

Studying Impact of Personality Traits on Job Performance (The Case of University of Isfahan's Personnel)

Sayyed Mohsen Allameh¹, Mohamad Ghafari², Sayyed Mohammad Reza Davoodi³

¹Assistant Professor, Department of Management, Faculty of Administrative Science and Economics, University of Isfahan, Isfahan, Iran

²MA Student, Department of Management, Faculty of Administrative Science and Economics, University of Isfahan, Isfahan, Iran

³Faculty Member, Department of Management, Dehaghan Branch, Islamic Azad University, Isfahan, Iran

ABSTRACT

Studying impact of personality traits on job performance has much importance. Because based on this, human resources managers can appoint their personals to appropriate jobs. Therefore this article was aimed to studying impact of personality traits on job performance. In order to this, personality traits based on big five model including extraversion, consciousness, openness to experience, agreeableness, and emotional stability has been used. Also Job performance dimensions based on the ACHIEVE model including ability, clarity, help, incentive, evaluation, validity, and environment has been used. Statistical population of this study was the personals of university of Isfahan and the sample including 160 personals of them were selected based on convenience sampling method. Data collecting method was the questionnaire including 50 items to measuring variables. The regression analysis and Durbin-Watson analysis has been used to analyzing data and consulting results. The results indicated that personality traits influenced the personals' job performance. Also detailed results indicated that consciousness and openness influenced job ability. Consciousness and emotional stability influenced job recognition; also emotional stability influenced job helping. Consciousness, openness, and emotional stability influenced job motivation. Extraversion and openness influenced job evaluation, also consciousness influenced job validity. Also Results indicated that none dimensions of personality traits couldn't influence environmental adaption. Finally the results of Durbin-Watson test indicated that there isn't any self-correlation among independent variables.

KEY WORDS: personality, personality traits, job performance, University of Isfahan.

1. INTRODUCTION

Relationship between personality traits and job performance has been studied by many researchers such as industrial psychologies in the past decades [1]. As we know job performance is the multi-dimension structure and refers to how personals perform their functions? What initiatives are they apply in their job? And what designs are they adopt when problems in doing functions have? Moreover job performance refers to the measure that based on it personals do their jobs and functions correctly, the way that they consume organizational sources, and the time and energy that they spend when doing functions [4]. Job performance could influence by situational factors such as environmental characteristics, organization and coworkers, and internal factors [8]. The inner factors refer to variables such as personality traits, needs, attitudes, preferences, motivations, and beliefs that motivate peoples react to situational factors [14]. Moreover job performance could influence by other factors such as need to achievement, span of control, self-confidence, capacity, and interactions between these mentioned factors [22].

The researchers in the field of industrial psychology have use personality factors in order to predicting job related variables such as job performances. Moreover some researches such as Goldberg (1993) indicated personals' personality traits are valid predictors for different dimensions of job performance. Beside other researches indicated that personality traits have close relationship with job performances [7], [12], [15], [20], [22]. For example Barrick and others (2001) and Salgado (1997) indicated that conscientiousness is the most important predictor of job performance at United States and European countries. Also De Fruyt and Mervielde (1999) resulted that extroversion and conscientiousness are valid predictors of job performances in the different jobs [1], [6], [22]. But it is should remembered that these researches were conducted in different countries that have different cultures and values, and conducting this in other countries such as Iran that have different culture and values from other countries can generate different results. Based on this studying personality traits and job performances in different countries and cultures has many importance. If the real relations between personality traits and job performance discovered,

***Corresponding Author:** Mohamad Ghafari, MA Student, Department of Management, Faculty of Administrative Science and Economics, University of Isfahan, Isfahan, Iran E-mail: m_gh261@yahoo.com.

its findings could be used in selecting, recruitment, educating personals and introducing appropriate job and successful career for them.

