

1 Samuel : 16 : 7 - But the LORD said unto Samuel, Look not on his countenance, or on the height of his stature; because I have refused him: for the LORD seeth not as man seeth; for man looketh on the outward appearance, but the LORD looketh on the heart.



# PhD

**UNIVERSIDAD DE MONTEMORELOS**

**FACULTAD DE CIENCIAS ADMINISTRATIVAS Y JURÍDICAS**

**DOCTORADO EN ADMINISTRACIÓN DE NEGOCIOS**

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# Abstract

The aim of this investigation is to determine whether Personality Traits, Job Satisfaction and Talent Development are significant predictors of job performance according to the perception of Teachers in secondary schools in east Trinidad and Tobago. According to The Ministry of Education (2016), there is a gap in the recruitment, retention and professional development of teachers.

In this realm of academia, there is a scarcity of research studies that combine issues of recruitment and retention and teacher quality. The approach for this study will be a quantitative research methodology using structured, closed questions asked during face-to-face/online interview sessions.

The researcher endeavours that the results of this research, may provide insights into the underlying factors regarding the performance of teachers and the impact of ineffective recruitment practices and strategies.

Current hiring models and best practices represent challenges and costs, and as such, a new recruitment model for teachers is necessary to assist the Ministry of Education in improving the recruitment and selection process to the benefit of their existing employee population and the national development needs of the country.

# Topic

01

Personality Traits, Job Satisfaction and Talent Development are significant predictors of job performance according to the perception of Teachers in secondary schools in East Trinidad and Tobago.



02

## Research Question

Are Personality Traits, Job Satisfaction and Talent Management are significant predictors of job performance according to the perception of Teachers in secondary schools in Trinidad and Tobago?

03

## Objectives

Evaluate the goodness of the proposed model in explaining and evaluating the theoretical relationship between constructs.

The objective of the Ministry of Education in Trinidad and Tobago is to ensure an educated and trained labour force is available to support the national development needs of the country.

However, according to the (The Ministry of Education, 2016), there is a gap in the recruitment, retention and professional development of teachers. This gap is critical and may result in a mismatch between the teaching incumbent and their role.

Therefore this suggests that based on the role of teachers in the economy, the level of productivity of the country can be greatly impacted if the most suitable teachers are not recruited and selected.





Buttner et al., (2015) in their research on traits of expert teachers, purports that personality, is a core factor impelling teachers' performance.

There is also evidence in research which also demonstrates a link between teachers' personality traits and students motivation (Khalilzadeh & Khodi, 2018).

This research further corroborates the proposed research that personality traits of teachers must be examined during the recruitment and selection process. Presently, there have been no large-scale comprehensive reviews on teacher recruitment and retention policies.

The rationale for this research is for researchers; those leading Education institutes and Government Institutions with oversight of Teachers awareness of how the performance of the incumbents in this sector be impacted by addressing the variables that will directly affect their performances.

Personality Traits can impact student motivation as well as create a basis for the recruitment and selection of the most suitable candidates for teaching role. Job satisfaction is a factor that contribute to top performing teachers.

The level of job satisfaction derived by teachers can impact the learning outcome for students and the level of preparedness of the labour force of the country of Trinidad and Tobago.

Talent Management can be another key differentiating factor in the performance of teachers.

# DEFINITION OF VARIABLES

## PERSONALITY TRAITS

Personality traits are enduring personal characteristics that are presented in a particular pattern of behavior in a myriad of circumstances. According to (Khan, 2017), Personality has a significant impact on behaviour, and ultimately on the performance of an employee in any domain.

## JOB SATISFACTION

Velmurugan, (2016) describes satisfaction with reference to the individual elements of one's job, such as salary, growth prospects, physical environment, working hours. Thus there are specific factors that impact the job satisfaction and consequently the performance of teachers.

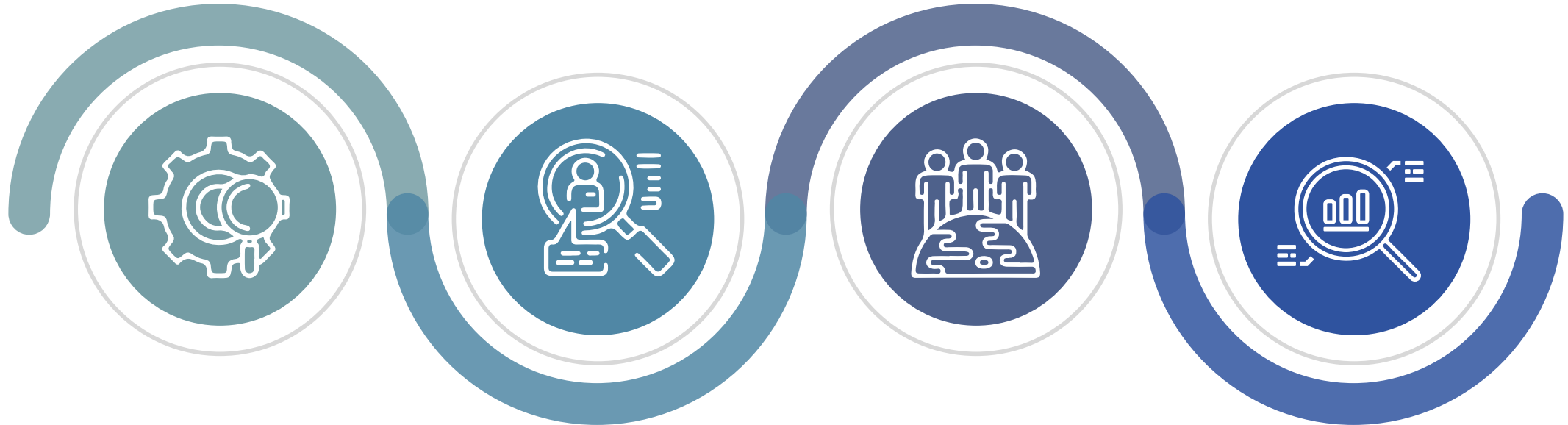
## TALENT MANAGEMENT

Planning, selecting, and implementing developmental strategies for the entire talent pool to ensure the organization has both the current and future supply of talent to meet strategic objectives; as well as to ensure developmental activities are aligned with organizational talent management processes (Garavan et al., 2012).

