



Relationship between personality types and job performance (case Study: staff of Shahid Bahonar hospital of Kerman)

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Abstract: Background and objective: Human resources are one of the most important assets of any organization. Investigating and identifying factors associated with these resources that can affect organizational performance is increasing important. Accordingly, the main objective of this study was to investigate the relationship between personality types and job performance.

Methods: This study is a correlation type of study. The study population consisted of 394 employees of Shahid Bahonar Hospital in Kerman, which 215 people were selected based on Cochran formula using simple random sampling. Gholamhosseini personality questionnaire (2011) and Paterson's job performance questionnaire (1992) were used to collect data. Face validity and content validity were approved in previous research. Single-sample Kolmogorov-Smirnov test was used to examine the normal distribution of data and Pearson correlation test, regression test, and independent T-test were used to examine the hypotheses of research. Additionally, reliability of personality type questionnaire and job performance questionnaire was obtained 0.75 and ?, respectively, using Cronbach's alpha.

Findings: the findings suggest that there is significant relationship between the extroverted personality and job performance of employees, but there is no significant relationship between introversion personality and job performance of employees. In addition, no significant relationship was found between the male and female employees' job performance. Regression results also showed that introversion personality variable had the greatest impact on variable of job performance and it can predict job performance.

Conclusion: Organization and managers can improve job performance in the organization by identifying personality types of employees.

Keywords: personality, introverted, extroverted, job performance

INTRODUCTION

Enhancing job performance is one of the most important goals that managers of organizations are looking for it, since it enhances productivity in society (Moshabaki, 1997, 32) and enhances the national economy and improves quality of services and production of organization (Spector, 2008). The job performance is a degree of performing the duties specified to the person (Suliman, 2007). Performance has been defined as activities that are normally part of the person's job and duties and he should perform them (Zakerfard, 2009). The ability and desire of the person have been introduced as the major factors in a person's performance and efficiency, meaning that how much one person has ability (knowledge, skills, experience and competence) to perform the works and how much he has desire and willingness (motivation, interest, commitment and trust) to perform

them (Gholipour Soleimani & Azadehdel, 2001). Today, the value of the personality has been accepted as one of the predictors of job performance. The personality of each individual plays an important role in his job performance because the personality of an individual determined his attitude and motivation towards a job and the way that the person responds to job requirements (Karimi,2009). The personality provides the condition for possibility of predicting what a person will do in a specific situation (Cattell et al.,1957). In general, it can be said that the personality is that unique dimension of human that distinguishes him from others and only some of the components of this dimension are visible and investigation through the behaviors, actions, and attitudes (Karimi, 2007). Introversion and extroversion are two different ends of personality continuum and one who is extremely introverted has greater desire for loneliness. Introverted people are highly emotional, sensitive to the issues and interested in thinking. On the other hand, socially extrovert personality is social, highly active, and interested in interacting with people and participating in works. The adaptation of introverted people with organizational positions is different. Extraverted people like to communicate with people and they like to be involved in them, while introverted people show greater tendency to works that give more independence for them and can think on their ideas and ideals. For this reason, it is expected that introverted people to be active in research and development departments of the organizations (Gholipour Soleimani & Azadehdel, 2001). In this regard, personality factors have great impact on job selection in organizations. When human resources are selected in accordance with jobs, the necessary conditions for the development of personality will be provided. Such adaptability between jobs characteristics and personality traits leads to pleasant feeling that psychologists have much emphasis on it (Ganji, 2000). The findings of the research on the relationship between personality and performance up to mid-1980s showed that there is no significant relationship between personality and performance. However, along with development of personality theories and models, contradictory results were obtained and results showed that personality factors are important predictors of job performance (Penney, 2011). Klang (2012) also showed that there is a positive relationship between personality dimensions and job performance (Klang, 2012).

Considering the issues mentioned, the question is if there is a significant relationship between types of personality (introverted and extroverted) and job performance.

Methodology

The present study was correlational-descriptive and it is among the applied studies in terms of objective.

The study population included all employees of keran Shahid Bahonar Hospital. The study population consisted of 493 subjects that based on Cochran formula, 215 subjects were randomly were selected as sample of study. Statistical methods to examine the multiple objectives of this study are as follows:

To investigate the relationship between variables, correlation analysis, and two-sample or independent T test were used. To examine the effects of personality types on job performance, regression method was used, and Durbin-Watson test was used to detection of autocorrelation, and single- sample Kolmogorov-Smirnov test (KS) was used to examine the normality of data. Data were analyzed using SPSS 20 software and significance level was considered 0.05.

