

“Exploring the Relationship between Personality and Job Performance” "New Approach"

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ABSTRACT: *This paper investigates the relationship between personality and job performance of the five-factor model with job performance. Personality psychology is concerned with the analysis and theories surrounded by the personality are related to the five factors. Conscientiousness and extraversion appear to be positively correlated with productivity and performance. Neuroticism and agreeableness are negatively correlated with leadership capabilities. Individuals make high performance on conscientiousness, while individuals missing conscientiousness and having neuroticism tend to perform poorly at work.*

Keywords: *personality, job performance, trait, meta-analysis, organization, extraversion, conscientiousness, agreeableness, openness and neuroticism.*

I. INTRODUCTION

The relationship between personality and job performance has been a frequently studied research topic in many fields like industry, agriculture and medical for a long time. Research conducted during this time period was characterized by primary studies in which researchers investigated the relationships of individual from numerous personality inventories to various aspects of job performance. In fact, some have sarcastically referred to this as the time when we had no personalities. As Guion and Gottier (1965, p. 159) noted in their influential review.

One big question that organizations may find hard to answer is how to separate individuals who will perform well from those who will not. The answer may to some extent relate to the type of personality that one exhibit. Discussions that concern personality as a valid predictor of job performance have flourished ever since Barrick and Mount (1991) conducted a substantial meta-analysis on the same topic. Job performance is a multi-dimensional construct which indicates how well employees perform their tasks, the initiative they take and the resourcefulness they show in solving problems. Furthermore, the way they utilize their available resources and the time and energy they spend on their tasks (Boshoff& Arnolds, 1995; Schepers, 1994). Job performance could be affected by situational factors, such as the characteristics of the job, the organization and co-workers (Hackman & Oldham, 1980; Strümpfer, Danana, Gouws&Viviers, 1998).

Personality encompasses a person's relatively stable feelings, thoughts, and behavioral patterns. Each of us has a unique personality that differentiates us from other people, and understanding someone's personality gives us clues about how that person is likely to act and feel in a variety of situations. To manage effectively, it is helpful to understand the personalities of different employees. Having this knowledge is also useful for placing people into jobs and organizations, most personality measures are faked (Reilly & Warech, 1993). However, evidence has suggested that personality measures are valid predictors of diverse job-related criteria (Goldberg, 1993). Unlike many measures of cognitive ability, personality measures typically do not have an adverse impact on disadvantaged employees (Hogan, Hogan & Roberts, 1996) and thus can enhance fairness in personnel decisions. Recent research showed that personality dimensions are related to job performance (Rosse, Stecher, Miller & Levin, 1998; Wright et al., 1995).

There are five personality dimensions. The five personality dimensions seem to be relevant to different cultures (McCrae & Costa, 1997) and have been recovered consistently in factor analyses of peer- and self-ratings of trait descriptors involving diverse conditions, samples, and factor extraction and rotation methods (Costa & McCrae, 1988). Research also showed that the five personality factors have a genetic basis (Digman, 1989) and that they are probably inherited (Jang, Livesley& Vernon, 1996). The five dimensions of the five traits of personality are Neuroticism, Extraversion, Openness to Experience, Agreeableness and Conscientiousness.

Different studies have been conducted to determine the dispositional causes of different kind of work related attitudes and behaviors such as the relationship between five personality traits and job performance (Barrick& Mount, 1991). Judge (1997) gave the concept of core self-evaluations to determine the dispositional causes of job satisfaction. Judge, Heller and Mount (2002) studied the relationship between Big Five personality

traits and job satisfaction. These studies concluded that five personality traits are a useful measure to determine work related attitudes and behaviors.

