance in approaches for measuring and understanding this concept (Koopmans et al., 2011). Given this variance, it is understood not as a single unified construct but rather as an abstract and multidimensional one, consisting of more than one kind of behavior (Campbell, 2012). This multidimensional nature suggests that there are different performance standards for each job, encompassing the full spectrum of expectations placed on employees based on their job position and description (Loi, Ngo, Zhang, & Lau, 2011).

In addition to its multidimensional nature, performance can also be described at an individual or task level (Ng & Feldman, 2014). Moreover, Campbell (2012) has identified specific dimensions that can be used to evaluate performance, including task-specific and non-task-specific behaviors: written and oral communication, interpersonal assistance, effort, personal discipline, supervisory components, and managerial tasks.

The study of Campbell is similar to this present study in that it defined performance as consisting of task-specific and non-task specific behaviors. In the instrument that this study used to measure performance, it considered key performance indicators and behavioral indicators, in which other elements of Campbells' dimension such as oral and written communication, effort, interpersonal assistance,

personal discipline, components, and managerial tasks are subsumed.

Further, in this present study, individual-based performance was rated, encompassing the dimensions of task, organizational citizenship, innovation, and career (Cohen-Charash & Spector, 2011). The task component focused on meeting the key performance indicators of one's job description (Cohen-Charash & Spector, 2011). Employees who are competent in their job deliver the expected quantity and quality of work output, perform accurately, and satisfy customers (John & Srivastava, 2011).

Although leaders and organizational culture play a role in the task performance of employees (Hamzah, Othman, Hashim, Rashid, & Besir, 2013), employee engagement is also a significant contributory factor (Bothma & Roodt, 2012). Performance improves when employees are more engaged in their work, which can manifest in self-leadership behaviors (Breevaart et al., 2015). The organizational citizenship dimension of individual-based performance pertains to the employee's initiative to perform tasks that are not necessarily required (Breevaart, Bakker, Demerouti, & Derks, 2015).

Organizational citizenship behaviors are exhibited in helping other employees, displaying courtesy, having a voice and initiative, and taking charge (Jiao, Richards, & Hackett, 2013). These are extra-task behaviors that are not part of an employee's main job description (Fox, Spector, Goh, Bruursema, & Kessler, 2012). According to Jiao et al. (2013), employees think that organizational citizenship is part of their job when they are operationalized to help and have a voice in the organization.

In addition, employees' personal values and beliefs are significantly correlated with the organizational citizenship behavior of helping peers, particularly when compared to personality traits and job satisfaction (Arthaud-Day, Rode, & Turnley, 2012). The innovation component of individual-based performance pertains to the level of creativity employees display regarding their job (John & Srivastava, 2011). This performance aspect can manifest by generating new ideas, being involved in implementing a new idea, searching for ways to improve the organization, and developing strategies to improve routine and processes (Breevaart et al., 2015).

Factors that include feedback from managers and leaders, organizational inducement, and psychological resilience have all been found to play a role in employees' engagement of innovative behaviors within

the organization (Battistelli et al., 2013). Personal demographics such as age and tenure, in contrast, do not affect employees' likelihood of engaging in innovative behaviors (Ng & Feldman, 2013). Finally, career performance pertains to the effort employees make to acquire the necessary skills and qualifications to progress professionally within the organization (Breevaart et al., 2015).

Career performance manifests by setting and pursuing career goals, engaging in skill development opportunities, making progress, and seeking professional growth opportunities (Shin, Taylor, & Seo, 2012). According to Russell, Ferris, Thompson, and Sikora (2016), opportunities for career advancement in an organization should be available to all employees. However, lack of organizational support and resources can be a barrier for many employees to pursue career advancement (Ng & Feldman, 2014). However, it is employees' behaviors that remain the most important determinant of career growth (Ng & Feldman, 2014). Ng and Feldman (2014) have asserted that career success is subjective and may be influenced by different factors such as motivation and personality.

All the factors mentioned in the preceding studies that affect performance are the same components used in respondents' performance evaluation in this present study. As espoused by Campbell (2012), the task-based components reflected in the instrument are termed key performance indicators: the achievement of sales performance, program implementation, and reach of sales, among others. Under organizational citizenship behaviors as supported by Jiao, Richards, and Hackett (2013), the behavioral indicators are measured in the instrument with the following components: advocacy, decision-making, resiliency, quality of execution, relationship skill, among others. Moreover, performances are measured individually, as advocated by Breevaart et al. (2015).

### **The Big Five Personality Traits and Performance**

Performance, as it relates to the Big Five, is a sensitive subject for many researchers (Judge & Zapata, 2015). This is because much of the research surrounding the Big Five's use has focused on personality preferences and social interactions. However, the advent of readily available technology has helped spread the use of inventories such as the Big Five beyond its regular application.

Organizations use the Big Five to predict workplace performance and goodness of fit (Cubel et al., 2016).

Furthermore, the United States armed forces explored the trait theory by examining emotional aptitude, which is very similar to the Big Five (McCrae & Costa, 1997). Understanding the influence that the Big Five has on work productivity is essential for the following reasons. First, employers are interested in employing the best candidates they have access to, and a personality inventory such as the Big Five is inexpensive to use; and second, organizational research indicates the importance of personality within an organization (Cubel et al., 2016).

To validate this claim, Cubel et al. (2016) recruited 359 university students to participate in an on-site experiment that replicated the workplace environment. Using a quantitative regression analysis, the authors concluded that neuroticism undermines performance, conscientiousness enhances work productivity, extraversion and agreeableness had no significant effect, and openness to experience had a very weak negative relationship on performance.

These results are consistent with 41 existing literature and bolster previous research claims that demonstrated the Big Five as a reliable predictor of workplace performance. Outside of the lab environment, Judge and Zapata (2015) analyzed practical data to perform an in-depth examination of existing data about the Big Five and workplace performance. Through the compilation of 125 studies examining the Big Five in relation to task performance or overall job performance, the results support previous existing research spanning 50 years.

Of the five personality traits, conscientiousness is the strongest predictor of job performance (John & Srivastava, 2011). A high score of conscientiousness has been shown to relate to high performance across all dimensions. The other traits have been shown to predict more specific aspects of job performance. For instance, agreeableness and neuroticism predict better performance in jobs where teamwork is involved. Individual proactivity, on the other hand, is adversely associated to agreeableness. Individual proactivity is positively connected to openness to experience, whereas team efficiency is inversely related (Neal et al., 2012). Extraversion is associated with leadership, as well as sales and managerial success (John & Srivastava, 2011).

In addition, Judge and Zapata (2015) found interesting unintended results relating to agreeableness, conscientiousness, and job performance. For instance, when an individual exhibiting elevated levels of conscientiousness and worked in a position that

required them to interact with angry or unpleasant people, the data predicted a strong relationship between the expressed trait and job performance.

