

## Relationship between Job Performance and Agreeableness

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### Abstract:

*The objective of the study was to determine the bond between job performance and agreeableness. To study the impact of agreeableness on the job performance, in order to explore the data, primary data collection method, that is questionnaire, was used. It was distributed to 100 subjects. It was self-served and was distributed equally among the different members of the organization. The conclusion of the study revealed that job performance and agreeableness are positively related with each other. As agreeableness of worker is improved, the worker job performance gets affected positively. This connection depends upon how much workers are highly agreeable to experience things at work.*

**Key words:** job performance, agreeableness

### Introduction:

Job performance refers to the ability of workers to achieve the assigned tasks successfully and professionally (Nurhazirah Hashim et al). To guarantee continuous high performance, administration should provide good settlement and unbiased reward systems to further arouse the workers who have

performed well. In particular, practical studies on Job Performance and Agreeableness produce results baffling for economic theory, which instead concentrates on workers job effort and utility. However, workers' high performance rank can go down when they are experiencing a contradictory awareness among themselves or between them and their managers. Job performance reviews are often done yearly and can determine raise eligibility, whether an employee is right for promotion or even if an employee should be fired.

An agreeable person is fundamentally selfless, kind to others and excited to help them, and in return believes that others will be uniformly cooperative. Salgado (1997) found that agreeableness is related to instruction sensation. Being agreeable means being participative, cooperative, accommodating, and inclined to interrelate with others pleasantly. The supportive nature of agreeable folks may lead to success in occupations where joint effort and client service are appropriate (Judge et al. 1999). Agreeableness is a major forecaster of job performance. Working with occasionally disagreeable clients is keeping a higher level of morals and responsibility as compared to other workers in many other positions. The main center of attention of the study is what contact agreeableness causes on the workers' job performance.

The purpose of this study is to find a correlation between Job Performance and Agreeableness. There have been a rational amount of studies on the relationship of job performance and organizational conflicts (Abdul Kadir Othman, Fatimah Sunai), but I analyzed the relationship between job performance and agreeableness. This study identifies gap in four ways. First this study is different from the study of Abdul Kadir Othman and Fatimah Sunai in terms of analysis section. They have studied an organization such as Telecommunication Company and this research analysis identifies the performance of a job in terms of agreeableness. Secondly, according to the existing literature there has been no study conducted in which

such a model is being studied. Thirdly, this study has been conducted in the circumstance of Pakistan where it has not been conducted before. Fourthly, their sample was drawn from the employees from just two departments (sales & marketing) and our sample is conducted in many departments for the sake of appreciable results. Their research consists of 231 selected employees and we used a questionnaire of 15 items and 100 subjects to complete the research. Organizations do believe that every individual employee's performance should be guaranteed in array to create a viable environment for them so that creativeness and improvement may be given even settings.

This study would hence help managers to have additional explanation on how to continuously improve by application of a model of agreeableness which leads to develop job performance skills in employees. This study utilizes the analysis as to how will be the job performance enhanced in terms of increasing agreeableness. Depending upon the environment, if a company has an appreciable agreeableness among the workers, their job performance will be greatly enhanced. This study will ensure the future analysis of students and will impact their study upon the same variables. This research opens new opportunities for the next researchers to qualify their research in terms of these analyses.

### **Literature review:**

#### **Job performance:**

Mount (1991) said that job performance is the ability to assign tasks effectively and efficiently by the employees. Campbell (2000) said that organization objective to how resourcefully, individually take action and contribute with the behavior line are the references of job performance.

Akemi (2005) claims that if the organization facilitates better performances among the group members and allows the exchange of ideas than the task related conflict is beneficial for

the organization. Job performance is measured by the management by looking closely at the record of customer service. In many companies the performance of the employees can be proven by productivity, effectiveness and sales when they are dealing with customer complaints. By showing high performance of the employer for the company the management should provide good benefits in rewards and motivation for that employee that performed very well.

Some researchers (Boshoff and Arnold, 1995) suggest that job performance indicates how an individual shows his/her performance by the assigned task and how he/she managed the situation to solve the task, how the employee used time, energy, resources that were in hand and how his/her action towards the task was.

Durham (1997) states that core self-evaluation is an important and consistent outcome of job performance. Core self-evaluation concept was first examined by Locke, Durham (1997) and judged as a predictor of job satisfaction. It contains four types of trait personality: neuroticism, self-efficacy, self-esteem and locus of control.

The difference between the performance and outcome of performance is the behavior or something done by the employee and the result of individuals' performance.

### **Agreeableness:**

According to amenity, agreeableness is defined as a tendency of pleasant accommodation in social situations. According to Costa and McCrae (1992) agreeableness refers to individuals who help the others, the tendency to be trusty, soft hearted, forgiving and compassionate.

