

The Influence of Personality Types and Perceived Organizational Support on Organizational Performance

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Abstract - This study examined the influence of personality types and perceived organizational support on organizational performance with the purpose of investigating the relationship between personality types (extraversion, conscientiousness, agreeableness, openness to experience & neuroticism) and job performance, the relationship between perceived social support and job performance, the different between male and female on job performance behaviour, the influence of age on job performance, the role of education on job performance. 264 individuals participated in this study (Male 167 and Female 97). Survey design was used for this study and convinces sampling technique was used in collecting data. A questionnaire was used in collecting data and Pearson moment correlation and independent t-test were used to test the stated hypotheses. The study tested five hypotheses, but three were accepted while two were rejected. The result revealed that there is a significant positive relationship between extraversion, conscientiousness, agreeableness, openness to experience and job performance. There is also a significant positive relationship between perception and job performance. However, there were no significant differences between male and female participants on job performance and age and educational attainment do not play a significant role on job performance. The discussion of the finding was done based on related literature reviewed.

Keywords: Personality Types, Perceived Organizational Support, extraversion, Conscientiousness, agreeableness, neuroticism.

I. INTRODUCTION

1.1 Background of the study

Just as it is known that employees are motivated to work harder because of financial gains, thereby helping organizations to reduce or eliminate thefts (Zabawska, 2013), it is also worthy of note to state that other factors outside the direct control of the individual play a key role in contributing to their successful or non-successful performance which could lead to huge losses to the organization (Tiwari, 2014). To ensure that losses are brought to the barest minimum or even eliminated and ensure growth and progress the organization,

this study will examine some personality types that could motivate one to perform successfully, exceedingly, or outrightly fail in his responsibilities in an organization.

The term performance describes how an employee carries out the tasks that make up the job. Good performance results from effort, ability, and direction. Employee performance can therefore be defined as the totality of the financial and other non-financial rewards that an employee receives in return for his labor or services. It includes his basic pay and other numerous financial and non-financial benefits and incentives. The totality of which determines how well he lives in society (Fagbamiye, 2000).

However, personality factor is one of the factors that could predispose individuals to perform well in organization including exhibiting organizational citizenship behavior. Recently, researchers (Barrick, Mount, & Judge, 2001; Baker, 2011) have started to show keen interest in identifying the various dispositional factors responsible for eliciting such good performance (Organ 2011; Organ & Ryan, 1995; Chiaburu, 1994). The probable reason behind such interest can be attributed to the fact that dispositional factors like personality traits do have a bearing on individual behavior.

Personality traits shape one's behavior especially in the absence of any enforcement or obligation. (Marshall & Wood, 2000). An employee who is highly cooperative can be expected to avoid unnecessary conflicts in the workplace. Similarly, a conscientious employee can be expected to avoid taking prolonged breaks. In other words, personality traits hold a predictive power only in what Mischel (1977) labelled as weak situations. Weak situations refer to those situations which are devoid of compelling external incentives and lacking in demand characteristics for behavior.

Furthermore, employees need support in all ramifications to carry out their job successfully. This kind of support is referred to as organizational support. Provision of such support at work is often seen to be an investment made by the organization in their employees and is often found to be reciprocated by employees positively (Tekleab and Chiaburu, 2011). Employees are found to reciprocate POS by showing positive job attitudes and behaviors, such as job satisfaction, organizational commitment, job involvement, reduced

absenteeism, and extra-role behavior (Ahmed & Nawaz, 2014; Rhoades & Eisenberger, 2002). The extra role behavior of employees is often cherished and valued as the most desired behavior because it covers employees' roles that are beyond their duties and are volunteer (Organ et al., 2005). Such behaviors are deemed important as they require employees to work beyond their conventional roles (Organ & Ryan, 1995), which enables the organization to work well in the contemporary working environment (Podsakoff & MacKenzie, 1994). It consists of activities like going extra mile from conventional duties, supporting peers in accomplishment of their job-related tasks, and working for the sake of organization being the citizen of the organization.

Even though organizational support and personality could play positive or negative roles in job performance, demographic variables (gender, age & educational) are still not clear on the role that they play in job performance. Therefore, this study intends to add to knowledge by investigating the influence of personality types and perceived organizational support on job performance.