Similarly, when a person exhibits elevated levels of agreeableness, they negatively predicted performance in jobs that required attention to detail and critique (Judge & Zapata, 2015). The findings suggested that job performance strongly ties to personality more than previous literature suggested. As supported by the literature, the Big Five is a very strong indicator of job performance and productivity (Ruiz et al., 2016).

As outlined by Judge and Zapata (2015), different occupations correlate strongly with different prominent personality traits. For example, high extraversion scores correlated strongly with public facing positions. Meanwhile, more sedentary roles such as data entry suited individuals with much lower extraversion scores (Judge & Zapata, 2015). In both lab-based scenarios and industry research, the Big Five has demonstrated its ability to generate meaningful data for hiring professionals in various industries (Cubel et al., 2016).

Specifically, Ruiz et al. (2016) determined personality profile before offering a candidate a job may reduce turnover in the healthcare industry. Cubel et al. (2016) suggested that specific instructor attitudes effectively produce meaningful results from coworkers and students. Although the literature seems comprehensive, there is still much to learn about the many potential applications of a tool with such strong predictive power (Cubel et al., 2016).

### **Personality and Motivation Interaction**

One study that established the interaction between personality and motivation was the thesis by Parks and Guay (2009) that looked at how personality might drive motivational processes. In this case, the researchers took an orientation that one phenomenon drives the other. Some of the research in the literature review focused on the personality side of the interaction or had a specific interest in the five-factor model (FFM).

In Olson and Weber (2014), the researchers investigated the relationship between the big five traits and motivation from the standpoint of the 16 Basic Desires Model. Although not using the chosen motivation model, this research revealed an excellent example of how to study multi-trait personality versus multi-trait motivation. Another study by Paunonen and Ashton (2011) again investigated the intersection of the two fields by looking at how the big five factors

predicted behavior, which again helped to look at the possibility of personality driving motivation.

In certain situations, the study was more focused, with researchers examining how the five-factor model influenced specific motives, such as the desire to play computer games (Shceck, Lee, & Pyo, 2015). In another research, Judge et al. (2014) looked at the five-factor model and its intricate relationship with employee motivation and behaviors, which was helpful to show the importance of this work in an organizational context. Finally, Sung and Choi (2009) examined the big five factors on a specific aspect of motivation and creativity. In all these studies, the five-factor model or a similar model was shown to have some level of connectivity to motivation. Similarly, several research found specific relationships between personality traits and motivation assessments.

In Major, Turner, and Fletcher (2016) article, researchers discovered that motivation to learn related to proactive personality, to Extraversion (E), to Openness (O), and to Conscientiousness (C). Judge and Ilies (2012) showed that there were multiple correlations with the Big Five factors. They also showed personality related to three different performance motivation theories—expectancy, goal setting, and self-efficacy theories. In this case, motivation is related to Neuroticism (N), Extraversion (E), and Conscientiousness (C). Other researchers showed how each of the factors of personality related to different aspects of a framework on motivational responses (Denissen & Penke, 2008), again showing personality's potential to drive motivation.

Augustine, Hemenover, Larsen, and Shulman (2010) investigated personality from the standpoint of how it related to affective states. They found that Extraversion (E), Neuroticism (N), Conscientiousness (C), and Agreeableness (A) are each related to an affective state that may be dependent on the interaction of personality and motivation.

Finally, the study of Frazer (2018) further established the interaction between personality and motivation. The study revealed that those who are more agreeable and conscientious would be less likely to be competitive. Also, it appears that those who are more extraverted will be more likely to be cooperative. Finally, it appears that those who show more openness to experience will be more likely to exhibit integrity of self from a safety and security standpoint. These results suggest that some personality factors are more likely to predict certain motivations in the workplace. This finding reinforces that personality and motivation

are related in the workplace context (Furnham et al., 2011; Furnham et al., 2019).

### Motivation and Performance

Motivation has been studied extensively, particularly in relation to performance. Maslow's hierarchy of needs, Herzberg's two-factor theory, and Vroom's expectation theory were the most influential motivational theories in the mid-twentieth century. These studies looked at motivation in general and employee motivation specifically. Different definitions of motivation have been proposed in previous years. Employee motivation, for example, is defined by Herzberg as executing a work-related action because the worker wants to. Employee motivation is typically divided into two categories: internal and extrinsic motivation (Asim, 2013).

Asim indicates that one of the first efforts to make that distinction was in Herzberg's Two-Factor Theory. However, the discourse on intrinsic and extrinsic motivation is more from the latter years (Asim, 2013). The work of Ramlall (2018) established that intrinsic and extrinsic motivation could enhance performance. Moreover, meta-analysis results revealed that extrinsic rewards correlate with a higher level of performance and outcomes from employees seeking to obtain the rewards. The studies revealed that material rewards were more effective in increasing performance, but monetary offerings also positively affected performance (Catalini, 2012). While the relationship between employee motivation and job performance has been studied in the past, no high statistical relationship between the two were instituted. Notwithstanding, recent research resolved that employee motivation and job performance are indeed mutually related.

According to George and Sabhapathy (2014), motivation has an impact on employee outcomes; for example, motivated people are more oriented toward autonomy and self-driven than less motivated employees.

In addition, motivated employees are highly engaged and involved in their work and are more willing to take responsibilities (Kuvaas & Dysvik, 2009).

In another study that investigated the relationship between motivation and job performance of employees (Sirota et al., 2015), organizations implementing various motivation programs involving three constructs as camaraderie, equity, and achievement were considered more effective than organizations with no or twice as many 'enthusiastic' employees.

Moreover, a similar study was done to determine the effect of employee motivation on performance. Results revealed that if employees are more motivated, their performance increases (Asim, 2013).

Chowdhury (2007) examined the importance of authoritarian and positive achievement motivation behavior of the supervisors in enhancing salespeople's motivation and performance. Survey data were gathered from 105 sales employees in two retail organizations. The findings indicated that to the extent that supervisors engaged in positive motivational behaviors, salespersons' intrinsic motivations increased, which, in turn, improved their performance.

### Personality Traits, Motivation, and Performance

Studies on personality traits, motivation, and performance intersect. There are several studies where personality traits and motivation produce a combined effect that influences performance. Other studies show the relationship of these three variables, while in others, either personality traits or motivation singularly affect performance. The following is a survey of the literature demonstrating the aforementioned relationships.

In a study by Wang and Erdheim (2017), the results suggested that extraversion and neuroticism are both related to goal orientation. Specifically looking at goal orientation, researchers found that conscientiousness and goal orientation related to motivation to learn (Colquitt & Simmering, 2014). Finally, Erez and Judge (2011) looked slightly more generally at motivation and personality and found a personality structure based in self-evaluations related to motivation and performance.

The intention of both studies is the same: they both wanted to know if personality traits and motivation affect performance. Another similarity is that Erez and Judge (2011) employed the Big Five Personality Test, which was also used in this study, to create a personality structure based on self-evaluation.