Based on mentioned researchers and instances, studying relationship between personality traits and job performance has much importance. Therefore this article was aimed to studying impact of personality traits (based on big five model) on job performance (based on ACHIEVE model). The dimensions of Achieve model include ability, clarity, help, incentive, evaluation, validity, and environment [11]. The dimensions of big five model include extroversion, agreeableness, conscientiousness, neuroticism, and openness to experience [21].

2. Personality Traits And Job Performance

Some researchers believed that almost all dimensions of personality traits could categorize through big five model [7], [8]. It is seemed that the big five model's dimensions are different in various cultures [17]. But also some other studies indicated that big five models' dimensions have genetic themes and that probably are congenital [16], [19]. The dimensions of this model include extroversion, Agreeableness, Conscientiousness, Neuroticism, and openness to experience that has been described in the following section [21].

- **Extraversion:** The extraversion dimension captures one's comfort level with relationships. Extraverts tend to be gregarious, assertive, and sociable. Introverts tend to be reserved, timid, and quiet [21]. Extraversion categorizes by positive effects and emotions and can be seen as a positive sensation [5]. Many researchers concluded that extraversion dimension can be valid predictor in social-related works such as sales persons and managerial jobs [2].
- **Agreeableness:** The agreeableness dimension refers to an individual's propensity to defer to others. Highly agreeable people are cooperative, warm, and trusting. People who score low on agreeableness are cold, disagreeable, and antagonistic [19]. Some researchers such as Salgado (1997) indicate that agreeableness has close relationship with job performance [23]. The agreeable workers have plurality entity that is suitable to public-related and customer services jobs [19].
- **Conscientiousness:** The conscientiousness dimension is a measure of reliability. A highly conscientious person is responsible, organized, dependable, and persistent. Those who score low on this dimension are easily distracted, disorganized, and unreliable [21]. But also conscientiousness dimension can be characterized by reliability, achievement-oriented, and orderly [21]. Some researchers concluded that there are close relationship between reliability (one of conscientiousness dimension) and job performance [3].
- **Emotional stability:** The emotional stability dimension often labeled by its converse, neuroticism-taps a person's ability to withstand stress. People with positive emotional stability tend to be calm, self-confident, and secure. Those with high negative scores tend to be nervous, anxious, depressed, and insecure [19]. Some researchers believed that emotional stability is a valid indicator of job performance in different jobs [13].
- **Openness to experience:** The openness to experience dimension addresses one's range of interests and fascination with novelty. Extremely open people are creative, curious, and artistically sensitive. Those at the other end of the openness category are conventional and find comfort in the familiar [19]. Some researches indicate that openness to experience has close relationship with consulting jobs [9], and educational jobs [1].

3. Job Performance Dimensions (Based on Achieve Model)

Hersey and Blanchard recognized seven dimensions of job performance including ability, clarity, help, incentive, evaluation, validity, and environment [11]. In this section, dimensions of this model have been offered.

- **Ability:** In this model ability refers to the job-related knowledge and skills that personals apply to doing their functions successfully. It should be remembered that personals' competency is not public concept. Key components of abilities include job-related knowledge (formal and informal apprenticeship that facilitates doing jobs), job-related experiences, and job-related capabilities (potential ability or special characteristics that support doing functions successfully) [18].
- **Clarity (job recognition):** this means perceiving and accepting the methods of job performing. In order to personals know how to doing their jobs and functions, they should can recognize their job's goals and objectives, and how to achieving this goals and objectives (what goals and objectives and when should be achieved) [11]. In order to achievement in job performing, personals should have clear perception of their jobs (job recognition).
- **Helping (organizational support):** this concept refers to organizational supportiveness and helps that needed to performing their jobs effectively. Some of the components of this factor include budgets, instruments, other department's supportiveness, supply availability and its qualities, humans, and facilitators that needed to completing functions [11].

