

## Examine the relationship between conscientiousness and versatility on the job performance

Nahid Askarian<sup>1</sup>, Mohamad Reza Golkariee<sup>2</sup>

<sup>1</sup>department of Public Administration, Yazd science and Research Branch, Islamic Azad University, Yazd, Iran.

<sup>2</sup> (corresponding author), Executive Management, Deputy Refah Bank, Ebne Sina Branch, Yazd, Iran.

**Abstract:** The aim of this study was to examine the relationship between conscientiousness and versatility characteristics and impact of these two traits with job performance province Kerman's Department of Education. To perform this research evaluated extensive theoretical research in the field of personality and job performance. Special relationship took based on scientific literature and who opinion of experts and all the hypotheses of this study are based on established, The population of the study consisted of a total staff of education s Kerman is 330 people. Data was collected using questionnaires and by using SPSS software were analyzes through descriptive and inferential. Results showed a significant relationship between conscientiousness and versatility and also there is positively and directly relationship between personality traits variable and job performance.

[Nahid Askarian, Mohamad Reza Golkariee. **Examine the relationship between conscientiousness and versatility on the job performance.** *Researcher* 2015;7(1):34-38]. (ISSN: 1553-9865). <http://www.sciencepub.net/researcher>.

6

**Keywords:** conscientiousness, versatility, job performance, Education total directorate.

### Introduction

Pace of change in organizations, society and technology requires that today's employees are constantly changing, manage both on their own and their environment. The personalities is one of the most important issue for the career counselors. If individuals are selected according to each job, making sure will improved their performance and also organizational performance. Obviously, people have different personalities and also careers have these features, By the way, many efforts have been made to be placed people in good jobs.

The study of personality structure always has been an important issue in personality research. As a result, personality traits, especially those that reflect the willingness to change are increasingly causing people to be successful and competitive advantage for the organization. Most of this research has been on personality traits and behavior patterns and less emphasis on organizing the relationship between thoughts, feelings and personal behavior.

Personality is unique and yet has similarities as well, the adults characters remain relatively constant, but experience and growth can change it. The aim of this study was to investigate the relationship between conscientiousness and versatility as well as their relationship to job performance.

### Principles and Theoretical framework

Job performance refers to activities that are directly or indirectly linked to the organization's technical core. The organization with the superior performance is the organization on a long-term period will be achieved to better results of an organization-alignment by good ability to adapt, rapid changes and response to these changes, the creation of a coherent

and purposeful management, continuous improvement of key features and proper treatment of employees as the most important asset.

Personality is the character, qualities and somewhat predictable behavioral patterns that everyone shows either consciously or unconsciously as their life style. In other words, traits of emotional, behaviors, attitudes and attributes at typical conditions that represent person for each individual and is relatively stable and predictable. The character is composed of two main factors: (1) heritable characterization (2) life experiences (particularly experiences early in life) traits approach attempts to defined character in repetitive behaviors (attributes). Theorists have worked in conjunction with the theory of characteristics (Allport, Isenk, Cattell, etc.) In determining the traits that comprise human personality is different from each other, but they believe that these traits (such as conscientiousness and versatility) constitute the main pillars of character.

Liao et al argued that employees with high conscientiousness and versatility with people who have similar personality traits, work more effectively. Employees who have high conscientiousness and low versatility than other employees are more involved in the complaint and create division among the group members. These studies suggest that high conscientiousness do not always lead to positive behaviors of employees, especially among workers who have low versatility. Groups that had the high conscientiousness in the ability to communicate with others at working were poor. Witt and colleagues were examined Interactive relation between personality and organizational politics on contextual performance with a sample of 540 employees of an organization. Their

results showed that conscientiousness was significantly related to job dedication. Roberts et al.

The research concluded that conscientiousness has the greatest impact on job performance. Bell came to the conclusion that a group of conscientious doctors will have a high performance. Among these features is the duty of the highest credit.

**Schmidt & Hunter** have been category duty to the most important variable of motivated behavior in this field. Conscientiousness represents individual responsibility, academic perseverance and the ability to organize information.

**Barrick et al** stating that the other dimensions of personality may be related to job performance through their effects on motivational purposes. Their study concluded that conscientiousness was a strong and valid predictor of job function in all occupations and criteria.

**Driskell et al** stated that individuals who are high in conscientiousness have lower performance in tasks that require creativity. Employees with high versatility for creating collaborative relationships with other motivated, they have a strong network of social relations that can support the job function. Social networking should be especially helpful in difficult working conditions. In addition, conscientiousness

related to goal setting and motivation for success.. Similarly, **Bowling & Eschleman** found that employees who dutifully features are counter-productive behaviors are less stressful work environment.