Statement of the problem

Employees are the pivot on which organizations revolve around even as their success and/or performance greatly impacts the performance of their organizations. The work environment in Nigeria is such that is far challenging in view of the daily retrenchments, termination of appointments, and declaration of redundancy of employees (Ugwu, Amazue, & Onyedire, 2017). This leaves employees with several issues and challenges to face daily with just the best option being citizens of any organization wherein they work. The need to assist colleagues, assist the organization by going beyond their stipulated job description, learning and exhibiting the required skills for meeting up their tasks, and demonstrating extra-role behaviors by employees seem to be a determining factor to the sustenance of the performance of the employees (Mmakwe and Ojiabo, 2018). Despite all the positive beliefs about the citizenship behavior of the employees and its impact on both employee and organizational performance, most of the employees do not work outside their job description, thereby leaving the organization wanting in many areas (Ugwu et al., 2017).

Various organizations have had some challenges in the past because of nonchalant attitudes of some employees who would only work strictly to laid down procedures by covering only their duty posts or areas of influence and without assisting others that did not report to duties or even assist in other areas that are outside their job description, thereby making the organization porous and exposed to access breaches by unauthorized persons.

It is certain that if the employees are empowered financially and given other kinds of support, they will not limit their jobs only to their sphere of influence. Employee empowerment (organizational support) is necessary for healthy competition and organizational growth (Ahmed et al., 2015).

Similarly, people's personality obviously has impacts on things they do, and in this context, personality plays a major role. Studies in the past particularly in Nigeria had failed to take into cognizance personality types and organization support and how this influences their organizational citizenship behavior. This research will adequately discuss and resolve the various issues that needed to be dealt with holistically.

Objective of the study

The main aim of this study is to investigate the influence of personality types and perceived organizational support on organizational performance. Other purpose of the study includes to:

1. To examine the relationship between personality traits (extraversion, conscientiousness, agreeableness, openness to experience & neuroticism) and improving the efficiency of security agents.
2. To ascertain the relationship between perceived organizational support and improving the efficiency of security agents.
3. To examine the influence of gender on improving the efficiency of security agents.

Theoretical framework

Job performance can be explained from the perspective of Abraham Maslow's Hierarchy of needs Theory. This theory is based on the simple premise that human beings have needs which are hierarchically ranked, Maslow. (1943). There are some needs that are basic to all human beings, and in their absence, nothing else matters. As we satisfy these basic needs, we start looking to satisfy higher-order needs. Once a lower-level need is satisfied, it no longer serves as a motivator, Norwood (1999). This hierarchy is a systematic way of thinking about the different needs employees may have at any given point and explains different reactions they may have to similar treatment. An employee who is trying to satisfy her esteem needs may feel gratified when her supervisor praises her. However, another employee who is trying to satisfy his social needs may resent being praised by upper management in front of peers if the praise sets him apart from the rest of the group. So, organizations satisfy their employees' various needs by leveraging the various facets of the planning-organizing-leading-controlling (P-O-L-C) functions. In the

long run, physiological needs may be satisfied by the person's pay check, but it is important to remember that pay may satisfy other needs such as safety and esteem as well. Providing generous benefits, including health insurance and company-sponsored retirement plans, as well as offering a measure of job security, will help satisfy safety needs. Social needs may be satisfied by having a friendly environment, providing a workplace conducive to collaboration and communication with others. Company picnics and other social get-togethers may also be helpful if most employees are motivated primarily by social needs (but may cause resentment if they are not and if they have to sacrifice a Sunday afternoon for a company picnic). Providing promotion opportunities at work, recognizing a person's accomplishments verbally or through more formal reward systems, job titles that communicate to the employee that one has achieved high status within the organization are among the ways of satisfying esteem needs. Finally, self-actualization needs may be satisfied by providing development and growth opportunities on or off the job, as well as by assigning interesting and challenging work. By making the effort to satisfy the different needs each employee may have at a given time, organizations may ensure a more highly motivated workforce. However, not all people are driven by the same needs, at any time because; different people may be motivated by entirely different factors. It is important to understand the needs being pursued by each employee. To motivate an employee, the manager must be able to recognize the needs level at which the employee is operating and use those needs as levers of motivation.

Furthermore, Norwood, (1999) proposed that Maslow's hierarchy can be used to describe the kinds of information individuals seek at different levels of development. For example, individuals at the lowest level seek coping information to meet their basic needs. Information that is not directly connected to helping a person meet his or her needs in a very short time span is simply left unattended. Individuals at the safety level need helpful information. They seek to be assisted in seeing how they can be safe and secure. Enlightening information is sought by individuals seeking to meet their belongingness needs. Empowering information is sought by people at the esteem level. They look for information on how their egos can be developed. Finally, people in the growth levels of cognitive, aesthetic, and self-actualization seek edifying information. Though Norwood does not specifically address the level of transcendence, it is safe to say that individuals at this stage would seek information on how to connect to something beyond them or how others could be edified. In view of the above, it will therefore be right to conclude that job performances of workers in any organization is strongly linked to the satisfaction of their various types of needs, this is to say that

organizations should structure the working environment to satisfy the needs of its employers to boost performance and increase productivity.

