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THE FACTORS OF THE BIG FIVE PERSONALITY
MODEL AND MOTIVATIONAL PERSISTENCE –
PREDICTORS OF MANAGERS AND OPERATORS
PERFORMANCE

(Abstract)

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The first part of the thesis is the theoretical frame of the research topic, the main concepts used in this paper are: personality factors, motivational persistence, subjective well-being, job satisfaction, focus on opportunities, task performance, organizational citizenship behavior and counterproductive work behaviors. In this research the theoretical frame related with personality factors follows the model developed by Goldberg (1999) and completed by Goldberg et al., (2006) IPIP-NEO model. This model, which is similar with NEO PI-R model, provides us multiple information regarding the relation between personality factors and various aspects of job performance (global performance, task performance, organizational citizenship behaviors and counterproductive work behaviors). The NEO-PI-R model was integrated in numerous studies that focused on deepening the relation personality factors –job performance. The IPIP-NEO model is structured in a number of five factors, each of them having attached six sub-factors, sub-factors, which have not received an increased attention in the relationship they may have with job performance. The motivational persistence,

through which we analyzed the relation of personality factors with job performance was operationalized by Constantin (2013) as "a person's predisposition to motivationally persist in the effort directed to an end assumed (once decided motivational involvement), finding personal resources needed to overcome obstacles and to withstand routine, stress, fatigue and other fun factors", being highlighted as a personality trait with three dimensions, where the frame is fixed by the distribution on timeline of goals (Constantin, Holman & Hajbotă, 2012), so the three dimensions are analyzed as follows: long term purposes pursuing, current purposes pursuing and recurrence of unattained purposes. Subjective well-being, another variable of this research is defined as representing "the person's cognitive and affective evaluation of his or her life. These evaluation includes emotional reactions to events as well as cognitive judgments of satisfaction and fulfillment. Thus, subjective well-being is a broad concept that includes experiencing pleasant emotions, low levels of negative moods and high life satisfaction" (Diener, Lucas, & Oishi, 2002). In this thesis the definition of job

satisfaction is in line with the definition proposed by Constantin, namely “degree of contentment for: the nature and importance of work, freedom of action, recognition and support received ”(Constantin, 2014, p. 3). Variable focus on opportunities refers to the perception of time, in this case the opportunities that a person has in their professional future. At the level of job performance variable we analyzed following aspects: task performance, organizational citizenship behavior and counterproductive work behaviors for two professional categories: managers and operators. Organizational citizenship behavior it is defined as “the individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization” (Organ et al., 2006). The counterproductive work behaviors variable is defined as it follows "the behavior intended to hurt the organization or other members of the organization” (Spector & Fox, 2002, p. 271).

The second part includes the preparation of instruments for proper research, context in which were translated into Hungarian two questionnaires namely: Big Five ©plus and motivational persistence Questionnaire (PMs 121), questionnaires, which we used in subsequent studies and also we construct a scale for assessing task performance.

The third part includes the studies of the relation between personality factors and sub-factors of the Big Five model and motivational persistence on the one hand and professional performance (discussed in terms of overall performance, task performance and organizational citizenship behavior) for the two professional categories, namely: managers and operators (category which has as feature working in three shifts and in isolation conditions). The results obtained in this part indicate that: conscientiousness personality factor has been identified as being in positive relation with job performance, regardless of its operationalization, for both professional categories analyzed. Results are in line with the data provided by the meta-analysis that focused

on this relation. Regarding the relation between agreeableness and performance of managers, data do not reveal a significant relation, though there are significant relations between agreeableness and overall performance and organizational behavior of operators. Also analyzing the relation between extraversion and job performance of the two professional categories we have not identified any significant relation. At the level of managers' job performance prediction models we can see that overall performance has as predictors: current purposes pursuing - sub factor of motivational persistence and depression, sub factor of the neuroticism. Managers' task performance has as predictors: current purposes pursuing, depression sub factor of neuroticism and imagination, sub factor of openness; and organizational citizenship behavior has as predictors: current purposes pursuing and imagination. At the level of operators' job performance the prediction models revealed that task performance has as predictors: dutifulness - the sub factor of conscientiousness activity level - sub factor of extraversion and recurrence of unattained purposes - sub factor of motivational persistence. For the operators