According to Salgado (1997), training success is related to agreeableness. An agreeable person is eager to help people, is sympathetic, altruistic and in return expects the same from others.

Barrick et al. (2002) said that status seeking is not

connected with agreeableness but agreeableness is connected with communion seeking. Agreeableness is the chief disruptive personality attribute of the big five forms of personality (McCree & Costa 1997). After eight year of scientific research, agreeableness has been identified as one of the five superordinate traits of personality. It is also considered that this trait is often misunderstood. Those people who are high in agreeableness are labeled as

- (1) polite, helpful and compassionate.
- (2) Nice, trusting and modest.
- (3) Unselfish and empathetic.
- (4) Understanding and generous.

In normal life, the individual with agreeableness is sometimes unlikely to enforce standards or sometime likely to be taken advantage of.

For low agreeableness there will be also a dark side as well because unfriendliness and social self-interested make the person non-social and likely to be alone. They are less likely to help others, less concerned with others and having less empathy.

### **Link between job performance and agreeableness**

Hurley (1998) experientially observed that agreeableness is fully linked with workers' job performance. Tett et al. (1991) state that in job performance agreeableness is a significant predictor. Garcia (2006) says that a person who has this trait of agreeableness might not be good for the job of a supervisor. His or her job performance and personality might clash if agreeableness enforces company regulation regarding productivity and attendance and make it hard to delegate the tasks. A supervisor can lose his respect when he lacks some traits and make unreasonable demands from employees. As to McCrae (1997), between job performance and agreeableness, the correlation is weak.

According to Sean P. Neubert, job performance and

agreeableness are correlated negatively as to the leader's role. Donovan and Hertz (2002) claim that agreeableness most likely affects job performance that is oriented by people.

Bussel P. Guay said that job performance is not significantly related to agreeableness. Hamzah and Sonia (MARA University) said that job performance and agreeableness are in a significantly moderate relationship between the organizational conflict and job performance.

Employees with qualities such as warm, cooperative, agreeableness hardly get involved in conflict with their colleagues in organization or company. These establish companionship with each other in performing the tasks which are assigned to them. Due to this the job performance of the employees or workers is enhanced which in turn enhances the performance of the particular organization or company.

***H1:*** *Agreeableness is positively related to job performance.*

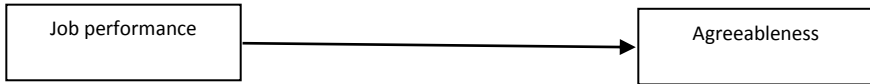
***Ho:*** *Agreeableness is not positively related to job performance.*

### **Methodology:**

Following the method of ease sampling, a sample of 100 employees of private and public sector of organizations were chosen to accumulate the primary data for this study. These employees were faculty members and outsiders. In this research Self-service questionnaires were used, 100 questionnaires were distributed, out of which 100 questionnaires were received back. The comeback rate was 100%. The questionnaire enclosed a total of 15 items out of which 9 items were for Job performance and 6 items were for agreeableness. Job performance questions were adopted and adapted from the questionnaire of staff performance evaluation questionnaire (31 August 2011) by Fraser Valley University. Out of 21 items of job performance, only 9 were selected because only these were related to agreeableness.

Agreeableness items were adopted and adapted from the questionnaire of big trait taxonomy by S. Srivastava (1999). Regression and correlation analysis were used to test the hypothesis

**Model of the study**



		Frequency	%age
<b>Gender</b>	<b>Male</b>	87	87
	<b>Female</b>	17	17
<b>Age</b>	<b>20-29</b>	57	57
	<b>30-39</b>	33	33
	<b>40-49</b>	10	10
<b>Education</b>	<b>Bachelors</b>	75	75
	<b>Masters</b>	20	20
	<b>M.phil.</b>	4	4
	<b>Ph.D.</b>	1	1
<b>Experience</b>	<b>1-4</b>	90	90
	<b>5-9</b>	9	9
	<b>10 &amp; above</b>	1	1

**Table: 1: Demographics**

**Results and discussion:**

**1. Correlation Analysis:**

The correlation among the two variables that is job performance and agreeableness was checked and the outcome is reported in the correlation matrix. Both variables, job performance and agreeableness are found to be highly correlated with each other. All over the analysis, job performance will be denoted by Jp and agreeableness will be denoted by Ag.

	<i>Jp</i>	<i>ag</i>
<i>Jp</i>	1	0.384**
<i>ag</i>	0.384**	1

\*\* correlation is significant at 0.01 level of significance.

Table 2: Correlation Matrix (Variable to variable correlation)

The correlation values explain that job performance is strongly positively associated to agreeableness with the values of 0.384 at the significance level of 0.01.