The findings of Tett et al. (1991) and Mount and Barrick (1995) do provide some evidence that the link between the Big Five and job performance might be more complex than has recently been suggested, in that their degrees of validity depend on careful selection of theoretically relevant criterion dimensions. Recent work by Motowidlo and Van Scotter (1994; Van Scotter&Motowidlo, 1996) has likewise indicated that the Big Five have differing relations with theoretically linked dimensions of job performance within the task-versus-contextual distinction explicated by Borman and Motowidlo (1993, 1997). This body of work has suggested that personality predictors should have their largest impact on contextual dimensions of job performance. Van Scotter and Motowidlo (1996) showed further that Extraversion and Agreeableness were more strongly related to the interpersonal facilitation component of contextual performance than they were to task performance. Although the magnitudes of these correlations were rather small, this finding does suggest that perhaps the Big Five dimensions other than Conscientiousness take on importance for predicting certain dimensions of job performance--a finding that may have been masked in the earlier meta-analyses. Thus, we feel that the body of meta-analytic evidence relating the Big Five to job performance would benefit from an exploration of their differential relations with task performance and the dimensions of contextual performance.

Research Problem

Researcher has found through the study there is a critical for organizations to understand the relationship between personality and the job performance

Extensive research has been done on the ability of various hiring methods and measures to actually predict job performance.

Based on that the researcher tries to identify and investigate the relationship between personality and job performance and the problems with personality testing run far deeper than this.

The main problem of this research is to investigate the real impact of personality on employee job performance.

As well as other problems that are facing organizations with different concept of the "Big Five" personality traits is taken from psychology and includes five broad domains that describe personality.

Research objectives

By reviewing studies, reports, periodicals and books related to the topic of study, The purpose of this research is to describe the main objectives of this research as follow:

1. Identify the meaning of personality and its types?
2. Identify personality test including full personality test report and personal recommendations
3. Identify the job performance related activities expected of an employee.
4. Find the relationship between personality and job performance.
5. Discuss the big five personality theory.

II. RESEARCH METHODOLOGY

This study is descriptive based on the data collection and analysis of results from studies, reports, periodicals and books related to the topic of study in order to investigate the relationship between personality and job performance.

Research Questions

Based on research problems, the following questions have been formulated.

- 1) What is the meaning of personality?
- 2) What are types of personality?
- 3) What is the relationship between personality and job performance?
- 4) What Are the Big Five Personality Traits?
- 5) How can managers evaluate job performance?

Research limitation

This research has driven theoretically to investigate the relationships between personality and job performance, based on the collection and analysis of studies, reports, periodicals and books in order to identify how the personality with different five personality and job performance. However, the researcher is looking for conducting analytical study to evaluate personality and job performance.

Overall, the findings suggest the existence of an albeit not strong or extensive relationship between the big five of personality and work involvement. The limitations of the study and its implications for practice are discussed.

Previous Studies

Researcher will list some advanced studies related to the topic of study.

1 – Siadat Sayyed Ali (June 2011): “Relationship between Personality Traits and Performance”

Behzad, Y (2004) found that there is a meaningful relationship between the performance of those who majored in pedagogical management and those of other majors; but there is not a relationship. Khakpour (2004) examined “relationship between junior high schools principals’ personality characteristics and their performance”. The results showed that there is a meaningful relationship between principals’ personality characteristics, extroversion and their emotional stability and their performance and last two mentioned characteristics can help to predict the performance. Nazem (2005) also conducted a research on “a prediction of effective management through an organization’s atmosphere and principals’ personality characteristics.” He found that the relationship exists between personality characteristics and effective management. In an M.A. thesis on “the relationship between personality characteristics and job satisfaction”, Nazarpour-e Samsami (2006) found no meaningful relationship between demographic cases and personality characteristics according to the degrees, age groups and sex in junior high and high schools. Moreover, men are more neurotic than women. Halden (1995) did a research on 144 principals and 140 employees of an organization. The results of which showed that personality characteristics such as compatibility and extroversion are among organizations’ effectiveness predicting factors. Collins (2000) in an article considers modesty, humility and shyness as successful leaders’ personality characteristics based on Freuds’ teaching, mccaby (2000) stated that all successful leaders loved their jobs. They predict future plans using strong power, views and their honorable personalities. They have all strength to achieve their objectives. Kraus, E (2002) carried out a research on personality and performance. At last he found a meaningful relationship between principals personality characteristics and their general performance in having relationship with teachers, creativity and control, but there is no meaning in supervising, guiding, and personality factors. By the way, variables related to teachers like the school they are teaching at, and background have no effects on their performance. Findings of a research by Moran and Garies (2004) on “principals’ realization of effectiveness in the U.S.” showed that good schools have good principals without whom the school can’t develop. In addition, doing a research in Australia on “the management of a successful manger”, Gurr and Mulford (2005) found that considerable numbers of characteristics can be used to interpret the complexity of principals works the result of which is students’ progress.