Empirical Review

Individuals are gifted in different ways and no two individuals are the same. It is on this premise that personality types play various roles in a place of work. Similarly, past findings had shown the advantages and disadvantages of personality types on job performance (Akhtar, Boustani, Tsivrikos, & Chamorro-Premuzic, 2015). When an organization recruits and selects the employees for the organization, human resources management may evaluate personality traits (Ghani, Yunus, & Bahry, 2016).

The study of Oentoro, Popaitoon, and Kongchan, (2016) revealed that extrovert individuals are more ambitious to pursue a higher level of networking activities. They asserted that extrovert workers develop higher social networking than introvert workers because they are more active socially (Van Hoya & Turban, 2015). It is also believed that extrovert employees attract more social networks to the organization that they work for. These personality traits can gain more alternative in terms of job employment vacancies rather than the introvert people (Wihler, Meurs, Wiesmann, Troll, & Blickle, 2017), at which it causes them to find another jobs or companies once they feel it would be the better options for them.

Similarly, findings by Ayub, AlQurashi, AlYafi, & Jehn, (2017) revealed that agreeable employees tend to be more altruistic, cooperative, and compliant. This is because they pay close attention to the quality of their relationship with others through prioritizing trust and cooperation. When agreeable employees gain the trust of the organization, they intend to be loyal and give out their best to achieve the organizational goals. Moreover, these individual characteristics significantly correlated to high job satisfaction, good team performance, as well as high job performance (Farrukh, Ying, & Mansori, 2017).

Moreover, it has been noted by Lounsbury, Sundstrom, Gibson, Loveland, & Drost, (2016) that Conscientiousness is the most stable predictors of personality traits that assess the employee job performance. These personality traits tend to strive for achievement and competence as well as display self-discipline to themselves. Obeid, Salleh, and Nor (2017) studied that the employees who have high conscientiousness tend to commit to their organizations because they concern to develop a long-term relationship with their companies. Conscientious employees are dependable and more persistent due to their extra efforts to work, and they push themselves to

give a better performance to their companies (Terrier, Kim, & Fernandez, 2016).

On another note, Harzer and Ruch (2015) assumed that the employees who display openness traits influence their various team of performance. These kinds of people possess autonomy and tend to be adaptive, innovative and support to change as they are likely excited to new experiences Costa and McCrae (1992). They tend to develop a good relationship interpersonally with their peers and actively participate in the decision-making process (Kluemper, McLarty, & Bing, 2015).

Neuroticism traits tend to experience negative emotions such as low-confidence, anxiety, excessively worried, pessimism, and depression in nature. In support of this, Jalagat (2017) finds that neuroticism is the source of negative affection and attitudes in the place of work. Neurotic people frequently fill in as poor group entertainers, tend to be subversive and view the requirement for change adversely (Therasa & Vijayabanu, 2015). Regarding working results, neuroticism has been adversely identified with a career path, job performance and inspiration.

As regards perceived organizational and job performance, Oduor and Gatunga (2015) did a study focusing on effects of teamwork and perceived organization support on media industry. The study findings revealed a positive effect of teamwork and perceived organizational support on engagement. The study also found that there was no clarity on the nature/levels of job performance, teamwork, and perceived organizational support in the media houses. The study focused only on the direct relationship between engagement teamwork and perceived organizational support.

Lastly, Samina and Bano, (2015) has researched her article that aims at giving out a relationship between Perceived Organizational Support and Employee engagement in consideration of generation X and millennials which the author terms as generation Me. Generation X were people born after baby boomers and are increasingly characterized by loyalty, independence, and resilience. Generation Me refers to the younger generation, which is more technology savvy, more adaptable but indulge in increased job hopping and are generally less satisfied with their workplace arrangements. The data tested for both the variables was reliable. The correlation tested for generation X seemed to be higher than the correlation tested in generation Me. Generation X showed a moderate positive correlation whereas generation Me showed a low positive correlation.

II. METHOD

Participants and procedure

Two hundred and sixty-four (264) workers comprising of 169(64%) males and 96(36%) females participated in the study. The ages of the participants range from 21-50 years. Although the study's sample size was found to be 246, the total questionnaires administered were 300. This was done to account for invalid and unreturned questionnaires. Out of 300 administered questionnaires, only 264 were returned and valid, resulting in an 88% response rate. The participants were selected from two reputable organizations in Lagos, Nigeria (Names of the organizations withheld for confidential reason). The socio-demographic details of the participants are shown in Table 1. All the ethical requirements for conducting research were observed: permission was obtained from the human resources managers of the organizations, participation in the study was voluntary and participants were neither compelled nor compensated for completing the psychological tests. The tests were completed in the familiar atmosphere of their offices after telling them the purpose of the study.