- **Incentive (tendency):** This dimension refers to the personal's motivation and intention to perform their jobs and functions successfully. It should be remembered that usually all persons have not same motivation to all jobs and functions, rather they have motivation to performing which jobs and functions that they know it and sure that they can perform successfully [18].
 - **Evaluation (job feedback):** this concept refers to receiving job feedback by persons periodically or daily. Good feedback processes lead to persons who are aware of good methods in doing their jobs. If persons don't aware of their job performing methods and manners, they can't improve their job performing methods and so they can't progress in their career. Before persons are evaluated by periodical evaluation schemes, they should be aware of their job performing strengths and weakness [11]. It should be remembered that the reason of many problems and weaknesses at performing jobs and functions are low education and feedback [18].
 - **Validity:** In this model validity dimension refers to validity and reliability of personal-related managerial decisions that are deduced by managers. In other words, managers should secure that their decisions are legally acceptable and is based on organizations' policies. Besides adopted decisions should be documented [18].
 - **Environment:** This concept refers to which outward factors that influence job performance regardless of ability, clarity, helping, and motivation that is necessary to doing functions. Key components of the environmental factors are competitiveness, market characteristics, urban regulations and related factors [11].
- Based on that the purpose of this article was to study the impact of personality traits on Job Performance, then seven hypotheses formulated as following.

H1: personality traits influence job ability of the persons of university of Isfahan.

H2: personality traits influence job recognition of the persons of university of Isfahan.

H3: personality traits influence job helping of the persons of university of Isfahan.

H4: personality traits influence job motivation of the persons of university of Isfahan.

H5: personality traits influence job feedback of the persons of university of Isfahan.

H6: personality traits influence job validity of the persons of university of Isfahan.

H7: personality traits influence jobs' environmental adaptation of the persons of university of Isfahan.

4. RESEARCH METHODOLOGY

As mentioned in previous sections, this article was aimed to study the impact of Personality trait on Job Performance. In order to collect data the questionnaire including 50 items has been used. From these 50 items 3 items were to measure demographic variables, 23 items were to measure job performance dimensions, and 24 items were to measure personality traits. In order to measure stability of questionnaires items Cronbach's Alpha has been calculated for each dimension of personality traits and job performance respectively. Extraversion, agreeableness, conscientiousness, emotional stability, openness to experience, job ability, job recognition, job helping, job motivation, job feedback, job validity, and environmental adaptation were 0.756, 0.778, 0.743, 0.658, 0.851, 0.720, 0.773, 0.788, 0.681, 0.762, 0.850, and 0.652. Then in order to examine reliability of the questionnaires content reliability has been used that this questionnaire was distributed among professors of university of Isfahan and related professionals and then they correct questionnaire. Therefore reliability of the questionnaires has been accepted. Statistical population was the persons of university of Isfahan that were 830 persons. Based on formula of sampling from bounded population, 160 persons of population have been selected by convenience sampling method. In order to analyze data and consulting results, descriptive statistics, inferential statistics, and SPSS18 have been used. In order to this regression analysis and Durbin-Watson test has been used. The regression analysis has been used to determine the impact of each personality dimension on job performance and Durbin-Watson analysis has been used to determine that whether there is any self-correlation between independent variables or not.

5. DISCUSSION

In this section, data analysis is used to study the impact of personality traits on job performance. First findings for demographic variables have been indicated in table 1.

Table 1: sample demographics

Measure	Item	Frequency	Percentage (%)	Measure	Item	Frequency	Percentage (%)
Gender	male	60	37/5%	Work experiences	0-5	28	17/5%
	female	100	62/5%		5-10	48	30%
Age	0-30	49	31%		10-20	57	35%
	30-40	57	36%		20-30	28	17/5%
	40-50	47	30%				
	50-70	7	3%				

In order to analyzing first hypothesis that study impacts of personality traits on job ability, the sig level is 0/000 (table 3) indicated that the regression model is significant and the first hypothesis accepted. As Durbin-Watson factor (1/7) indicated there is no self-correlation between independent variables. Also analysis of models' minor values, (based on sig levels at table 2) indicated that conscientiousness with 0/334 beta and openness to experience with 0/175 beta influenced job ability and these two variables explained 0/239 of abilities variance. Based on this the first hypothesis is accepted and it is concluded that conscientiousness and openness to experience are two good and suitable indicators of job ability.