2 – S Rothmann And E P Coetzer (2003): “The Big Five Personality Dimensions And Job Performance”

The relationship between personality and job performance has been a frequently studied topic in industrial psychology in the past century (Barrick, Mount & Judge, 2001). Job performance is a multi-dimensional construct which indicates how well employees perform their tasks, the initiative they take and the resourcefulness they show in solving problems. Furthermore, it indicates the extent to which they complete tasks, the way they utilise their available resources and the time and energy they spend on their tasks (Boshoff& Arnolds, 1995; Schepers, 1994). Job performance could be affected by situational factors, such as the characteristics of the job, the organisation and co-workers (Hackman & Oldham, 1980; Strümpfer, Danana, Gouws&Viviers, 1998), and by dispositional factors. Dispositional variables can be described as personality characteristics, needs, attitudes, preferences and motives that result in a tendency to react to situations in a predetermined (predisposed) manner (House, Shane & Herrold, 1996). Job performance is influenced by aptitude, need for achievement, self-regard, locus of control, affective temperament and the interaction between these constructs (Boshoff& Arnolds, 1995, Wright, Kacmar, McMahan & DeLeeuw, 1995). Traditionally industrial psychologists have questioned the usefulness of personality measures in predicting job-related criteria (such as job performance), because of pessimistic conclusions of early reviews of the topic (e.g. Guion&Gottier, 1965) and concerns that most personality measures are faked (Reilly & Warech, 1993). However, evidence has suggested that personality measures are valid predictors of diverse job-related criteria (Goldberg, 1993). Unlike many measures of cognitive ability, personality measures typically do not have an adverse impact on disadvantaged employees (Hogan, Hogan & Roberts, 1996) and thus can enhance fairness in personnel decisions. Recent research showed that personality dimensions are related to job performance (Rosse, Stecher, Miller & Levin, 1998; Wright et al., 1995).

3 – Sean P. Neubert&Hurtz& Donovan, (2000): “ The Five-Factor Model of Personality in the performance in Workplace”

Job performance and personality (as measured in the five-factor model) are related. It appears that the relation between job performance and the five factors is more a consequence of the social aspects of the workplace than of ability. Research indicates that cognitive ability is more strongly correlated with task performance than any of the five factors are correlated with task performance. The five factors are strongly correlated with cooperating with others and enjoying the overall workplace experience, which are key

components of long-term job success. Being absent from work or working as a team are correlates of personality that directly affect whether one will succeed in the workplace, and they are strongly correlated with the Big Five and not with cognitive ability.

It is worth noting that the majority of research has been on sales or other occupations in which interacting with people is required. Is it possible that these studies are skewed? Perhaps researching individuals in jobs that require very little human interaction (such as authors of fiction, like Steven King) would yield different results.

Conscientiousness and extraversion are the two aspects of the five-factor model that are always correlated with positive job performance, although conscientiousness is more positively correlated (extraversion is negatively correlated with job performance in that it appears to inspire more absence, but only when combined with low levels of conscientiousness). Agreeableness is negatively correlated with job performance within a leadership role. Openness to experience, in general, is unrelated. Neuroticism is negatively correlated with job performance.

Cognitive ability may allow an employee to complete a specific task, but the ability to work with others and to stay motivated are aspects of personality. The five-factor model is a valid predictor of workplace performance. Personality is an indispensable consideration for employers looking for quality employees.

