PERSONALITY TRAITS AND HUMAN RESOURCE PRODUCTIVITY: EVIDENCE FROM MAZANDARAN CULTURAL ORGANIZATIONS

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Abstract
The main focus of this paper is surveying the relationship between personality traits and human resource productivity in Mazandaran cultural organizations. The theoretical framework is according to Hersey & Goldsmith in HR productivity and Big Five in personality (openness, conscientiousness, extraversion, agreeableness and neuroticism) theories. It is a correlation research, 88 cultural organization employees in Mazandaran. Findings shows a positive relationship between all personality traits dimension and human resource productivity in Mazandaran cultural organizations but openness don’t have any significant relation.

Keywords: personality traits, cultural organization, HR productivity

1. INTRODUCTION
In psychology, the Big Five personality traits are five broad domains or dimensions of personality that are used to describe human personality. The theory based on the Big Five factors is called the Five Factor Model (FFM) (Costa & McCrae, 1992). The Big Five factors are: Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism. Beneath each factor, a cluster of correlated specific traits are found; for example, extraversion includes such related qualities as gregariousness, assertiveness, excitement seeking, warmth, activity and positive emotions (Matthews & et al, 2003).

The factors of the Big Five and their constituent traits can be summarized as:
- Openness to experience – (inventive/curious vs. consistent/cautious). Appreciation for art, emotion, adventure, unusual ideas, curiosity, and variety of experience. Openness reflects the degree of intellectual curiosity, creativity and a preference for novelty and variety. Some disagreement remains about how to interpret the openness factor, which is sometimes called "intellect" rather than openness to experience.

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- **Conscientiousness** – *(efficient/organized vs. easy-going/careless)*. A tendency to show self-discipline, act dutifully, and aim for achievement; planned rather than spontaneous behavior; organized, and dependable.

- **Extraversion** – *(outgoing/energetic vs. solitary/reserved)*. Energy, positive emotions, urgency, assertiveness, sociability and the tendency to seek stimulation in the company of others, and talkativeness.

- **Agreeableness** – *(friendly/compassionate vs. cold/unkind)*. A tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others.

- **Neuroticism** – *(sensitive/nervous vs. secure/confident)*. The tendency to experience unpleasant emotions easily, such as anger, anxiety, depression, or vulnerability. Neuroticism also refers to the degree of emotional stability and impulse control, and is sometimes referred by its low pole – "emotional stability" (Atkinson & et al, 2000).

The Big Five model is a comprehensive, empirical, data-driven research finding (Digman, 1990). Identifying the traits and structure of human personality has been one of the most fundamental goals in all of psychology. The five broad factors were discovered and defined by several independent sets of researchers (Digman, 1990). These researchers began by studying known personality traits and then factor-analyzing hundreds of measures of these traits (in self-report and questionnaire data, peer ratings, and objective measures from experimental settings) in order to find the underlying factors of personality.

In terms of the dimensions of human resources productivity a vast amount of researches and surveys have been carried out. In consideration, “Hersey and Gold Smith” Model, due to its universality and attention to recognition of components which are effective in providing human resources productivity (John Wiles & et.al, 2011, p31), has been chosen as the significant ground for the exploration of the dimensions of human resources productivity in this proposal, especially resources productivity consists of seven dimensions. These dimensions are composed of:

- **(A)** Ability (knowledge and skills),
- **(C)** Clarity (conception or imagination of the role),
- **(H)** Help (organizational support),
- **(I)** Incentive (intention),
- **(E)** Evaluation (operation feedback),
- **(V)** Validity (justice),
- **(E)** Environment (environment proportionality).

Combining all the seven letters makes up the word ACHIEVE, which the model is known by Bernard C. Beaundreau (2009); the dimensions of this model are defined below:

- **Ability (knowledge and skills)**: It refers to the knowledge and skills of the followers in doing a task successfully which includes the knowledge related to the task, experience related to the task and merits related to the task.

- **Clarity (conception or imagination of the role)**: It corresponds to the conception and acceptance of the work method, place and the way to deal with the job. This conception needs clarity in objectives and distinct way in reaching them.

- **Help (organizational support)**: Some of the organizational supports include human resources, budget, facilities, accessibility of products and the quality.