overall performance has the following predictors: self-discipline – sub factor of conscientiousness, liberalism - sub factor of openness and orderliness - sub factor of conscientiousness. Operators' organizational citizenship behavior has as predictors: dutifulness, self-efficacy, cautiousness - sub factors of conscientiousness. Results of this study provide new information in particular regarding the importance of personality sub-factors of the Big Five model and sub-factors of motivational persistence in explaining and predicting job performance for two professional categories.

Another study included in part three had as purpose to identify relation between personality factors and sub-factors of the Big Five model and motivational persistence on the one hand and counterproductive work behaviors. The results confirm the maintenance of the relations between personality factors of Big Five model (neuroticism, conscientiousness and agreeability) and counterproductive behaviors to our category of subjects, category which has as particularity the manner of distribution of the work program and monitoring tasks

system in isolation conditions. A contribution to depth knowledge is brought by the analysis of the association between sub factors of personality and counterproductive behaviors, analysis of sub factors which did not receive increased attention until now and after which we have identified significant positive associations at neuroticism sub-factors (anxiety, anger, depression, self-consciousness, immoderation, vulnerability) and significant negative associations at conscientiousness sub factors (self-efficacy and self-discipline) and sub factors of agreeability (trust, altruism and cooperation). Another relevant element for practice is given by the confirmation of the existence of significant negative relation between motivational persistence and the factor of counterproductive work behavior, relation that we have anticipated because of the association between motivational persistence and conscientiousness personality factor. The results, confirm once more the usefulness of motivational persistence integration into the category of variables relevant to the practice of human resources management. Regarding the relation of counterproductive work behaviors with subjective well-

being and job satisfaction we can say that both variables were found to be valid predictors of counterproductive behaviors. Subjective well-being, along with agreeableness personality factor have been included in a predictive model of counterproductive behaviors, model which may explain a large proportion of the variation of counterproductive behaviors.

Another step that we made was to validate a model of organizational citizenship behavior based on personality factors of Big Five model, motivational persistence, subjective well-being, job satisfaction and focus on opportunities resulted on a valid model at the investigated group (group composed of 200 operators). The model developed has as variables the factors of personality of the model Big Five: conscientiousness and openness, with a direct effect on organizational citizenship behavior, subjective well-being with a direct effect on job satisfaction and organizational citizenship behavior. Focusing on opportunities has a direct effect on organizational citizenship behavior. At the level of relations between job satisfaction and organizational

citizenship behavior resulted in a unidirectional model, professional satisfaction having a direct effect on organizational citizenship behavior. The model developed has achieved the indicators: $\chi^2 = 4$, $df = 3$, $p = .256$; CFI = .994; NFI = .979; IFI = .983; TLI = .958; RMSEA = .042. This model can predict counterproductive work behaviors in proportion of 17%.

The following approach had the purpose to analyze and validate the model of task performance. In the resulting model, the activity level variable and moral rigidity have a direct effect on task performance. Besides these variables, we also introduced subjective well-being variable /subjective happiness, with a direct effect on professional satisfaction. In the relationship between professional satisfaction and task performance, we suggest an unidirectional model, professional satisfaction having a direct effect on the performance in the task. In this final model we did not include the variable of focusing on opportunities given that in the previous models it has not proven to have a significant effect on the performance in the task. The model obtained the

following indicators: $\chi^2=8$, $df=3$, $p=.054$; RMR=.018; GFI = .982; AGFI = .912; CFI = .964; NFI = .945; IFI = .966; TLI= .881; RMSEA = .094.

The models that we have developed in our research are particularly useful for the decisions that need to be taken into organizational practices nationwide regarding the categories analyzed by the us in this research approach, especially for the category of operators, category whose function configuration has suffered severe changes as a result of large investments made in rehabilitation and automation.

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