Big five personality theory

In the past, researchers have debated on exactly how many personality traits truly exist. Today, the majority of personality researchers support the Five Factor theory of personality, which describes five broad personality dimensions that compose human personality - These are:

- Extraversion
- Agreeableness
- Conscientiousness
- Neuroticism
- Openness



Source: psychometric-success.com

1 – Extraversion

Extraversion is characterized by breadth of activities (as opposed to depth), from external activity/situations, and energy creation from external means.[Laney, Marti Olsen (2002)] The trait is marked by pronounced engagement with the external world. Extraverts enjoy interacting with people, and are often perceived as full of energy. They tend to be enthusiastic, action-oriented individuals. They possess high group visibility, like to talk, and assert themselves.[Canadian Research & Development Center of Sciences and Cultures. Retrieved 14 November 2012.]

Introverts have lower social engagement and energy levels than extraverts. They tend to seem quiet, low-key, deliberate, and less involved in the social world. Their lack of social involvement should not be interpreted as shyness or depression; instead they are more independent of their social world than extraverts. Introverts need less stimulation than extraverts and more time alone. This does not mean that they are unfriendly or antisocial; rather, they are reserved in social situations.[Rothmann, S; Coetzer, E. P. (24 October 2003)].

Sample items

- I am the life of the party.
- I don't mind being the center of attention.
- I feel comfortable around people.
- I start conversations.
- I talk to a lot of different people at parties.

2 – Agreeableness

The agreeableness trait reflects individual differences in general concern for social harmony. Agreeable individuals value getting along with others. They are generally considerate, kind, generous, trusting and trustworthy, helpful, and willing to compromise their interests with others.[Rothmann, S; Coetzer, E. P. (24 October 2003)] Agreeable people also have an optimistic view of human nature.

Disagreeable individuals place self-interest above getting along with others. They are generally unconcerned with others' well-being, and are less likely to extend themselves for other people. Sometimes their skepticism about others' motives causes them to be suspicious, unfriendly, and uncooperative.[Bartneck, C.Van der Hoek 2013.]

Because agreeableness is a social trait, research has shown that one's agreeableness positively correlates with the quality of relationships with one's team members. Agreeableness also positively predicts transformational leadership skills. In a study conducted among participants in leadership positions in a variety of professions, individuals were asked to take a personality test and have two evaluations completed by directly supervised subordinates. Leaders with high levels of agreeableness were more likely to be considered transformational rather than transactional.

Sample items

1. I am interested in people.
2. I sympathize with others' feelings.
3. I have a soft heart.
4. I take time out for others.
5. I feel others' emotions.
6. I make people feel at ease.

3 – Conscientiousness

Conscientiousness is a tendency to show self-discipline, act dutifully, and aim for achievement against measures or outside expectations. It is related to the way in which people control, regulate, and direct their impulses. High scores on conscientiousness indicate a preference for planned rather than spontaneous behavior.[Costa, P. T., (1992)] The average level of conscientiousness rises among young adults and then declines among older adults.[Research Reports on Science]

Sample items

1. I am always prepared.
2. I pay attention to details.
3. I get chores done right away.
4. I like order.
5. I follow a schedule.
6. I am exacting in my work.

4 – Neuroticism

Neuroticism is the tendency to experience negative emotions, such as anger, anxiety, or depression.[Jeronimus, B.F.; Riese, H.; Sanderman, R.; Ormel, J. (2014)] It is sometimes called emotional instability, or is reversed and referred to as emotional stability. Neuroticism is interlinked with low tolerance for stress or aversive stimuli.[Norris, C. J.; (2007).] Those who score high in neuroticism are emotionally reactive and vulnerable to stress. They are more likely to interpret ordinary situations as threatening, and minor frustrations as hopelessly difficult. Their negative emotional reactions tend to persist for unusually long periods of time, which means they are often in a bad mood. For instance, neuroticism is connected to a pessimistic approach toward work, confidence that work impedes personal relationships, and apparent anxiety linked with work.[Fiske, S. T.; Gilbert, D. T.; Lindzey, G. (2009)] Furthermore, those who score high on neuroticism may display more skin-conductance reactivity than those who score low on neuroticism.[Norris, C. J.; (2007).]