Gholamhosseini Personality Questionnaire (2011) and Paterson's job performance questionnaire (1992) were used.

1-Personality Questionnaire: The questionnaire contains 21 questions with five options that the scoring of questions in the questionnaire was in this way: strongly disagree (1), disagree (2), somewhat agree (3), agree (4), strongly agree (5). In addition, questions 1 to 10 related to extroverted component and questions 11 to 21 related to introverted component. The reliability of the questionnaire was obtained 0.75 using Cronbach's alpha.

- Job performance questionnaire: in this questionnaire, any question consists of four-point scale of always (4), often (3) sometimes (2) rarely (1). The maximum score on this questionnaire is 60 and the minimum score is 15. The reliability of the questionnaire was obtained 0.86 using Cronbach's alpha.

Findings

In terms of gender, 69.5% of subjects were female, and 30.5% of them were male.

There is relationship between extroverted personality and job performance of employees.

Data analysis shows that there is relationship between extroverted personality and job performance of employees and the first hypothesis is confirmed ($p < 0.05$). The positive correlation coefficient indicates a direct relationship between these two variables. The coefficient of determination between these two variables is equal to 0.089; in other words, 8.9 percent of changes between these two variables is shared and 8.9 percent of changes in job performance of employees is justified by extroverted personality (Table 1).

There is relationship between introverted personality and job performance of employees.

Data analysis shows that introverted personality and job performance have no significant relationship and the first hypothesis is rejected ($p > 0.05$) (Table 1).

Table 1. Relationship between extroverted and introverted personality and job performance

Variable	Job performance		Existence of relationship	Type of relationship	R ²
	Pearson correlation ®	p			
Extroverted personality	0.299	0.001*	Yes	Direct	0.089
Introverted personality	0.118	0.083	No	-	-

*Significant at the level of 0.05

There is a difference between male and female employees' job performance.

The results of independent T-test (two-sample) indicate that job performance has no significant difference between female and male groups ($P > 0.05$) (Table 2).

Table 2- comparing the mean score of organizational commitment in males and females

Gender Variable	Female			Male			T statistic	df	Significance
	n	mean	SD	n	mean	SD			
Organizational commitment	99	3.53	0.39	116	3.52	0.54	0.131	214	0.403

* Significant at the level of 0.05

Components of personality types (introverted and extroverted personality) can predict job performance.

To examine the relationship between the criterion variable (job performance) and predictor variables (introverted and extroverted personality type), multiple backward regression method was used.

First stage: In this stage, all predictor variables were entered into the model. Although backward method is an elimination method, implementing this step is necessary, since each variable requires significance level of 0.05 to enter the model and to eliminate each variable from the model; the minimum significance level should be 0.10.

In the first stage, introverted and extroverted personality variables were entered to model, and then introverted personality variable was removed from the model as its significance level as larger than 0.1 (Table 3). Based on regression results, regression model is significant and extroverted personality variable has impact on job performance. Determination coefficient of model is 0.106 that is linear regression of extroverted personality variable on job performance alone justifies 10.6% of changes and rest is share of other variables (Table 4).

Table 3- variables entered and removed from regression model

Model	Entered variables (predictor)	Removed variables	Method
1	Introverted personality and extroverted personality		(inclusion)

2	.	Introverted variable	significance ≥ 0.1
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Table 4- regression coefficients of model 2 (extroverted personality)

Model 2	Non-standardized coefficients (ordinary)		standardized coefficients	Statistic T	Significance
	B	Std.Error	Beta		
Constant value	2.132	0.291		3.327	$<0.001^*$
Extroverted personality	0.253	0.078	0.212	3.247	0.001^*