Measures

Job Performance

The Endicott Work Productivity Scale (EWPS; Endicott, & Nee, 1997): The Endicott Work Productivity Scale (EWPS) is a brief self-report questionnaire developed to quantify the frequency of work performance and productivity attitudes and behaviors during the past week (e.g. „Arrive at work late or leave work early“, „Have trouble organizing work or setting priorities“). The EWPS consists of 25 items, and each is rated on a 5-point scale (0=never; 4=almost always). The reliability and validity of EWPS has only been tested in patients with depression. The author reported a high internal consistency of 0.93 and 0.92 (Cronbach's α) with psychiatric sample and community sample respectively. A significant correlation of EWPS total score was also reported with Global Clinical Index of Severity, Symptom Checklist (SCL)-90 total scores and Zimmerman total scores in both psychiatric and community samples.

Ten item Personality Inventory (TIPI) Gosling, Rentfrow, & Swann (2003), developed the Ten Item Personality Inventory (TIPI). This is a brief self-report measure and consists of 10 items to assess the personality based on the Big Five Factors Model of Costa and McCrae (1987) that claims personality is divided into five characteristic factors, including extraversion, agreeableness, emotional stability, conscientiousness, and openness to experience. Each item consists of two descriptors, separated by a comma, using the common stem „I see myself as:“. Each of the five items is

rated on a 7-point scale ranging from 1 (disagree strongly) to 7 (agree strongly). The author reported a relatively low inter-item correlation in conjunction with the fact that the TIPI scales have only two items which results in some unusually low internal consistency estimates. Specifically, they reported Cronbach alphas of .68, .40, .50, .73, and .45 for the Extraversion, Agreeableness, Conscientiousness, Emotional Stability, and Openness to Experience scales respectively. Brito-Costa, Moisés, Almeida and Castro (2015) assessed the psychometric property of the Portuguese version of the scale and reported a low internal consistency (alpha coefficient = 0.462) and a factor analysis that meets the criteria postulated by the authors instrument, that explain it is expected to obtain low rates alpha in the TIPI, with only two items by size, using the same in the positive and negative poles, and a factor analysis that does not divide the items according to the original separation of these (Gosling, Rentfrow, & Swann, 2003). Despite the weak internal consistency and low rates of confirmatory factor analysis, the TIPI is considered a valid and useful tool for investigations where time is limited, and overall personality measurement, based on the five major factors of personality (Denissen, Geenen, Selfhout, & Van-Aken, 2008; Garaigordobil & Bernaras, 2009; Kenny, 2004; Muck, Hell, & Gosling, 2007; Rammstedt & John, 2007; Smits & Boeck, 2006; Woods & Hampson, 2005) that which is proved with the various translations, and existing validations.

Perceived Organizational Support Scales

Perceived Organizational Support Scales developed by Eisenberger et al (1986) was used to measure employee perceptions about the extent to which an organization is

willing to reward greater efforts by the employee because the organization values the employee's contribution and cares about his or her well-being. The measures include eight items that measure an employee's perceptions of the degree to which the organization values the worker's contributions and nine items about notions that the organization might take that which would affect the well-being of the employee.

On the reliability: Coefficient alpha values ranged from .74 to .95 (Cropanzano, Howes, Grandey, & Toth 1997; Eisenberger, Cummings, Aremi & Lynch, 1997; Eisenberger et al, 1990 Hutchinson, Valentino, & Kirkner, 1998, Lee & Ashforth, 1993: Lynch, Eisenberger, & Armeli, 1999.

On the validity: Perceived organizational support correlated positively with overall job satisfaction, organizational commitment, direct and indirect control at work, job discretion, interpersonal helping, affective attachment to the organization, play/promotion expectancies, approval/recognition expectancies, and employee performance ratings (Cropanzano et al 1997; Eisenberger et al 1997; Eisenberger et al., 1998) Perceived organizational support correlated negatively with perceived organizational politics, turnover intentions, days absent, role stress, and emotional exhaustion (Cropanzano et al., 1997 Eisenberger et al 1990 Lee & Ashforth, 1993.) .

Data Analysis Technique

Responses to the psychological tests were entered accordingly into the Statistical Package for the Social Sciences (SPSS) version 26 on a personal computer. Data were coded and analyzed using Person correlation, Multiple Regression Analysis and independent t-test.