Sample items

1. I get irritated easily.
2. I get stressed out easily.
3. I get upset easily.
4. I have frequent mood swings.

5 – Openness

Openness is a general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of experience. People who are open to experience are intellectually curious, open to emotion, sensitive to beauty and willing to try new things. They tend to be, when compared to closed people, more creative and more aware of their feelings. They are also more likely to hold unconventional beliefs.

A particular individual, however, may have a high overall openness score and be interested in learning and exploring new cultures but have no great interest in art or poetry.

They called this "Openness to Absorbing and Self-Altering Experience," or Absorption. Independently, [Costa and McCrae (1988)] proposed a similar dimension of Openness to Experience.

Sample items

1. I have excellent ideas.
2. I am quick to understand things.
3. I use difficult words.
4. I am full of ideas.

III. LITERATURE REVIEW

Personality

Personality is so widely studied concept by the psychologists that "personality psychology" is taken as a separate discipline of psychology. Personality psychology is concerned with the analysis of human nature and theories surrounded by the personality must cater the five root ideas that are motivation, unconscious, self, development and maturity (Hogan, 1998).

Suppose there are two persons of the same age but have different interests, activities, feelings and thinking, it means there is something different inside them and that "something inside" is said to be personality (Kasschau, 2000). Earliest psychologists have defined the personality as development of the individuals' whole psychological system (Warren and Carmichael, 1930). Allport presented the same concept of personality in his definition: "The dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment" (Allport, 1937; Robbins et al., 2009).

Personality traits

"Personality" derived from the Latin term "Persona" which means (1) a mask worn by theater actors to represent their role and personality in the play; (2) the authentic self, which includes one's intrinsic motivations, emotions, habits, and ideas (Chan, 1996). Allport (1974) described personality as "a dynamic organization within the individual of those psychological systems that determine his unique adjustments to his environment". Robbins (2001) viewed personality as "the sum total of ways in which an individual reacts and interacts with others". Simply put, personality can be defined as a compound of human characteristics and variables. For instance, an employee considered to be "ambitious and smart" by his superior has a personality formed by the compound of these two characteristics. Besides, behavioral scientists tend to agree that personality remains constant throughout one's life. Hence, it can be said that personality comprises of human characteristics that do not quickly vary and can be used to predict one's short-term behavioral models.

Personality Types

There are 16 personalities' types; I will mention some of them as follow:

[NERIS Analytics Limited 2011-2016]

1 - Analysts

- i **The Architect:** It's lonely at the top, and being one of the rarest and most strategically capable personality types all too well.
- ii **The Logician:** is fairly rare, making up only three percent of the population, which is definitely a good thing for them, as there's nothing they'd be unhappy about than being "common".
- iii **The Commander:** are natural-born leaders. People with this personality type embody the gifts of charisma and confidence.
- iv **The Debater:** is the ultimate devil's advocate, thriving on the process of shredding arguments and beliefs and letting the ribbons drift in the wind for all to see.

2 - Diplomats

- i **The Advocate:** find it easy to make connections with others, and have a talent for warm, sensitive language, speaking in human terms, rather than with pure logic and fact.
- ii **The Mediator:** always looking for the hint of good in even the worst of people and events, searching for ways to make things better.
- iii **The Protagonist:** they are oftentimes our politicians, our coaches and our teachers, reaching out and inspiring others to achieve and to do good in the world.
- iv **The Campaigner:** They are often the life of the party, but unlike Explorers, they are less interested in the sheer excitement.

Job Performance

On a very general level job performance can be defined as "all the behaviors employees engage in while at work" (Jex 2002 p. 88). However, this is a rather vague description. A fair amount of the employees' behavior displayed at work is not necessarily related to job-specific aspects. More commonly, job performance refers to how well someone performs at his or her work. Definitions range from general to specific aspects and from quantitative to qualitative dimensions. Initially, researchers were optimistic about the possibility to define and measure job performance. However, soon enough they started to realize that determining the dimensions of a job and its performance requirements was not a straightforward process. Nowadays it is generally agreed that job performance consists of complicated series of interacting variables pertaining to aspects of the job, the employee and the environment (Milkovich et al 1991 pp. 48-49).