	Jp1	Jp2	Jp3	Jp4	Jp5	Jp6	Jp7	Jp8	Jp9	Ag1	Ag2	Ag3	Ag4	Ag5	Ag6
Jp1	1	.177	.306**	.115	.289**	.374**	.167	.326**	.113	.313**	.138	.232*	.182	.258	.266**
Jp2	.177	1	.194	.138	.120	.127	.040	.144	.111	.131	.148	.147	.118	-.121	-.003
Jp3	.306**	.194	1	.088	.191	.103	.350**	.271**	.069	.332**	.299**	.169	.241*	.097	.017
Jp4	.115	.138	.088	1	.178	.246*	.095	.262**	.143	.298**	.149	.385**	.000	-.065	.100
Jp5	.289**	.120	.191	.178	1	.200*	.071	.290**	.284**	.142	.262**	.247*	.089	.224*	.096
Jp6	.374**	.127	.103	.246*	.200*	1	.019	.381**	.168	.266**	.051	.210*	.096	.208*	.101
Jp7	.167	.040	.350**	.095	.071	.019	1	-.041	.087	.372**	.246*	.091	.164	.107	.076
Jp8	.326**	.144	.271**	.262**	.290**	.381**	-.041	1	.144	.160	.045	.186	.236*	.090	-.002
Jp9	.113	.111	.069	.143	.284**	.168	.087	.144	1	.106	.265**	.197	.126	-0.73	.023
Ag1	.313**	.131	.332**	.298**	.142	.266**	.372**	.160	.106	1	.249*	.141	.273**	.227*	.199*
Ag2	.138	.148	.299**	.149	.262**	.051	.246*	.045	.265**	.249*	1	.363**	.153	.023	.066
Ag3	.232*	.147	.169	.385**	.247*	.210*	.091	.186	.197*	.141	.363**	1	.051	.003	.195
Ag4	.182	.118	.241*	.000	.089	.096	.164	.236*	.126	.273**	.153	.051	1	.271**	.040
Ag5	.258**	-.121	.097	-.065	.224*	.208*	.107	.090	-.073	.227	.023	.003	.271**	1	.190
Ag6	.266**	-.003	.017	.100	.096	.101	.076	-.002	.023	.199*	.066	.195	.040	.190	1

Table 3: (Items to Items correlation)

In the above table the number with \* shows that correlation is significant at the 0.01 level (2- tailed); the number with \*\* shows that correlation is significant at the 0.05 level (2-tailed).

Variables	B	t-stat	Significance
Ag	.525	4.115	.000
R square = 14.7 %		Adjusted R square = 13.9%	

\*\* correlation is significant at 0.01 level of significance.

Table 4: Regression Analysis

The above table shows that the coefficient of agreeableness is 0.525 which is positively (+ ive) significant at 0.01 level of significance. From this value we conclude that if we increase the Agreeableness by one unit, it will cause an increase of 0.525 in Job Performance. The t-stats of agreeableness is 4.115. The overall fit of the model is 14.7% (adjusted R square = 13.9%), so the job performance and agreeableness are positively correlated



so H1 accepted.

### **Recommendations and particular implications:**

The following are the recommendations drawn from the outcome of this study:

- Job performance is significantly related with agreeableness so that the company should hire the agreeableness trait employees.
- Welfare organization must hire agreeableness trait employees because they have a tendency to be helpful and worried for the welfare of others.
- Agreeableness trait people are also be used for undercover investigation because they are good in social relationship.
- An organization or company with a greater number of agreeableness trait employees will be less involved in quarrels.
- Team performance is best improved by agreeableness trait members so for better team performance one should select more agreeable trait members.
- Agreeableness trait employs are best used for social environment rather than assigning them office work or restrict them to office.
- Organization conflict can be avoided with agreeableness trait.
- The work will progress smoothly and there will be a pleasant environment among the staff.

### **Limitations & future research:**

This study still carries some restrictions with it. One of the main restrictions of the study is the lack of time; if had had more time then I would have worked more intensely on the study by collecting data from different organizations. The next

limitation is the lack of budget so I conducted the research paper in Quetta; if I had benefitted a larger budget, I would have conducted it in different cities and the results would have been more fruitful. Future researchers are directed to give much more time and try to conduct the survey in different cities and collect data from different organizations. The future researchers are recommended to use 3 or more variable rather than two variables (like job performance extroversion and agreeableness). Also they are suggested to use more items and fill the questionnaires mostly by top management of an organization.

### **Conclusion:**

It is concluded that job performance is enhancing with agreeableness because it is positively correlated. The overall performance of team and organization will be improved with agreeableness trait and conflict will be much reduced due to agreeableness.

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