Achievement motivation was also studied as it related to personality. In the study "Personality and Achievement Motivation," Bipp, Steinmayr, and Spinath (2008) found that each of the five-factor model (FFM) dimensions of personality related to achievement motivation. They also posited that there were biological and evolutionary reasons for this relationship. Diseth and Martinsen (2009) also studied achievement motivation and personality and found a relationship by relating a personality model to the Achievement Motivation Scale by using structural

equation modeling.

Hart et al. (2007) also did a quantitative study that showed a relationship between the Big Five model and a two-factor model of achievement motivation. Also, Prabhu, Sutton, and Sauser (2008) made the link that personality is related to intrinsic and extrinsic motivation related to achievement motivation, which is related to creativity. Again, in a study by McCabe, Yperen, Elliot, and Verbraak (2013), the results showed a specific relationship between achievement motivation and personality factors.

In this study, conscientiousness related to mastery approach motivation, agreeableness related to mastery and performance approach motivation, and neuroticism related to avoidance and performance motivation. All these studies came after and potentially could have been predicted by the Taylor and Farquhar study that suggested that personality was related to achievement. With motivation represented by the Assessment of Individual Motives-Questionnaire (AIM-Q), any research on the AIM-Q and how it related specifically to personality was essential to this current study.

The Bernard (2010a) study was particularly important for this study. It is the first and only study that looked at the AIM-Q and the five-factor model (FFM). It gave an understanding of how fundamental motives might relate to the five dimensions of personality, but it did not use the latest personality inventories in its testing. It was also done before the new formatting of the fundamental motives into the three new categories. However, it did give direction as to where new research such as this study could investigate the intersection of personality and motivation.

Another study by Bernard (2013) examined the AIM-Q and personality. In this case, the author began to redefine the framework of the fundamental motives. He also looked at the importance of individual differences and personality to evolutionary psychology. After the two studies above, Bernard (2014a, 2014b) rearranged the fundamental motives into three new categories—competitive, cooperative, and integrity of self. This new framework worked well with other research into personality and motivation that investigated motivation from the standpoint of achievement, power and affiliation (Engeser & Langens, 2010).

One interesting observation within the review of the literature into the intersection of personality and motivation was the large amount of research that dealt with academic motivation and the intersection with a

five-factor model of personality. In the Chamorro-Premuzic and Furnham (2018) study, the authors showed a quantitative relationship between the five dimensions of personality and academic motivation and performance.

Hazrati-Viari, Rad, and Torabi (2012) examined how the five factors of personality were correlated to intrinsic and extrinsic motivation, as well as academic motivation. They found that intrinsic and extrinsic motivation were predicted by conscientiousness, and that openness predicted intrinsic motivation. Interestingly, they also found out that the effect of these two factors of personality on academic performance was mediated by academic motivation.

In a later study, Komarraju, Karau, and Schmeck (2009) again found that these four personality factors explained significant variance of intrinsic motivation, extrinsic motivation, and GPA. These studies showed the quantitative relationship between personality and motivation. In the study by Clark and Schroth (2010), the researchers found that all five personality factors had relationships with intrinsic motivation, extrinsic motivation and motivation. They interpreted their results to suggest that different students with different personalities had different motivations to pursue degrees or academic goals.

Other researchers have looked at whether personality and goal motivation could predict behavior such as academic effort (Vasalampi et al., 2014). They found that there was a quantitative relationship which supported the concept that it was possible to predict behavior on a more global scale. Finally, with all the studies mentioned above and other studies (Chamorro-Premuzic & Furnham, 2018), there were sufficient studies to warrant a meta-analysis of personality and academic performance.

McAbee and Oswald (2013) performed a meta-analysis by looking at different ways of measuring the five factors of personality with relation to their ability to predict GPA. They found that Conscientiousness (C) was the only significant predictor of GPA performance over all types of personality measurement. All these academic performance studies helped to show the usefulness of personality in this area of motivation.

In the present study, however, the intersection of personality and motivation was investigated as it relates to performance, not academic performance, as presented in many foregoing studies. However, it is significant to note that performance, whether academic or work-related, are both performance. Furthermore,

previous studies that shed light on the impact of personality and motivation, in combination, can also provide insight on its possible effect on performance.

Another focal point of the research into the intersection of personality and motivation was how the intersection related to the workplace. For example, Furnham et al. (2012) investigated personality and employee motivation. They investigated personality as measured by the Eysenck Personality Profiler, while they measured motivation using the work values inventory. They discovered that between 20 and 30% of performance variance may be attributed to personality factors. This finding is important in establishing the link between personality and motivation in the workplace.

In later research, Furnham et al. (2009) looked at how much personality contributed to motivation and job satisfaction. In this study, about 9 to 15% of the variance of employee motivation was attributed to personality factors. Also, Conscientiousness (C) was found to be a significant predictor of job satisfaction. Templer (2012) confirmed these findings and extended them to propose that Neuroticism (N), Extraversion (E), Agreeableness (A), and Conscientiousness (C) all contribute to job satisfaction.

Each of these articles provided additional information on the intersection of personality and motivation in the workplace, and all were important in advancing the literature on the topic. Research into the intersection of personality and motivation also included research that was quite specific or applied. For example, Gohary and Hanzae (2014) used the five-factor model in their research to look at the specific field of shopping motivation. They found that conscientiousness, neuroticism, and openness were predictors of shopping behavior. This study was also important as an example of correlation analysis used to study personality and motivation.

In the study by Sato et al. (2012), the authors studied the relationship of the five-factor model of personality and motivation as it related to brain activity. They found correlations between neuroticism, conscientiousness, and agreeableness and brain activity depending on the motivational condition. These studies suggested that research into the intersection of personality and motivation is diverse and ongoing.

## Methodology

### Method of Research

This descriptive correlational study examines the relationship between employees' personality traits, motivation, and performance. Corollary to this, it likewise attempted to determine whether personality traits and employee motivation affects the performance of medical sales representative. The descriptive correlational design of study described the variables and the relationships that occur naturally between and among them.

Thus, in this study, the personality traits of respondents were described as well as their level of employee motivation and level of performance. After each was described, relationships between and among the variables were examined. Aside from looking into the relationships, this study further determined whether personality traits and employee motivation predict employees' performance.

According to a number of literature presented in this study, personality predicts employees' performance. The particular personality that predicts sales performance is conscientiousness, extraversion, and agreeableness (Barros et al., 2014; Chu-Chen et al., 2011). Moreover, motivation also predicts performance as established by Ramlall (2018) and Bipp et al. (2008).

The researcher chose a quantitative method of analysis because its purpose is to determine the relationship among the variables of the study, which are personality traits, motivation, and performance. The type of research that seeks to establish relationships among variables is a correlational research, which is under the quantitative design. Moreover, the nature of the data gathered in this study were all numerical, which requires a quantitative design. In addition, this study began with theories, which are deductive. It also employs statistical treatment of the data, which are all characteristics of quantitative design. Thus, the most appropriate design of this study is quantitative, particularly, correlation.