### Research Methodology

With regard to the issue raised in this study, the aim of this research is applied, But the manner of performing is a cross-correlation studies. Community as a case study in this research, the education of the whole Kerman province, which has more than 300 employees and the Kokaran formula, 178 samples were analyzed and classified random sample selection method was used. The required data collection tool was a questionnaire. to assess personality used and **McCra & Costa** traits questionnaires and in the job performance used of Q- **Paterson** a professional performance. Data were analyzed by using SPSS software. A conceptual model is designed for research evaluation in the field of management theory and the relationship between job characteristics and versatility of job performance the theories and insights of contemporary thinkers and combine theories in a theoretical framework for examining the relationship between personality and performance.

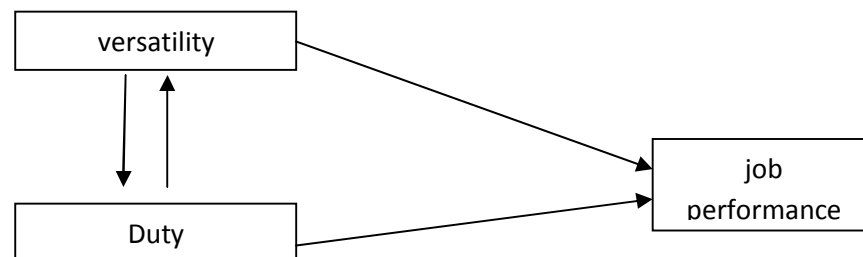


Figure 1. Job Performance

### Research Objectives

- 1 The relationship between conscientiousness and individual versatility characteristics.
- 2 The relationship between job performance and versatility characteristics.
- 3 The relationship between conscientiousness and individuals job performance characteristics.

### Research Hypotheses

- 1 there is a significant relationship between individual versatility and duty.
- 2 there is a significant relationship between conscientiousness characteristics and job performance.
- 3 there is a significant relationship between versatility characteristics and job performance.

### Data Analysis and research Findings

#### Demographic data

Of the 178 evaluated patients, 132 patients (2.74%) males and 44 (24.7%) were women, 2 patients (1.1%) did not respond. Also, 13 patients (3.7%) less than 7 years, 50 patients (28.1%) were between 8 and 14 years, 64 patients (36%) 15 to 22 years, 42 (19.1%) were between 23 and 29 years, 7 patients (3.9%) were 30 years or older, had work experience. Of these, 2 patients (1.1%) did not respond. Of the 178 patients evaluated in 2 patients (1.1%), under Diploma, 15 patients (4.8 percent) Diploma, 112 patients (9/62%) of undergraduate and 43 (24.2 percent) were graduate. Of these, 6 patients (3.4%) and also did not respond.

### Research Variables

The independent variable is the variable which the dependent variable is predicted through it. Also this variable is said stimuli or input variable and the variable that is measured manipulated or selected by

the investigator to measure the impact or relationship with other variables and the dependent variable is the variable that can be observed or measured to determine the effect of independent variables (Delavar, 2006) According to the definition, features of versatility and conscientiousness as a predictive variable and job performance as the criterion variable was considered.

The frequency distribution of subjects basic on duty:

Of the 178 patients evaluated, 40 (22.5 percent) strongly agree, 108 (7/60 percent) agreed, 12 patients (7.6%) were No comments, 8 patients (4.5 percent) disagreed and 10 strongly disagree (6.5%) patients.

Table 1: Distribution of subjects according to duty

Cumulative percentage	Valid percent	Frequency percentage	Frequency	
<b>22.5</b>	<b>22.5</b>	<b>22.5</b>	<b>40</b>	Strongly agree
<b>83.1</b>	<b>60.7</b>	<b>60.7</b>	<b>108</b>	agreed
<b>89.9</b>	<b>6.7</b>	<b>6.7</b>	<b>12</b>	No comments
<b>94.4</b>	<b>4.5</b>	<b>4.5</b>	<b>8</b>	disagreed
<b>100</b>	<b>5.6</b>	<b>5.6</b>	<b>10</b>	strongly disagree
	<b>100</b>	<b>100</b>	<b>178</b>	<b>total</b>

Frequency Distribution of subjects according versatility:

Of the 178 patients evaluated, 35 patients (19.7 percent) strongly agree, 102 (3/57 percent) agreed, 17

patients (6.9%) had no opinion, 11 patients (2.6 percent), 13 were completely opposed disagreed (3.7%) patients.