- **Incentive (intention)**: People by nature are inclined to follow those tasks which end up in rewards and refrain from other tasks. Rewards can be palpable or impalpable.
- Evaluation (operation feedback): Evaluation is said to be the daily actions feedback and occasional assessments. If people are not aware of their shortcomings, improvement of their actions cannot be expected.
- Validity (justice): It is referred to proportionate and realistic decisions made by the manager for the human resources.
- Environment (environment proportionality): It is referred to those foreign agents that can affect actions even when having necessary capability, clarity, support, and incentive. The key environment components are competition, changes in market conditions, government regulations, preparations and … (Bordbar & et.al, 2009).

The main focus of this paper is surveying the relationship between personality traits and human resource productivity in Mazandaran cultural organizations. To achieve for this purpose, our research objectives were:
- determine relationship between openness and human resource productivity,
- determine relationship between conscientiousness and human resource productivity,
- determine relationship between extraversion and human resource productivity,
- determine relationship between agreeableness and human resource productivity,
- determine relationship between neuroticism and human resource productivity.

2. METHODOLOGY
In this correlation research, 88 cultural organization workers in Mazandaran were chosen using multiple cluster sampling. We used NEO-FFI (Costa & McCrae, 1992) to assess personality traits. Validity coefficient of scale retest turned out to be between 0.75 – 0.83 within 3 months (Costa & McCrae, 1992). Garousi Farshi (1998) reported reliability of neurosis, extroversion, openness to experience, agreeableness and conscientiousness 0.86, 0.74, 0.56, 0.680.87, respectively. And For human resource productivity Questionnaire, a 21 item according to Hersey & Goldsmith, (1990) its Cronbach’s Alpha turned out to be 0.87 and its validity 0.84 through halving. Data were analyzed through applying Pearson correlation coefficient and linear stepwise regression analysis model.

3. RESULTS AND CONCLUSION
Data were analyzed through applying Pearson correlation coefficient and linear stepwise regression analysis model.

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<tbody>
<tr>
<td>Neuroticism</td>
<td>-</td>
<td></td>
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<tr>
<td>Extroversion</td>
<td>-0.15</td>
<td>-</td>
<td></td>
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<tr>
<td>Openness</td>
<td>0.24**</td>
<td>-0.9</td>
<td>-</td>
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<tr>
<td>Agreeable</td>
<td>-0.40**</td>
<td>0.39**</td>
<td>0.07</td>
<td>-</td>
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<td></td>
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<tr>
<td>Conscientiousness</td>
<td>-0.22*</td>
<td>0.39**</td>
<td>-0.02</td>
<td>0.36**</td>
<td>-</td>
<td></td>
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<tr>
<td>Human Resource Productivity</td>
<td>0.40**</td>
<td>-0.43**</td>
<td>-0.05</td>
<td>-0.51**</td>
<td>-0.62**</td>
<td>-</td>
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*= p<0.05 **= p<0.01

Table 1 shows that the highest level of correlation belongs to conscientiousness and Human Resource Productivity (P<0.01, r= -0.62), also there is a significant relation between extroverts
personality traits (P<0.01, r=-0.43), neurosis (P<0.01, r=0.40), agreeableness (P<0.01, r=-0.51), while there is no significant relation with openness to Productivity. Stepwise regression analysis was used in order to predict and explain the variance of Human Resource Productivity (table2).

Table 2 summery of spontaneous regression HR productivity by personality treat

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<thead>
<tr>
<th></th>
<th>B</th>
<th>β</th>
<th>t</th>
<th>p</th>
<th>R²</th>
<th>F</th>
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<tr>
<td>Productivity</td>
<td>142.18</td>
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<td>5.51</td>
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<tr>
<td>Extroversion</td>
<td>-1.20</td>
<td>0.28</td>
<td>-2.10</td>
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<tr>
<td>Agreeableness</td>
<td>-1.29</td>
<td>-0.30</td>
<td>2.36</td>
<td>0.02</td>
<td>0.52</td>
<td>9.64</td>
<td>0.001</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>-1.68</td>
<td>-0.39</td>
<td>-3.42</td>
<td>0.001</td>
<td></td>
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</tr>
</tbody>
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Table 2 shows that among all variables mentioned, only extroversion (P<0.05, B=-1.20), agreeableness (P<0.05, B=1.29), conscientiousness (P<0.01, B=-1.68), explain 0.52 variance of HR productivity. Predicting changes in HR productivity is possible only through extroversion, agreeableness and conscientiousness. In other words, among the five personality traits, just these three can explain 0/52 variance of HR productivity. But the other two, Neuroticism and openness to experience are not able to explain any of the variance. Finally, findings shows a positive relationship between personality traits and human resource productivity in Mazandaran cultural organizations, except openness dimension.

REFERENCES