### Population, Sample Size, and Sampling Technique.

The pharmaceutical company employed a total workforce of 550. At least 80% of the employees were medical sales representatives, and 20% were office-based. The National Capital Region (NCR) has the largest concentration of sales representatives. For this reason, the researcher selected 125 medical sales representatives in the NCR using stratified sampling.

called strata. In this study, the population is divided geographically. The NCR strata were considered and participants were selected using universal sampling.

### Description of Respondents

A total of 125 medical sales agents from the NCR responded to the survey. Females made up 56.8% of the responses, while males made up 43.20 percent. Their ages ranged from 20 to 41, with 4.80% between the ages of 20 and 25, 47.80% between the ages of 26 and 30, 36 percent between the ages of 31 and 35, 9.60 percent between the ages of 36 and 40, and 3% between the ages of 41 and above.

In terms of marital status, 60% were single, 39.20% were married, and 0.80% was separated. Descriptive statistics of their demonstrated that 30.40% earn 20,000 and below, 56.80%, 21,000-30,000, 4.80%, 31,000-40,000, further 4.80%, 41,000-50,000, and 3.20%, 51,000 and above. Meanwhile, at least 5.60% were employed in the company for less than a year, 43.20% for 1-3 years, 32.80% for 4-6 years, 8.80% for 7-9 years, and 9.60% for 10 years and above.

### Research Instrument

This study used three research instruments, each measuring the variable explored in this study. These are the Big Five Personality Test (Goldberg, 1992), Employee Motivation Questionnaire Agarwal (2012), and the company's Key Performance Indicators and Performance Evaluation (Company's HR).

#### *Big-Five Personality Test*

The Big Five Personality Test (Goldberg, 1992) is a self-report inventory designed to measure the big five dimensions. It is a standardized test that consists of 50 items that asked how true the statements are about the rater. It is measured on a five-point scale where 1=disagree, 2=slightly disagree, 3=neutral, 4=slightly agree, and 5=agree. It takes most people 3-8 minutes to complete. The big five factors are openness, conscientiousness, extraversion, agreeableness, and neuroticism. The instrument has been tested for reliability, with each domain posting a Chronbach's alpha not lower than .79, and an overall alpha of .84, which reveals that items exhibit internal consistency.

#### *Work Motivation Questionnaire – A*

The second instrument (See Appendix 4) used in this study is entitled Work Motivation Questionnaire (WMQ) by Agarwal (2012). It measures the level of

Stratified sampling divides the population into groups

employee motivation and satisfaction of employees in an organization. It consists of 26 items grouped into six motivational factors, namely: I. dependence, II. organizational orientation, III. work group relations, IV. psychological incentives, V. material incentives and VI. job situations. The items are rated based on a five-point Likert scale with 1=low, 2=below average, 3=average, 4=above average, and 5=high. The instrument has high internal consistency as determined by the Split-half method. The reliability co-efficient by Spearman Brown formula was .994, which is significant at .01 level of significance.

### ***Performance Appraisal Form of the Company GPPI***

The company has a unique performance appraisal rating specifically intended for the sales representative workforce. The instrument consists of two parts. Part 1 covered the profile indicators such as name, job title, years in service, location, division/department, and appraiser name. The immediate supervisors serve as the rate of employees under them.

Part 2 is the evaluation per se. It was divided into two areas: Key performance indicators (KPI) and behavioral indicators. The KPI measures the ability of the employee to achieve the company's performance goals. For example, hitting the sales target for the period, attaining the required percentage of sales marketing initiatives, achieving learning and development goals. On the other hand, behavioral indicators comprise relationship skills, behavior and actions that affect results, and resilience to challenges, among others.

### **Data-Gathering Procedure**

A letter of permission to conduct the study among company employees was secured from the Office of Human Resource Manager. Then, a separate letter was given to the respected managers in the selected districts in NCR. When the requests from both offices were granted, the researcher asked the Human Resource Department for the list of medical sales representatives in the NCR. Systematic sampling was then conducted such that every 4th of the names on the Excel file list was chosen as a participant. When the respondents were identified using the sampling technique, their email addresses were secured from the HRD, and links to the questionnaires were sent to their personal emails.

A cover letter discussing the purpose of the study was sent together with the link, along with consent forms that they signed. In the cover letter, participants were

assured of the confidentiality of the information they provided, and that anonymity of the participants would be observed. Participants submitted the Google forms online, which were downloaded from the Google Sheets for analysis.

### **Statistical Treatment of Data**

The gathered data were downloaded from Google Sheets and saved as Excel files. Data from the other two instruments were encoded in one Excel sheet in preparation for statistical analysis using SPSS version 23.

In analyzing research question 1, How may the personality traits of the respondents be described in terms of openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism, descriptive statistics such as mean and standard deviation was used.

The same statistical treatment, mean and standard deviation, was used in answering research question 2, What is the level of employee motivation of the respondents in terms of dependence; organizational orientation, work group relations, psychological work incentives, materials incentives, and job-situation.

For research question 3, how may the level of performance of medical sales representatives be described in terms of key performance indicators and behavioral indicators, descriptive statistics were like used, specifically mean and standard deviation.

In order to determine if there is a significant relationship between personality traits, employee motivation, and performance of the respondents, Pearson r correlation was used.

Meanwhile, in order to find out if personality traits and motivation predict performance, multiple regression was used. This statistical treatment is appropriate to use when there is more than one predictor variable. In this study, personality traits and motivations were used as predictor variables. These two predictor variables predict performance. All analyses used the Statistical Package for the Social Sciences version 23.

### **Result and Discussion**

This research explored the relationship between employees' personality traits, motivation, and

performance. It likewise determined whether personality traits and motivation affect performance. Pearson  $r$  correlation was used to determine the potential relationship between the variables. Meanwhile, multiple regression was utilized to determine the effect of personality traits and motivation on the performance of respondents.

Table 1 presents the answer to research question 1 on the description of personality traits of the respondents in terms of the Big Five Personality Traits.

Table 1

*Personality Traits of Respondents Based on the Big Five*

<i>Big Five Personality Traits</i>	<i>Mean</i>	<i>SD</i>	<i>Verbal Interpretation</i>
Extraversion	3.06	1.03	Average
Agreeableness	3.16	1.23	Average
Conscientiousness	3.13	1.28	Average
Neuroticism	2.58	1.08	Average
Openness	2.94	1.26	Average
Overall	2.97	1.18	Average

Table 1 describes the personality traits of respondents based on the Big Five. As shown, agreeableness got the highest mean of ( $SD=1.23$ ), interpreted as average. Agreeableness refers to how people treat others. It focuses on people's orientation and interactions with others (Ackerman, 2017). It refers to an individual's tendency toward being friendly and compassionate as opposed to analytical and detached (Costa & McCrae, 2006).