## JOB PERFORMANCE

Performance is understood as the ability of a company to achieve goals, and is influenced by results and goal setting Grüning (2002)

# Research Design



Quantitative: there is observable and measurable data, where the data collection will be carried out with instruments, offering the possibility of generalising the results, replicating and facilitating the comparison of the study

Descriptive: it is intended to understand and find the differences in perception between the different groups that make up the population sample, such as sex, age range and degree of study achieved.

Transversal: information will be collected in a single moment of time.

Correlational-causal: because it is intended to know the degree of association between two variables.

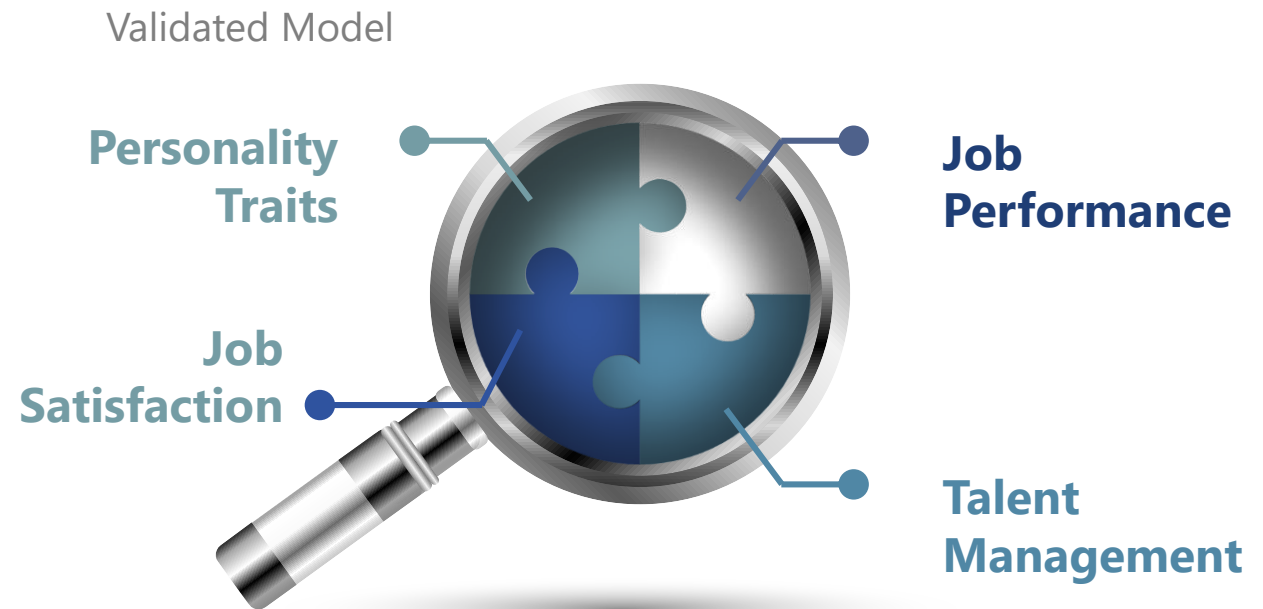
# Population and Sample

*The total population is 486 Teachers in East Trinidad.*

The research will be carried out on 214 Teachers in the county of St. George East, Trinidad.

The population sample will be stratified and will be carried out with 44% (n = 214) of the population, following a confidence level of 95% and a tolerable alpha error margin of 5%.

The population sample used is convenient and consists of teachers who have knowledge, experience, and interest in the research area. They are also willing to participate in this research.



# Instruments



## Personality Traits

01

Author - (Herr et al., 2021); The research instrument utilised Big Five personality traits (neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness) with items adopted from the Big Five Inventory short scale (BFI-S) (Gerlitz & Schupp, 2005); Number of Questions – 16; The Cronbach's Alpha coefficient: Neuroticism = .56), Extraversion = .60, Agreeableness = .42, and Conscientiousness = .54, Openness to experience = .54.

## Job Satisfaction

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02

Author - (Sabri et al., 2011) ; The research instrument was adapted from (Spector, 1985) ; Number of Questions – 09 ; The Cronbach's Alpha coefficient was 0.95.

# Instruments



## Job Performance

03


Author - (Ali & Haider, 2017) ; The researchers developed and validated a Teacher's Job Performance Scale. The result was an instrument to measure job performance utilising 3 dimensions. ; Number of Questions – 24 ; The Cronbach's Alpha coefficient: 0.87

## Talent Management



04

Author - (E. A. El Dahshan et al., 2018); The research instrument utilised was adopted from El Nakhala (2013); Number of Questions – 31; The Cronbach's Alpha coefficient was 0.84.



# Conclusion



Are Personality Traits, Job Satisfaction and Talent Management are significant predictors of job performance according to the perception of Teachers in secondary schools in Trinidad and Tobago?

The study will be limited to only one area in Trinidad. For a more conclusive result, all the secondary school teachers should participate

Provide relevant information to the Ministry of Education, specifically the opportunities for improving the recruitment and selection of teachers resulting from this study.

The intention of the study is to develop operational recommendations for improved decision making for future human resources managers in the Ministry of Education .



**MUCHAS  
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