Table 2: information about H1

items	Standard deviation	beta	T	sig
Personality dimensions				
Extraversion	0/078	0/018	0/216	0/830
Agreeableness	0/090	0/145	1/608	0/110
Conscientiousness	0/079	0/334	4/035	0/000
Emotional stability	0/058	0/088	1/167	0/245
Openness to experience	0/071	0/175	2/407	0/017

Table 3: H1 summary

variable	R ²	Durbin-Watson	beta	sig	H1
value	0/329	1/741	0/573	0/000	accepted

In order to analyzing second hypothesis that study impact of personality traits on job recognition, the sig level is 0/001 (table 5) indicated that the regression model is significant and ten second hypothesis accepted. As Durbin-Watson variable (1/97) indicated there is no self-correlation between independent variables. Also analysis of models' minor values, (based on sig levels at table 4) indicated that conscientiousness with 0/269 beta and emotional stability with 0/177 beta have impact on job recognition and these two variables explained 0/121 of job recognition variance. Based on this the second hypothesis is accepted and it is concluded that conscientiousness and emotional stability are two good and suitable indicators of job recognition.

Table 4: information about H2

items	Standard deviation	beta	T	sig
Personality dimensions				
Extraversion	0/107	0/044	0/460	0/464
Agreeableness	0/124	0/014	0/138	0/890
Conscientiousness	0/109	0/269	2/781	0/035
Emotional stability	0/081	0/177	2/052	0/042
Openness to experience	0/098	0/081	0/975	0/331

Table 5: H2 summary

variable	R ²	Durbin-Watson	beta	sig	H2
value	0/121	1/97	0/426	0/001	accepted

In order to analyzing third hypothesis that study impact of personality traits on job helping, the sig level is 0/000 (table 7) indicated that the regression model is significant and the third hypothesis accepted. As Durbin-Watson variable (1/7) indicated there is no self-correlation between independent variables. Also analysis of models' minor values, (based on sig levels on table 6) indicated that only emotional stability with 0/177 beta influenced job recognition and this variable explained 0/154 of job recognition variation. Hence the third hypothesis is supported and it is concluded that emotional stability is a good and suitable indicators of job helping.

Table 6: information about H3

items	Standard deviation	beta	T	sig
Personality dimensions				
Extraversion	0/106	-0/002	-0/19	0/985
Agreeableness	0/122	0/075	0/744	0/458
Conscientiousness	0/108	0/050	0/535	0/594
Emotional stability	0/079	0/295	3/488	0/001
Openness to experience	0/096	0/091	1/109	0/269

Table 7: H3 summary

variable	R ²	Durbin-Watson	beta	sig	H3
value	0/154	1/7	0/295	0/000	accepted

In order to analyzing fourth hypothesis that study impact of personality dimensions on job motivation, the sig level is 0/001 (table 9) indicated that the regression model is significant and the fourth hypothesis accepted. As Durbin-Watson factor (1/815) indicated there is no self-correlation between independent variables. Also analysis of models' minor values, (based on sig levels at table 8) indicated that emotional stability with 0/191 beta, conscientiousness with 0/302, and openness with 0/248 beta influenced job motivation and these variables explained 0/315 of job motivation variation. Hence fourth hypothesis is supported and it is concluded that emotional stability, conscientiousness, and openness are good and suitable indicators of job motivation.

Table 8: information about H4

items	Standard deviation	beta	T	sig
Personality dimensions				
Extraversion	0/138	-0/014	-0/149	0/882
Agreeableness	0/160	0/075	0/728	0/468
Conscientiousness	0/141	0/302	3/079	0/022
Emotional stability	0/104	0/191	2/232	0/027
Openness to experience	0/126	0/248	2/792	0/045

Table 9: H4 summary

variable	R ²	Durbin-Watson	beta	sig	H4
value	0/315	1/815	0/741	0/001	accepted

In order to analyzing fifth hypothesis that study impact of personality traits on job feedback, the sig level is 0/004 (table 11) indicated that the regression model is significant and the fifth hypothesis accepted. As Durbin-Watson variable (1/815) indicated there is no self-correlation between independent variables. Also analysis of model's minor values, (based on sig levels at table 10) indicated that extraversion with 0/091 beta and openness with 0/134 beta have impact on job feedback and these variables explained 0/471 of job feedback variance. Hence fifth hypothesis is supported and it is concluded that extraversion and openness are good and suitable indicators of job feedback.