Those high in agreeableness tend to be compassionate, trusting, and well-liked. They are sensitive to the needs of others and are cooperative and helpful. On the other hand, those low in agreeableness may be perceived as manipulative, suspicious, and uncooperative. They may be hostile and unfriendly when interacting with others, making them less likely to be well-liked and trusted.

People who score average on agreeableness are as good-natured as the average person. They can be sympathetic, but can also be firm. They are trusting but not gullible, and ready to compete as well as to cooperate with others. Having exhibited an average

level of agreeableness, company employees exhibit a healthy balance of this trait, meaning they play it safe in terms of establishing relationships with others.

Agreeableness is one of the traits seen by many as "niche" predictors related to specific organizational outcomes. For example, agreeableness has been found to be the number one predictor of team processes (Barrick et al., 2001). The company's medical sales representatives usually work in a team. Having an average level of agreeableness could therefore bode well to the overall goal of the company.

The next highest mean is exhibited by conscientiousness, with a mean of 3.13 ( $SD=1.28$ ), interpreted as average. Conscientiousness refers to people's ability to control their impulses in order to focus on goal-directed behaviors (Grohol, 2019). Conscientiousness measures a person's control, inhibition, and persistency of behavior. People who are high on conscientiousness are organized, disciplined, thoughtful, detail-oriented, and careful. Those who exhibit low scores on conscientiousness may struggle with controlling their temper, leading to difficulty in completing tasks and fulfilling goals. They are thought to be disorganized and despise structured environments. They may also be more impulsive and careless in their actions.

According to Shanks (2016), conscientiousness was the trait with the highest correlation to sales performance. Conscientious individuals are responsible, organized, achievement-driven, and work hard. They respect leadership and pride themselves in a job well done. However, the medical sales representatives surveyed in the study manifested an average level of conscientiousness. People who are average on conscientiousness have a normal level of need for achievement. They are able to set work aside in pursuit of pleasure or recreation. They are moderately well organized and fairly reliable, and have an average amount of self-discipline. This means that medical sales representatives exhibit these characteristics. Having average to high levels of conscientiousness is important because studies indicate that the trait predicts work outcomes.

Within workplace domains, of the five main personality factors, conscientiousness is the most consistent, significant predictor of workplace performance (Barrick & Mount, 2011). Meta-analyses conducted by Hurtz and Donovan (2000) and Barrick et al. (2001) have demonstrated that conscientiousness predicts overall job performance (Hough & Oswald, 2008). It also predicts valued workplace behaviors,

such as leadership (Judge et al., 2012), as well as undesirable behaviors such as procrastination (Judge and Ilies, 2012). Because medical sales representatives display an average level of conscientiousness, their performance could likely be less impacted than when they exhibited a high level of conscientiousness.

Extraversion came in third with a mean of 3.06 ( $SD=1.03$ ), interpreted as average. This trait reflects the tendency and intensity to which someone seeks interaction with their environment, particularly socially. Those high on extraversion are generally fun-loving, assertive, sociable, and outgoing. They enjoy social situations and feel comfortable voicing their opinions. On the other hand, those who are low in extraversion are regarded as introverts.

Company employees, having level of average on extraversion, means that they are neither a loner or a chatter. They enjoy time along as well as time with other people. Extraversion had the second highest correlation with sales performance (Shanks, 2016). It has been positively correlated with occupations that require social interactions (Barrick & Mount, 2011) and leadership abilities. Extraverts seek social relationships with co-workers, which results in improved performance (Mkoji & Sikalieh, 2012).

This is in line with the extraverted personality that salespeople are expected to have. Salespeople spend the majority of their time talking to people, socializing, marketing their products, receiving and sending calls, and performing a variety of other jobs that need interaction with others. Negotiation and persuasion abilities are required. However, the result reveals that medical sales representatives are neither extrovert nor introvert, having posted only an average level of extraversion. For salespeople, this should have been average to high to influence performance. Nevertheless, this valuable trait is not evident in the respondents, as exemplified in their mean score.

Meanwhile, openness registered a mean of 2.94 ( $SD=1.26$ ), interpreted as average. Openness to experience refers to one's willingness to try new things and engage in imaginative and intellectual activities. It includes the ability to "think outside of the box." Those who are high on openness to experience are creative and artistic. They are curious about their surroundings and enjoy traveling and learning new things. They prefer variety and value independence. People who score low on openness to experience prefer routine. They are uncomfortable with change and trying new things so they prefer the familiar over the unknown. As they are practical people, they often

find it difficult to think creatively or abstractly.

The participants gained an average level of openness to experience which means that they are on either side of the extremes. People who score average on openness value both the new and the familiar, and have an average degree of sensitivity to inner feelings. They are willing to consider new ideas on occasion, but they do not seek out novelty for its own sake. This means that company employees exhibit these characteristics, having average level of openness.

It is worthy to note that medical sales representatives require average to high level of openness in order to succeed in such a highly volatile and fast-paced market. They should be imaginative and creative in order to close a deal. Because the market is highly fluid, they should always think outside the box. Barrick and Mount (1991) discovered that openness was positively related to performance for managers and negatively related to performance for professionals. It is not correlated, however, with sales performance (Shanks, 2016).

The personality trait that got the lowest mean was neuroticism, with a mean score of 2.58 ( $SD=1.08$ ), interpreted as average. Neuroticism refers to the overall emotional stability of an individual through how they perceive the world. It describes how a person interprets events as either threatening or difficult. It also includes one's disposition to experience negative emotions. Those who score high on neuroticism are anxious, insecure, and engage in self-pity. They are often perceived as moody and irritable. They are prone to excessive sadness and low self-esteem. Those who score low on neuroticism are more likely to be calm, secure, and self-satisfied. They have high self-esteem and remain resilient despite challenges.

The company salespeople are in the middle of the spectrum. This means that they are average in terms of emotional stability. They experience a normal amount of psychological distress and have a typical balance of satisfactions and dissatisfactions with life. They are neither high nor low on self-esteem. Their ability to deal with stress is as good as the average person's.

For salespeople, this means that the respondents may be described as resilient and find it easy to keep calm under stress. This personality trait showed a positive relationship with sales performance. However, the relationship was not strong enough to be statistically significant. This demonstrates that although emotional stability is a positive trait for sales, salespeople are not dependent on this particular trait to be successful at

their jobs (Shanks, 2016).

Table 2 shows the level of motivation of the respondents in terms of dependence, organizational orientation, work group relations, psychological work incentives, materials incentives, and job-situation.