The work related activities expected of an employee and how well those activities were executed. Many business personnel directors assess the job performance of each employee on an annual or quarterly basis in order to help them identify suggested areas for improvement. [businessdictionary, 2016: WebFinanceInc]

Job performance relates to the act of doing a job. Job performance is a means to reach a goal or set of goals within a job, role, or organization (Campbell, 1990), but not the actual consequences of the acts performed within a job. Campbell (1990) affirms that job performance is not a single action but rather a "complex activity". Performance in a job is strictly a behavior and a separate entity from the outcomes of a particular job which relate to success and productivity.

Measurement of performance

Given the centrality of job performance in organizations, it becomes clear that the measurement of individual performance should capture job performance as reliable and valid as possible.

A variety of measures of job performance has been used over the past decades (Campbell C.H., 1990). For example, rating scales, tests of job knowledge, hands-on job samples, and archival records have been used to assess job performance (Campbell C.H., 1990). From these measurement options, performance ratings (e.g. peer ratings and supervisor ratings) are the most frequent way of measuring job performance. Often, 'objective' criteria such as sales figures and production records are requested. However, even these criteria involve subjective judgments of which specific type of criteria pictures performance (Campbell, 1990) and are, like other performance measures, not perfect.

IV. OBJECTIVE VS. SUBJECTIVE PERFORMANCE EVALUATIONS

Management experts have debated for decades the most useful way to assess employee performance. In today's businesses, employers tend to rely on a mix of subjective and objective measures as part of a larger performance measurement process. [Jason Gillikin, studio, fast life 2016]

Objective Metrics

An objective measurement typically defies interpretation: Either an employee was late five times or she wasn't, or he met his widgets-per-hour target or he didn't. For that reason, some employers use purely objective measures for employees who have repetitive or entry-level jobs--performance is a function of doing (or not doing) some specific action, or in meeting per-product or per-service productivity totals.

Subjective Metrics

Some jobs cannot be easily measured. Data analysts, attorneys and dolphin trainers each perform a job that is difficult to distill into a few discrete metrics. Therefore, employers will determine categories of measurement--for example, customer service or teamwork or professionalism. Supervisors typically offer a numeric score that represents the employee's perceived performance in that category, but the question of whether a specific rating is "correct" is primarily a matter of interpretation.

Job performance dimensions

A "Performance Dimension"; is anything an employee must demonstrate in order to be effective in a particular organization job or level of position. Typically, a Performance Dimensions model includes a number of competencies, along with specific behaviors that fall within each competency. [Blink, 2015]

There are 10 critical dimensions of almost every job and provide a great framework to guide and develop people in their roles.

1. **Quantity of work:** the quantity or amount of work produced or the sheer volume of work completed by employees – recognizes hard-working employees
2. **Timeliness of work:** timely delivery of work in terms of schedules, meeting deadlines, etc. – recognizes employees who produce work on-time and meet deadlines
3. **Quality of work:** the quality of work produced in terms of standards, errors, waste and rework – recognizes employees who produce quality work, work which meets standards and work with few errors or mistakes

4. **Use of Resources/Efficiency:** produces work in an efficient way in terms of using time, money, materials and other people's time well – recognizes employees who come in on budget with efficient use of time, materials and people
5. **Customer (External & Internal) Impact/Value Add:** work produced meets the expectations of customers (external or internal) – recognizes employees who do work that meets/exceeds internal or external customer standards and expectations
6. **Self-Reliance:** recognizes employees who produce work without the need for extensive supervision – requires a reasonable level of support
7. **Department Contribution:** the employee is helpful to others in the department in getting work done and sets a tone of co-operation
8. **Productive Work Habits:** the employee has an overall work style which is effective and productive in terms of time management, setting priorities and following-up on commitments
9. **Adding Skills & Capabilities:** the employee is continuously adding new capabilities in terms of skills, knowledge, and attitude to get work done in new/better ways and building for the future
10. **Alignment & Compliance:** the employee behaves in a way that is aligned with the values, culture and mission of the organization as well as common organizational practices and procedures.