Job performance: dependent variable

*significant at the level of 0.05

Discussion

Investigating the effect of personality traits on job performance has great importance, because through this way we can entrust works for employees based on their personality traits (Ghaffari et al., 2012). Overall, the findings of this study showed that introverted personality and employees' job performance are correlated. With increasing the extroverted personality scores, performance scores increased, indicating a direct relationship between these two variables. We can say there are several factors that can increase job performance and commitment to the organization among the employees. If these factors are paid attention in the organization, not only it will lead to enhanced performance of employees but also it will leave effect on other issues related to organization and quality and efficiency. Personality traits are among the structures, which are very important in organizational affairs and in this regard, extroverted personality acted very successfully (Shayan et al., 2012). The results of our study are consistent with previous studies. Zhang and Branyng (2011) conducted a study entitled 'personality traits and strategic orientation: entrepreneurs in Canadian manufacturing companies'. The aim of this study was investigating the effect of personality traits of entrepreneurs on company performance. The results showed that personality traits of entrepreneurs, such as the need to be successful, need to recognize, and internal locus of control have a positive impact on performance (Zhang, Bruning, 2011). Barrick, Stewart and Petrovske (2002) conducted a study entitled "personality and job performance: testing the effects of motivational mediator among sales representatives" to examine the relationship between personality and job satisfaction. The results of this study showed that personality motivational variables have a positive impact on job performance (Barrick et al., 2002). Tabe et al (2010) examined the relationship between mental health and job performance based on personality traits of teachers in order to suggest a causal model. The results showed that there is a significant relationship between mental health and job performance and teachers' personality trait. Results suggest that the best predictor variable for mental health and job performance was positive extraversion dimension (Barrick et al., 2002). Karimi (2009) examined the relationship between personality traits and job performance of police forces. Studying the components of personality traits as well as the work of police forces, they stated that there are some important personality traits that are effective in police work and there is a direct relationship between personality traits and job performance of police forces (Karimi, 2009). However, there is no relationship between the introverted personality and employees' job performance. The results show that there is a relationship between personality traits and job performance. People who generally have negative personality traits are introverted or they will have less job satisfaction with their work in future. This means that job satisfaction depends on the individual, not on working conditions or organizational position. Thus, the subject examining and determining the type of personality (as a factor for predicting a person's future performance and job satisfaction) is once again confirmed (Robbins, 2006). Today, the focus on the dimensions of the personality of employees as a strategy to enhance the performance of organizations is well known. Personality and the commitment is an attitude about the loyalty of the employees to organization and a continuous process through which members of the organization show their interest to the organization and its success and efficiency and in this respect all individuals of the organization are involved (Borzali & BahramZade, 2014). The results of current research in this area are in line with similar studies. Babaian et al (2014) examined the relationship between personality traits and job performance on missionary employees

(awareness, traffic, and police) of Tehran Police Commander. The results showed that there is no relationship between personality traits of extraversion, emotional stability, flexibility and agreeableness and job performance of missionary employees (awareness, traffic, and police) of Tehran Police Commander, and significant relationship was found only between responsibility and job performance of these employees (Babaeian et al.,2014). Mohammadi et al (2014) conducted a study to examine the relationship between the personality- job appropriateness, organizational commitment, and job performance on a random sample of 292 members of Khuzestan Steel Company staff. The results of statistical analysis showed that there is a significant and positive relationship between personality-job appropriateness and organizational commitment, and job performance (Mohammadi et al., 2014). Feizipour Gajlu and Danesh (2012) examined the relationship between personality traits and organizational commitment and job performance of employees of public departments and organizations on Mianduab city. They reported that there is no significant relationship between personality trait and job performance. The findings showed a positive relationship between extraversion and organizational commitment, while significant relationship was not found between the personality traits and job performance (Feizipour ghajloo & Danesh, 2012). There is also no difference between male and female employees' job performance and gender is not a factor affecting the level of job performance. Masoudi Asl et al (2012) conducted a study to determine the relationship between organizational commitment of health network employees of Marand and their performance. This study was conducted on a sample of 186 people to assess the relationship between job performance and dimensions of organizational commitment, including emotional commitment, continuous commitment, and normative commitment. The results indicated that there is no significant relationship between performance and gender, marital status, type of employment and education (Masoudi Asl et al., 2012).

Conclusion

Among the factors that increase organizational performance is personality of people. Compromise and harmony between the personality type and environment type will cause more compatibility with jobs that in turn it will lead to positive organizational performance. Generally, the findings of the study showed that people who have a extroverted personality type have higher job performance, while between this variable and people who had introverted personality, no relationship was found. On the issue of organizational performance, it should be noted that personality traits of people is one of the best factors to identify an efficient human force and personality type can be affective in realization of the goals of the organization and generally on the performance of the individual in the organization. Employed people on the base of their personality type have specific goals and expectations, and thus it is suitable for any kind of personality, jobs, and job environment. Accordingly, as there is higher compatibility between the personality and job, and job satisfaction and performance will be higher. Hospitals and training centers are one of the most important public health centers that job performance of their employees has a significant impact on satisfaction of patients and treatment process .Therefore, the relationship between personality and job for more productivity and higher performance is necessary in these centers. For this reason, it is recommended that according to the current situation the jobs to be reevaluated and redesigned and people to be employed based on their personality type so that organizational commitment to be improved and job performance of employees to be enhanced.

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