Table 2  
*Level of Motivation of the Respondents*

<i>Employee motivation</i>	<i>Mean</i>	<i>SD</i>	<i>Verbal Interpretation</i>
Dependence	3.33	0.05	Average
OrgOrientation	4.18	0.03	Above average
WorkGroupRel	3.81	0.88	Above average
PsychoWorkIncentives	4.26	0.64	High
MatIncentives	4.15	0.77	Above average
JobSituation	4.37	0.03	High
Overall Mean	4.02	.04	Above average

Table 2 presents the level of employee motivation of the respondents based on the Employee Motivation Questionnaire by Agarwal (2012). As shown, job situation received the highest mean of 4.37 ( $SD=.03$ ), interpreted as high. Job situation refers to how people work in the organization, the extent to which an employee is given a chance to use his abilities in which he is best at, and the extent to which the performance of a job leads to professional growth. This means that medical sales representatives are highly motivated in terms of their job situation; thus, they tend to work hard due to the various affordances provided to them by the company. Company employees are given regular trainings, and material and non-material incentives so that they can achieve sales target and thereby realize company goals.

The task itself, recognition, possibilities for promotion, money, benefits, and relationships with others at work, according to Robbins and Judge (2011), comprise a number of approaches to extrinsically and intrinsically motivate people. Furthermore, reward systems encourage employees to feel good about themselves and their work, which motivates them to perform even better (Catalini, 2012).

Psychological employee motivation posted the next highest mean of 4.26 ( $SD=.64$ ), interpreted as high. Psychological work incentives refer to the satisfaction that an employee feels with the recognition that he gets

from his work, the extent he feels he is responsible for the work, the extent he feels free to plan his own work, and the extent to which he feels he is doing useful work. The result suggests that medical sales representatives have high satisfaction in terms of the recognition they get from their work, which is a type of extrinsic motivation. The company annually offers annual awards, namely: Ytd Sales Excellence Award, Service Award, Early Bird Sales Excellence Award, Company Joseph Award, and Professional Medical Representative (PMR) of the Year, to employees who perform well, excel, and hit their sales target. This result is similar to the findings of Catalini (2012) who said that when employees feel satisfied with their work and believe they are valued members of the organization; they have an increase in motivation. In addition, several research articles showed that praise and recognition have a greater positive effect on raising employee satisfaction and increasing motivation than monetary rewards can provide (Luthens, 2010).

Organizational orientation received the third highest mean of 4.18 ( $SD=.03$ ), interpreted as above average. It is defined as an individual's predisposition toward work, motivation to work, job satisfaction, and ways of dealing with peers, subordinates, and supervisors on the job (Papa 2008). In this study, items like "To what extent the people who make decisions are aware of problems at a lower level in this organization," "Do you agree that the work assignments are well planned in this organization," and "If you had a chance to do the same kind of work for the same pay in another organization, would you stay here," are clearly related with organizational orientation.

The above average result suggests that medical sales representatives have an above average motivation when it comes to the dealings they have with their peers, subordinates, and supervisors on the job. More than half (56.80%) of the 125 medical sales representatives surveyed earn within the range of 21,000 to 30,000. Majority are single, below 30 years old, and have been in the company for three years or less. This could be the reason why their attitude toward work, motivation, job satisfaction, and relationships with peers and supervisors are at an above average level.

Inceoglu, Segers, and Bartram (2012) revealed that age and motivation have a relationship. They further claimed that older workers were less likely to be motivated by job features that require a high level of personal resource such as working under pressure, long working hours, challenging targets, competition

and having to cope with multiple demands. Since majority of the medical sales representatives were relatively young and almost in the entry level of their career, they are more motivated, can work under pressure, can stay for long working hours, meet challenging targets and are open to competition as well as to high demands. Thus, they posted an above average level for organizational orientation.

Meanwhile, material incentives gained a mean of 4.15 ( $SD=.77$ ), interpreted as above average. These aspects refer to tangible rewards, often monetary such as wages, fringe benefits, patronage (Al-Qudah, 2016). This means that the respondents have above average level of motivation in terms of the material incentives they are receiving from the company. Company employees are motivated because of the materials incentives they receive from the company. Among the materials incentives that the company provides its employees are a per diem allowance, free car which will be owned by the employee after five years, free gas, and a sales bonus of 33,000 when 100% of the sales target is hit.

The above average level of motivation shown by employees are supported by the findings of Catalini (2012) that extrinsic rewards correlated with a higher level of performance and outcomes from employees seeking to obtain the rewards. Further, she revealed that material rewards were more effective in increasing performance, but monetary offerings also had a positive effect and increase in performance.

In terms of work group relations, the domain got a mean of 3.81 ( $SD=.88$ ), interpreted as above average. Work group relations answer the questions, "How do you like the kind of work you do in your organization," "To what extent do you have confidence and trust in the people in your work group," "To what extent do people in your work group show you how to improve your performance," and "How free do you feel to discuss your personal problems with your immediate superior?" It is concerned with the relationship of the employee with his work, with the people in the organization, and with his superiors.

Medical sales representatives have above average level of motivation in terms of group work relations. This means that they are motivated to work because of good relations with team members. It also means that sales representatives can work well with their teams and are motivated to achieve their team goals. Group relations is important since it determines the kind of work one has to do. It should be noted that work assignments are

changed depending upon an employee's relationship with the superior or even with the group members.

Various opportunities are provided to medical sales representatives to get to know each other and work comfortably with each other. This is done through monthly team meetings, business reviews, and national conferences. Moreover, the company encourages a family culture where a subordinate can approach a superior and talk to him about his personal problems. This is practiced so that a culture of trust and openness could be enhanced as employees can better understand where each one is coming from and could better handle situations that may arise in the near future.

According to Hodson (2019), when a company wants to develop its organization and foster high-performance, it should establish an atmosphere that values employees' input, shares their values and ambitions, and looks out for their best interests. As a result, creating a family culture will assist their organization on all levels. This is the goal of the organization, to foster a sense of family via shared values, goals, mission, and vision.

Lastly, dependence got the lowest mean of 3.33 ( $SD=.05$ ), interpreted as average. Dependence addresses the statements, "How often does your immediate superior appreciate or encourage you," "How often does your immediate superior harass you or ask for your explanation," "To what extent do you feel the immediate superior would be willing to go out of the way to help you if you ask for it," among others.

Dependence is a psychological process, not the physical process. Role incumbents in the social system seem to depend very much on immediate superior for their jobs. They also depend on others for cooperation, recognition and, perhaps, trust. This factor can be named supervision, but dependence appears to be much true than mere supervision (Agarwal, 2012). Supervision may not really help role performance, but in sales, supervisors and team leaders must be depended on everyone else so that the whole team can achieve individual, district, and company targets. Dependence, therefore, has to be prominent and hence a dominant factor in role performance. Satisfaction with dependence thus becomes a motivation to work.

This result suggests that medical sales representatives have average level of motivation in terms of dependence. As experienced by the researcher, each medical sales representative does not have to regularly report to their district sales manager. Because the atmosphere is lax, there is no strict monitoring of staff.



If any party has a concern, they communicate either through call, text, or email. If reports are needed, then the district manager can contact the sales person under him and request for it. However, reporting is not necessarily daily. Thus, dependence is not very much exemplified in the relationship.