This is a very useful way to consider performance and incorporating the 10 dimensions really adds value to the performance management process. [Collier Broderick Management Consultants]

The organization must determine for each job the skills and behaviors that are necessary to achieve effective performance. The organization should identify dimensions, which are broad aspects of performance. For instance, "quality of work" is a dimension required in many jobs. To determine which dimensions are important to job performance, the organization should rely on an accurate and up-to-date job analysis. Job descriptions written from job analyses should offer a detailed and valid picture of which job behaviors are necessary for successful performance.

The relationship between personality and job performance

A wide diversity of individual difference and personality variables have been showing to have an influence on an even broader range of aspects of human functioning (for example, Extraversion is related to job success and satisfaction) positive affect forecasts the quality of people's social interactions and locus of control is related to psychological health in people with disease. Also, many of these characteristics of functional individuals have been shown to relate to one another.

Many psychologists have questioned the helpfulness of personality measures in predicting job-related and job performance, the conclusions of early reviews that most personality measures are not reflect the personality truth. Although, evidence has recommended that personality measures are valid predictors of diverse job-related. Unlike many measures of reasoning ability, personality measures normally do not have an adverse impact on disadvantaged employees and thus can enhance fairness in personnel decisions. Newest research showed that personality dimensions are related to job performance.

Job performance has much dimensional which indicates how well employees perform their jobs, Job performance could be affected by many factors, like the characteristics employee who perform a job, the job itself, the organization and co-workers. Dispositional Variables is individual responses to situations that result from one's own past experiences and influence on personality characteristics, needs, wanted, attitudes, preferences and motives that result in a propensity to react to situations in a predetermined method. Job performance is influenced by ability, need for success, self-regard, affective temperament and the interaction between these concepts.

Most meta-analyses suggested that two of FFM (The Big Five personality traits or the five factor model) high level of conscientiousness and low level of neuroticism are positively correlated with job performance in nearly all jobs. Most meta-analyses suggested that conscientiousness is more strongly related to job performance than is low level of neuroticism(emotional stability). Thus, employees with high scores on conscientiousness should become higher performance at work. But, being anxious, aggressive, personally insecure and depressed they have low emotional stability is improbable to get high performance in any job. Thus, they expect that conscientiousness and emotional stability will be positively related to overall performance across jobs. These two personality dimensions are also expected to be related to some specific dimensions of performance.

Neuroticism (emotional instability) is a dimension of personality referring to the propensity to experience negative influence such as fear, sadness, shame, anger and fault. High scorers may be at risk of some kinds of psychiatric problems. A high Neuroticism score shows that a person is inclined to having strange ideas, less able to control impulses, and coping poorly with stress. A low Neuroticism score is lead to emotional stability as have mentioned above. These people are usually cool, steady, calm and able to face stress without

becoming sad. The Neuroticism is a predictor of performance in various occupations and in certain circumstances.

Hence, conscientiousness and low level of neuroticism (emotional stability) are expected to affect on success in teamwork. In jobs concerning considerable relational interaction being more dependable persistent and hardworking (high in conscientiousness), secure and hostile (high in emotional stability), should result in effective interactions with customers or coworkers.

The other three FFM dimensions are expected to be usable predictors of performance. In jobs such as management and sales is likely to add to success on the job. Also, if working through teamwork includes an important component of the work, higher scores on extraversion will lead to more effective teamwork. Finally, some meta-analytic evidence shows that higher scores on extraversion are related with greater leading proficiency and higher performance.