Table 2: Distribution of subjects according versatility

Cumulative percentage	Valid percent	Frequency percentage	Frequency	
<b>19.7</b>	<b>19.7</b>	<b>19.7</b>	<b>35</b>	Strongly agree
<b>77</b>	<b>57.3</b>	<b>57.3</b>	<b>102</b>	agreed
<b>86.5</b>	<b>9.6</b>	<b>9.6</b>	<b>17</b>	No comments
<b>92.7</b>	<b>6.2</b>	<b>6.2</b>	<b>11</b>	disagreed
<b>100</b>	<b>7.3</b>	<b>7.3</b>	<b>13</b>	strongly disagree
	<b>100</b>	<b>100</b>	<b>178</b>	<b>total</b>

Frequency Distribution of subjects based on job performance

Of the 178 patients evaluated, 92 patients (7/51 percent) strongly agree, 53 (29.8 percent) agreed, 21

patients (11.8%) were no comment, and 5 (2.8%) were totally disagree and 7 disagreed (3.9%) patients.

Table 3. Distribution of subjects based on job performance

Cumulative percentage	Valid percent	Frequency percentage	Frequency	
<b>51.7</b>	<b>51.7</b>	<b>51.7</b>	<b>92</b>	Strongly agree
<b>81.5</b>	<b>29.8</b>	<b>29.8</b>	<b>53</b>	agreed
<b>93.3</b>	<b>11.8</b>	<b>11.8</b>	<b>21</b>	No comments
<b>96.1</b>	<b>2.8</b>	<b>2.8</b>	<b>5</b>	disagreed
<b>100</b>	<b>3.9</b>	<b>3.9</b>	<b>7</b>	strongly disagree
	<b>100</b>	<b>100</b>	<b>178</b>	<b>total</b>

Between the features of versatility and conscientiousness there is a relationship. Suppose H0: There is no relationship between conscientiousness and versatility. Suppose H1: There is a relationship between conscientiousness and versatility. To review test conscientiousness and versatility was used of

Kendall's tau b and Spearman's correlation coefficient. The relationship between these two variables is direct and positive. According to the results table, the 99% confidence level with an error of less than 01/0 statistical relation between two variables, conscientiousness and job performance.

Table 4. Correlation Coefficient

			Job performance	conscientiousness
Kendall's tau_b	Job performance	Correlation Coefficient	<b>1</b>	<b>353/0**</b>
		Sig. (1-tailed)	<b>0</b>	<b>000/.</b>
		N	<b>178</b>	<b>178</b>
	conscientiousness	Correlation Coefficient	<b>353/0**</b>	<b>1</b>
		Sig. (1-tailed)	<b>0</b>	<b>0</b>
		N	<b>178</b>	<b>178</b>
Spearman's rho	Job performance	Correlation Coefficient	<b>1</b>	<b>364/0**</b>
		Sig. (1-tailed)	<b>0</b>	<b>000/0</b>
		N	<b>178</b>	<b>178</b>
	conscientiousness	Correlation Coefficient	<b>364/0**</b>	<b>1</b>
		Sig. (1-tailed)	<b>000/0</b>	<b>0</b>
		N	<b>178</b>	<b>178</b>

Compared with the results based on the findings of other investigators cited the significant relationship between personality trait conscientiousness and versatility that is consistent with the findings of Liao. There is significant relationship between conscientiousness and job performance and also job performance and versatility that were consistent with the findings of the meta-analysis of Monte Slim in America, **Vander Walt et al** in South Africa and Salgado et al and in Europe, Dryskl & Associates, Roberts & Associates, boling and Askelman, Schmidt and Hunter.

### Conclusions and recommendations

Surveys conducted the survey results with results of other studies concerning the existence of a significant relationship, based on each hypothesis was consistent. Since there is a significant correlation between characteristics and job performance review, managers should be looking for ways to employed persons according to their personality characteristics fit with their job. So if managers consider the psychological characteristics of individuals in hiring will certainly their function and thus the efficiency and effectiveness of the organization will improve significantly. Therefore, it is recommended more research is done about other aspects affecting on job performance to provide enhancing understanding and awareness of managers and researchers. Research done to suit job on each personality. The present study will be done about "examines the relationship between conscientiousness and versatility on the job performance of employees in the Directorate of Education, Kerman Province" solutions to companies operating in various cities.