In a study conducted by Sarniola (2015) where he investigated how managers influenced the way their workers used and developed their skills, it was revealed that employees' dependence on their superiors could boost their cooperation practices. Furthermore, employees' reliance on supervisors encouraged them to collaborate both within and outside their teams. Employees had just an average level of motivation in terms of dependence due to their lack of reliance on their superiors.

The overall level of motivation posted a mean of 4.02 ( $SD=.04$ ), interpreted as above average. Taking all the dimensions together, Gets Pharma medical sales representatives may be described as having above average level of motivation.

Table 3 indicates the level of performance of the medical sales representatives in terms of the key performance indicator and behavioral indicators.

Table 3  
*Level of Performance of Respondents*

Performance	Mean	SD	Verbal Interpretation
Score KPI	3.23	.44	Jobholder has achieved 96% - 105% of expectations for Performance Goal and/or Behavioral Competency
Score Behavior	2.91	.57	Jobholder has achieved 96% - 105% of expectations for Performance Goal and/or Behavioral Competency
Overall Mean	3.07	.50	Jobholder has achieved 96% - 105% of expectations for Performance Goal and/or Behavioral Competency

Table 3 presents respondents' level of performance based on two domains: key performance indicators and behavioral indicators. According to Sonentag and Frese (2005), "Performance comprises both a behavioral and an outcome aspect. It is a multidimensional and dynamic concept" (p. 2). Thus, in measuring performance, the company assessed these two aspects.

As shown, key performance indicators (KPI) posted a mean of 3.23 ( $SD=.44$ ), interpreted as performing. KPI is a measurable value that demonstrates how effectively a company is achieving key business objectives. Organizations use KPIs at multiple levels to evaluate their success at reaching targets. High-level KPIs may focus on the business's overall performance, while low-level KPIs may focus on processes in departments such as sales, marketing, HR, support, and others (Hussein, 2016).

The result indicates that medical sales representatives are performing, which means they have achieved 96%-105% of expectations for performance goal. According to Lee (2017), performance is measured by the employees' ability to achieve organizational goals (Lee, 2017).

In terms of the behavioral aspect of performance, respondents registered a mean of 2.91 ( $SD=.57$ ), interpreted as performing. According to Campbell (1990), behavioral indicators encompass an employee's written and oral communication, effort, personal discipline, interpersonal assistance, supervisory components, and managerial tasks. Thus, the result suggests that employees have achieved 96%-105% of expectations for behavioral competency.

The overall mean for performance posted 3.07 ( $SD=.50$ ), interpreted as performing. This means that medical sales representatives have achieved 96%-105% of expectations for both performance goal and behavioral competency. The result is supported by the findings of Welbourne et al. (2005) that employees who are competent in their job deliver the expected quantity and quality of work output, perform accurately, and satisfy customers.

In the company, the result of the evaluation performance would determine the merit increase of employees. Thus, a high score would mean a high salary increase, while a low score would mean low salary increase. As a result, performance review also functions as an external motivator for employees, as the result would be a pay raise.

Table 4 answers research question number 4, which asks if there is a significant relationship between personality traits, employee motivation, and performance of the respondents.

Table 4  
*Relationship Between Personality Traits, Motivation, and Performance of the Respondents*

		Performance	Motivation
Performance	Pearson Correlation		
	Sig. (2-tailed)		
	N		
Motivation	Pearson Correlation	.335*	
	Sig. (2-tailed)	.026	
	N	125	
Personality Trait	Pearson Correlation	.350*	.061
	Sig. (2-tailed)	.008	.501
	N	125	125

Table 4 shows the relationship between personality traits, motivation, and performance of the respondents. To determine whether there is a relationship between the three variables, correlation using Pearson  $r$  was computed. Results show that there is a relationship between motivation and performance ( $r=.335, p<.05$ ). Thus, the null hypothesis stating that there is no relationship between motivation and performance is rejected. The strength of relationship, however, is weak. This indicates that medical sales representatives who have a high level of motivation also have a high level of performance.

The result is consistent with the findings of Asim (2013), which revealed that employee motivation predicted performance. He further extrapolated that if employees are more motivated, then their performance increases. Still, Chowdhury (2007) found out that supervisors' motivation enhances salespeople's motivation and performance. The findings indicated that supervisors who engaged in positive motivational behaviors increase their salespersons' intrinsic motivations which, in turn, increased their performance. Medical sales representatives are under district supervisors, regional supervisors, and national managers. The motivation exercised by these leaders on their employees likewise affects their intrinsic motivation, which translates into increased performance.

Meanwhile, this study also found out that there is a relationship between personality traits and performance. The result indicates that personality trait is positively related to performance ( $r=.350, p<.01$ ); thus, the null hypothesis stating that there is no relationship between personality traits and performance is rejected. However, the relationship is weak. This means that the higher the level of personality trait one exhibits, the higher the performance. It should be noted that of the big five personality traits, respondents got the top three highest means for agreeableness ( $M=3.16, SD=1.23$ ),

conscientiousness ( $M=3.13, SD=1.28$ ), and extraversion ( $M=3.06, SD=1.03$ ).

Agreeableness and extraversion are traits seen by many as "niche" predictors related to certain organizational outcomes. For example, agreeableness has been found to be the number one predictor of team processes (Barrick et al., 2011). McCabe, Yperen, Elliot, and Verbraak (2013) likewise found that agreeableness has a specific relationship with motivation and performance. The result, however, is contrary to the findings of Cubel et al. (2016) which concluded that extraversion and agreeableness had no significant effect on performance. However, it is consistent with the result of this study that conscientiousness enhances work productivity.

In addition, Shanks (2016) claimed that conscientiousness was the trait with the highest correlation to sales performance. Within workplace domains, conscientiousness is the personality trait that has been shown to be the most consistent, significant predictor of workplace performance (Dudley et al., 2016). Meta-analyses conducted by Hurtz and Donovan (2010) and Barrick et al. (2011) have demonstrated that measures of conscientiousness predict overall job performance (Hough & Oswald, 2008), including the prediction of valued workplace behaviors, such as leadership (Judge et al., 2012).

Neubert (2004) stated that studies of sales representatives have defined two aspects of motivation--status striving and accomplishment striving--and they are correlated with extraversion and conscientiousness, respectively. These two subsets of motivation lead to sales performance (Barrick et al., 2012). However, this study investigated sales representatives who are likely required to be extraverted to succeed at their job.

Lastly, the result showed that motivation and personality traits are not related ( $r=.061, p=.50$ ). Therefore, the null hypothesis stating that there is no relationship between motivation and personality is rejected. This result is not consistent with Neubert's (2004) findings, which revealed that certain aspects of motivation are correlated with extraversion and conscientiousness. Likewise, the result is contrary to the findings of Erez and Judge (2001) who investigated motivation and personality, and found that personality is related to motivation and performance.

Table 5 shows the result of the multiple regression test to test if personality traits and employee motivation predict performance of the respondents.