Openness to Experience includes dynamic imagination, sensitivity, and attention to internal feelings, a preference for variety, logical interest and independence of judgment .People scoring high on Openness tend to be unconventional. Open individuals are interested about both inner and outer worlds. They are willing to entertain novel ideas and unconventional values, and they experience both positive and negative emotions more than do closed individuals.

Openness to Experience is related to success in consulting and adapting to change, the successful employees (compared with unsuccessful employees) got lower scores on Openness. Openness to Experience is not a valid predictor of job performance. A possible explanation for the clashing results regarding the relationship between Openness to Experience and job performance is that different jobs have different requirements.

Agreeableness is the tendency to be compassionate and cooperative towards others rather than suspicious and antagonistic. The disagreeable person is selfish, cynical of others' meanings, and competitive rather than co-operative. Agreeableness is a significant predictor of job performance. Agreeableness has relationship with training success and low level of abnormal behavior at work. The cooperative nature of agreeable individuals leads to success in businesses where teamwork and customer service are related.

For normal person it is Intuitive fact that personality factors play an important part in job performance. However, there are grounds for optimism concerning the use of standard personality tests to predict performance of employees. The manager ratings of specific performance criteria and overall job efficiency were related positively to Conscientiousness, low level of neuroticism and Extraversion. The personality variables, especially those reflecting Neuroticism, assume variance in job performance. Substandard workers are more neurotic than successful workers. In a sample of service employees, the more similar in Agreeableness employees were to their teamwork, the more positive managers ratings of performance were. The five-factor personality dimensions in relation to performance for three criteria (i.e., manager's rating, training ratings and personnel data).

Workers are sometimes tested on the Big Five personality traits in cooperative situations to determine strong personality traits they can give to the group dynamic. Personality tests can also be part of the behavioral process, when a company is hiring to determine an individual's ability to act on certain personality characteristics.

It is important to a company to understand its operations and processes. Understanding what personality components drive the behavior of employees is a useful data point for management that can be used to determine what type of assignments should be set, what team dynamics may rise, and how to best conflict or admiration when applicable.

V. CONCLUSION

Based on the relationship between personality traits and job performance, the managers should look for the methods by which the individuals are hired according to their personality traits and skills. Thus, the productivity and efficiency in performing the job will significantly improve by considering the psychological and personality characteristics of the individuals. Based on the analysis of the direct and indirect impacts, it is generally concluded that the conscientiousness has the highest influence on the job performance and also positive related to performance in training. This is then concluded that the conscientiousness of the individuals should be initially considered in employing individuals.

Conscientiousness and extraversion are the two parts of the five-factor model that are always related with positive job performance, although conscientiousness is more positively correlated while extraversion is negatively related with job performance in that it looks in more absence, but only when joint with low levels of conscientiousness. Agreeableness is negatively related with job performance within a leadership role. Openness to experience, in general, is unrelated. Neuroticism is negatively correlated with job performance.

Affective commitment is positively related to overall job performance (Meyer et al., 1989). Meyer et al. (2002) conducted a Meta-analysis of antecedents, correlates and consequences of Affective, continuance and normative

commitment and found out that affective commitment is positively related to overall performance. Organizational commitment is positively related to performance overall (Jaramillo, Mulki & Marshall, 2005). Conscientiousness is one of the most consistent personality predictors of job performance (Barrick & Mount, 1991; Barrick, Mount & Judge, 2001). Therefore it is argued that affective commitment will mediate the relationship between conscientiousness and job performance.

Personality and Job performance measured in the five-factor model. The relation between job performance and the five factors is more a value of the social aspects of the place of work than of ability. Research indicates that cognitive ability is more powerfully connected with task performance than any of the five factors are connected with task performance. The five factors are strongly correlated with cooperating with others the overall place of work experience, which are key components of long-term job success. Existence absent from work or working as a team are correlates of personality that directly affect whether one will succeed in the workplace, and they are strongly correlated with the Big Five and not with cognitive ability.

Cognitive ability let an employee to complete his job, but the ability to work with others and to stay motivated for his personality. The five-factor model can use to predict workplace performance. Personality is an essential respect for employers seeking quality employees.

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