### Reference

- Asadi Noghabi, A. (2005). Nursing (Mental Health 2). Tehran, Human, Fifth Edition.
- Barrick, M. R., and Mount, M. K. (1991). The Big Five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44, 1–26.
- Barrick, M. R., Mitchell, T. R., and Stewart, G. L. (2003). Situational and motivational influences on trait–behavior relationships. In M. R. Barrick, and A. M. Ryan (Eds.), *Personality and work: Reconsidering the role of personality in organizations* (pp. 60–82). San Francisco: Jossey-Bass.
- Barrick, M. R., Mount, M. K., and Judge, T. A. (2001). Personality and performance at the beginning of the new millennium: What do we know and where do we go next? *International Journal of Selection and Assessment*, 9, 9–30.
- Bell, S. T. (2007). Deep-level composition variables as predictors of team performance: A meta-analysis. *Journal of Applied Psychology*, 92, 595–615.
- Berry, C. M., Ones, D. S., and Sackett, P. R. (2007). Interpersonal deviance, organizational deviance, and their common correlates: A review and meta-analysis. *Journal of Applied Psychology*, 92, 410–424.
- Borman, W. C., and Motowidlo, S. M. (1997). Task performance and contextual performance: The meaning for personnel selection. *Human Performance*, 10, 99–109.
- Borman, W. C., Penner, L. A., Allen, T. D., and Motowidlo, S. J. (2001). Personality redictors of citizenship performance. *International Journal of Selection and Assessment*, 9, 52–69.
- Bowling, N. A., and Eschleman, K. J. (2010). Employee personality as a moderator of the relationships between work stressors and

- counterproductive work behavior. *Journal of Occupational Health Psychology*, 15, 91–103.
10. Bratko, D., Chamoro, T., & Saks, Z. (2006). Personality and school performance: Incremental validity of self and peer-ratings over intelligence. *Personality and Individual Differences*, 41, 131–142.
  11. Cervone, D. (2005). Personality architecture: Within-person structures and processes. *Annual Review of Psychology*, 56, 423–452.
  12. Delaware, A.S. (2006). *Research Methods in Psychology and Education*. Tehran, publish, edit, print twenty-first.
  13. Driskell, J. E., Hogan, R., & Salas, E. (1987). Personality and group performance. In C. Hendrick (Ed.). *Group processes and intergroup relations: Review of personality and social psychology* (Vol. 9, pp. 91–112). Newbury Park, CA: Sage.
  14. Essa Khany, R. (2008). Organizations with superior performance, resource magazine, No. 192. 24.
  15. Fugate, M., Kiniki, A. J., and Ashforth, B. E. (2004). Employability: A psycho-social construct, its dimensions, and applications. *Journal of Vocational Behavior*, 65, 14–38.
  16. Hinton, Perry R. (2004), *Statistics Explained*, 2nd Edition. Routledge Press.
  17. Hofstee, W. K. B., de Raad, B., and Goldberg, L. R. (1992). Integration of the Big Five and circumplex approaches to trait structure. *Journal of Personality and Social Psychology*, 65, 563–576.
  18. Johnson, J. A., & Ostendorf, F. (1993). Clarification of the Five-Factor Model with the abridged Big Five dimensional circumplex. *Journal of Personality and Social Psychology*, 65, 563–576.
  19. Judge, T. A., and Ilies, R. (2002). Relationship of personality to performance motivation: A meta-analytic review. *Journal of Applied Psychology*, 87, 797–807.
  20. Liao, H., Joshi, A., and Chuang, A. (2004). Sticking out like a sore thumb: Employee dissimilarity and deviance at work. *Personnel Psychology*, 57, 969–1000.
  21. Parvin, A. Lawrence. (1995). *Psychology of personality theory and research* (Volume 2), translated by Mohammad J. Javadi, P. Kadivar, expressive Cultural Publications, First Edition. Tehran.
  22. Rass, Allen (1996). *Personality psychology*. Translate Siavash Jamalifar. The second edition, published flowing 0.137.
  23. Robbins, R. (2002). *Organization theory* (architecture, design, and applications). Alvani Mehdi Hassan's translation of knowledge. Tehran, 32, Shayegan far treasure.
  24. Roberts, B.W., Chernyshenko, O.S., Stark, S. and Goldberg, L.R. (2005). The structure of conscientiousness: An empirical investigation based on seven major personality questionnaires. *Personnel Psychology*, Vol. 58, No. 1, pp. 40-103.
  25. Salgado, F. Jesus. (1997). The big five model of personality and job performance in the European community; *journal of applied psychology*; vol85; n1.
  26. Seibert, S. E., Crant, J. M., and Kraimer, M. L. (1999). Proactive personality and career success. *Journal of Applied Psychology*, 84, 416–427.
  27. Schmidt, F. L., and Hunter, J. E. (1998). The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings. *Psychological Bulletin*, 124, 262–274.
  28. Vander Walt. S. H and et.al. (2002). Meta analysis of the relationship between personality measurement and job performance in South Africa; SIOPA conference; Pretoria.
  29. Witt, L.A. Michel. Kakmer. K., Carlson.dowans, zivnusca. Suzane. (2002). Interactive effects of personality and organizational politics on contextual performance, *Journal of Organizational behavior*, Vol, 23.