Table 5  
*Personality Traits and Motivation Affect Performance*

	Unstandardized Coefficients		Standardized Coefficients	<i>T</i>	<i>p</i>
	<i>B</i>	Std. Error	Beta		
(Constant)	2.11	0.824		2.564	0.012
Dependence	0.03	0.027	0.145	1.221	0.225
OrgOrientation	0.03	0.029	0.105	0.905	0.367
WorkGroupRel	0.02	0.037	0.061	0.459	0.647
PsychoWork Incentives	0.04	0.036	0.128	1.147	0.254
MatIncentives	0.07	0.032	0.215	2.288	0.024
JobSituation	-0.18	0.057	-0.4	-3.24	0.002
Extroversion	0.02	0.014	0.127	1.261	0.21
Agreeableness	.031	.009	.374	3.338	.001
Conscientiousness	-0.01	0.015	-0.07	-0.59	0.557
Neuroticism	-0.01	0.012	-0.13	-1.16	0.247
Openness	-0.01	0.015	-0.06	-0.58	0.563

Table 5 determines whether personality traits and motivation predict performance. A multiple linear regression analysis was performed to determine whether employee motivation and personality traits predict performance. Result revealed that the model for employee motivation is significant,  $R^2 = .112$ , Adjusted  $R^2 = .067$ ,  $F(6, 118) = 2.490$ ,  $p < .05$

Specifically, materials incentives are a significant predictor of performance,  $B = 0.07$ ,  $std\ error = 0.032$ ,  $t = 2.29$ ,  $p < .05$ , which indicates that respondents who have a high level of motivation in terms of materials incentives perform better in their jobs than those who have a low level of motivation.

In Table 2, material incentives gained a mean of 4.15 ( $SD = .77$ ), interpreted as above average. This means that the respondents have above average level of motivation in terms of the material incentives they are receiving from the company. Among the materials incentives that the company provides its employees are a per diem allowance, a car plan which the employee will own after five years, free gas, and a sales bonus of 33,000 when 100% of the sales target is hit.

This result is supported by the findings of Catalini (2012), which revealed that material incentives correlate with a higher level of performance and outcomes from employees seeking to obtain the rewards. Further, she said that material rewards were more effective in increasing performance.

Likewise, job situation is a significant predictor of performance,  $B = -.18$ ,  $std\ error = 0.057$ ,  $t = -3.24$ ,  $p < .05$ . In this study, job situation refers to the chance to learn, chance to use abilities and general pattern of

working. These are referred to as the work motivators in an organizational environment. Job situation is a significant predictor of performance because employees who are provided opportunities for growth and career development such as training, support, and organizational assistance help them achieve their targets and contribute to their loyalty to the company.

The result illustrates that medical sales representatives who have a high level of motivation in their job situation also have high levels of performance compared to those who have a low motivation in the particular domain. Aside from these two motivation constructs, all other domains are not significant predictors of performance.

This result jibes with the descriptive result in Table 3 in which job situation received the highest mean of 4.37 ( $SD = .03$ ), interpreted as high. Medical sales representatives are described to have a high level of motivation in their job situation because of the company's various affordances, which in turn, predict their job performance.

## Conclusions

The results are reviewed from two different perspectives. The first perspective examined the results from the general standpoint of how the results relate to the previous literature in the field and how the results can be applied generally to the wider field of interest. The second perspective is to interpret the results in detail to understand their meaning relative to what was expected and potential reasons for the actual results.

1. The personality traits of medical sales representatives that predicted performance are agreeableness, conscientiousness, and extraversion. Conscientiousness and extraversion are two of the most important traits to look for in hiring salespeople.

2. Sales representatives' level of motivation were generally described as above average. However, they had high motivation in terms of job situation and psychological work incentives. They have above average on organizational orientation, materials incentives, and workgroup relations, while they have average motivation on dependence.

3. Medical sales representatives demonstrated that they had met 96 percent to 105 percent of their performance

goals, including both key performance indicators and behavioral indicators.

4. There was a statistical relationship between personality and performance, and motivation and performance. This supports the literature reviewed suggesting that personality and motivation interact to affect job performance. The result is supported by various studies that revealed that if employees are more motivated, then their performance increases. Still, other studies also reinforce the result of the present study that the motivation behavior of the supervisors enhances salespeople's motivation and performance. As supported by the literature, the Big Five is a very strong indicator of job performance and productivity.

5. Motivation and personality traits predicted performance. Aspects of motivation such as material incentives and job situation predicted performance. This result is supported by other findings which revealed that material incentives correlate with a higher level of performance and outcomes from employees seeking to obtain the rewards. Further, material rewards were more effective in increasing performance. Moreover, other researchers have asserted that performance may be influenced by motivation and personality.

6. There was always room for improvement no matter how good employees' performance are. As a result, general improvement plans have been offered to narrow performance gaps or boost the company's sales representatives' performance and motivation.

## Recommendations

Based on the findings of this study, several recommendations are made across four different areas.

1. HR and industrial psychologists consider administering a personality test to medical sales representative applicants so that their personalities can be matched to the needs and demands of the sales job and companies can achieve the best possible results from their sales representatives. Applicants with high levels of agreeableness, conscientiousness, and extraversion are projected to perform well in sales. As a result, the two most crucial characteristics to look for when employing salesmen are conscientiousness and extraversion.

2. Pharmaceutical firms, like any other organization, should improve their employees' working conditions by giving work incentives, training, assistance, and other monetary and non-monetary incentives to keep employees' motivation high. Employees will perform well as long as they are motivated. As a result, it is recommended that sales businesses offer the highest remuneration package to employees and reward strong performers in order to keep them motivated.

3. To give a more accurate and true measure of a medical sales representative's performance, HR and other sales businesses adopt several forms of ratings such as self-rating, peer rating, and supervisor's rating on an individual during performance evaluation. This will rule out favoritism and other forms of bias in performance evaluation.

4. HR to place employees in appropriate positions that fit their personality and the type of work they undertake in order to maintain their motivation and performance. This is because there is a link between personality and performance, as well as motivation and performance, according to this study. As employees mature and stay with the organization, career pathing should be done to survey their personalities and job or position choices.

5. Sales organizations and HR employees should incorporate a personality test in the hiring process and hire only those who fit the desired personality and have the best chance of succeeding. This will ensure that the company meets its sales targets and prevent employee turnover. Furthermore, because motivation predicts performance, the company and HR should assess incentive plans supplied to employees and make them comparable to those offered by other pharmaceutical or sales organizations in order to keep people motivated.

6. HR may examine and study the proposed general improvement for implementation. This will navigate in maintaining high levels of motivation and performance by ensuring that people are performing at their best and continuing to challenge them.

7. Other recommendations for future researchers include considering a different research design in conducting a similar study. This study's research is quantitative. Therefore, it is recommended that future researchers who might want to conduct a similar study may use qualitative methods to provide a more comprehensive and in-depth analysis of these relationships. This will ensure understanding and further exploration of the relationships between and among the three variables of the study.

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