Table 10: information about H5

items	Standard deviation	beta	T	sig
Personality dimensions				
Extraversion	0/123	0/091	0/942	0/048
Agreeableness	0/142	0/082	0/789	0/431
Conscientiousness	0/125	0/124	1/300	0/095
Emotional stability	0/092	0/178	2/054	0/249
Openness to experience	0/112	0/134	1/601	0/01

Table 11: H5 summary

variable	R ²	Durbin-Watson	beta	sig	H5
value	0/471	1/815	0/225	0/004	accepted

In order to analyzing sixth hypothesis that study impact of personality traits on job validity, the sig level is 0/002 (table 13) indicated that the regression model is significant and the hypothesis accepted. As Durbin-Watson variable (1/852) indicated there is no self-correlation between independent variables. Also analysis of model's minor values, (based on sig levels at table 12) indicate that only consciousness with 0/35 beta has impact on job validity and this variable explained 0/117 of job validity variation. Hence sixth hypothesis is supported and it is concluded that consciousness is a good and suitable indicators of job validity.

Table 12: information about H6

items	Standard deviation	beta	T	sig
Personality dimensions				
Extraversion	0/145	-0/140	-1/452	0/148
Agreeableness	0/168	0/091	0/880	0/380
Conscientiousness	0/148	0/35	2/735	0/025
Emotional stability	0/109	0/251	1/000	0/45
Openness to experience	0/132	0/145	1/500	0/85

Table 13: H6 summary

variable	R ²	Durbin-Watson	beta	sig	H6
value	0/117	1/852	0/35	0/002	accepted

In order to analyzing seventh hypothesis that measuring impacts of personality traits on job environmental adaptation, the sig level is 0/394 (table 14) indicates that the regression model is not significant. Based on this the seventh hypothesis could not supported.

Table 14: information about H7

items	Standard deviation	beta	T	sig
Personality dimensions				
Extraversion	0/133	-0/181	-1/796	0/074
Agreeableness	0/154	0/026	0/241	0/810
Conscientiousness	0/136	0/107	1/078	0/283
Emotional stability	0/100	0/024	0/260	0/795
Openness to experience	0/121	0/094	1/071	0/286

Conclusion

Studying impact of personality traits on job performance has much importance. Because human resources managers based on this can appoint their personals to appropriate jobs. This article was aimed to studying impact of personality traits on job performance. In order to this, personality traits based on big five model has been used that including extraversion, consciousness, openness, agreeableness, emotional stability, and job performances based on achieve model has been used that including ability, clarity (job recognition), help, incentive (job motivation), evaluation (job feedback), validity, environment adaptation. Statistical population of this study is university of Isfahan's personals that are 830 persons, and sample size including 160 personals are selected via available sampling method. Data collecting method is questionnaire with 50 items. The regression analysis and Durbin-Watson analysis has been used to analyzing data and consulting results. The results indicated that personality traits influenced job performance. Results of ENTER method indicated that consciousness and openness influenced job ability. Consciousness and emotional stability influenced job recognition, also emotional stability influenced job helping, consciousness, openness, and emotional stability influenced job motivation. Extraversion and openness influenced job evaluation, also consciousness influenced job validity. Also the results indicated that none dimensions of personality traits can't influence job performance. It is should remembered that human resources managers and related professionals can use these finding to selecting and appointing personals to appropriate jobs. For example in order to appointing personals to jobs that need to high level of feedback, candidates for this job should have high extraversion and openness personality. Finally Durbin-Watson test indicated that there isn't any self-correlation among independent variables.

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