III. RESULTS

Data collected in this study were subjected to statistical analysis obtaining the mean score and standard deviation of all the variables. The hypotheses were tested using simple percentages, Pearson moment correlation and independent t-test.

Table 1: Characteristics according to sample presentation of respondents' demographic characteristics

Variables	Levels	Frequency	Percentage
Gender	Male	168	64%
	Female	96	36%
	Total	264	100%
Age	21 – 30years	80	30%
	31 – 40years	128	49%
	41years and above	56	21%
	Total	264	100%
Religion	Christianity	158	60%
	Islam	106	40%
	Total	264	100%

From the data gathered through the questionnaire, there are a higher percentage of males (64%) to females (36%). The dominant age groups are 31-40years (49%) while most of the respondents practice Christianity (60%).

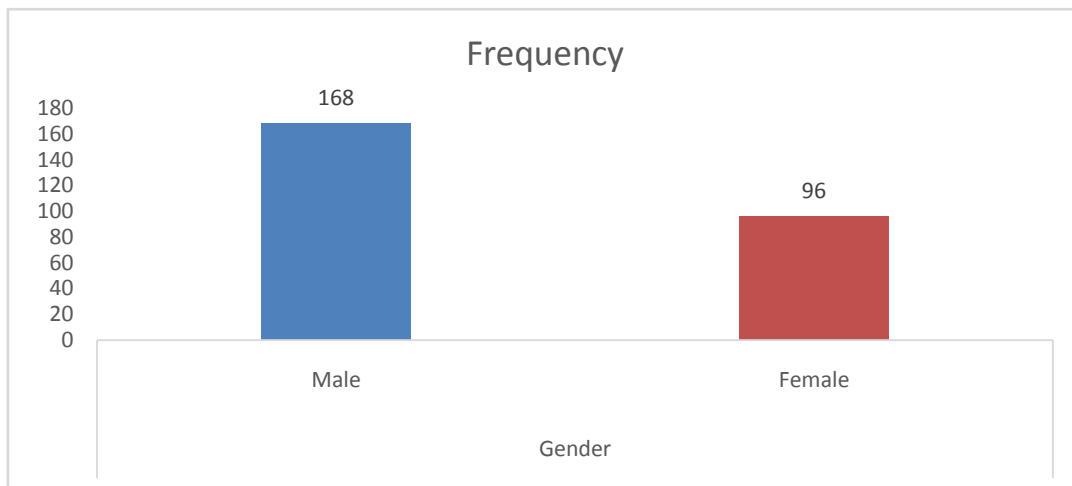


Figure 1.1: Bar graph of respondents' gender distribution

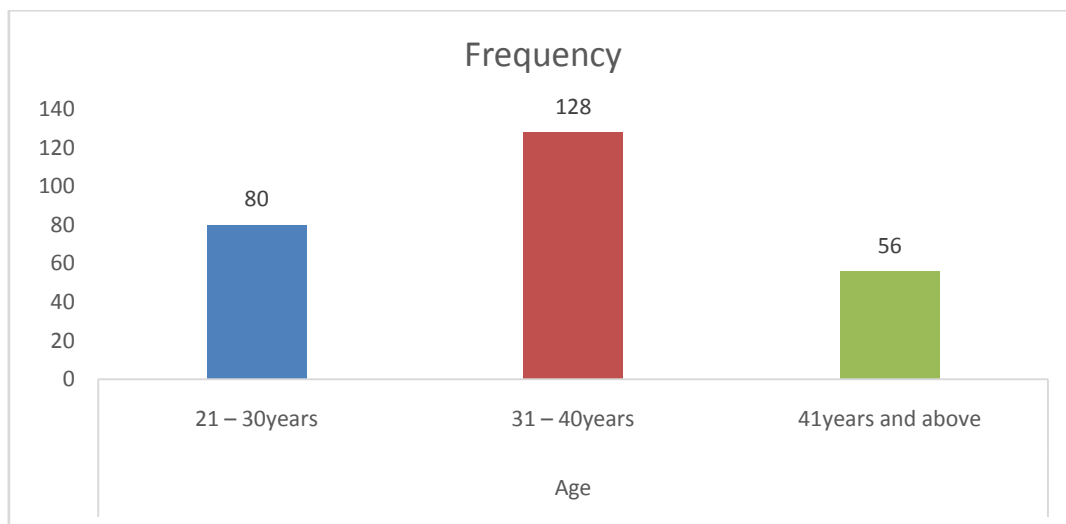


Figure 1.2: Bar graph of respondents' age distribution

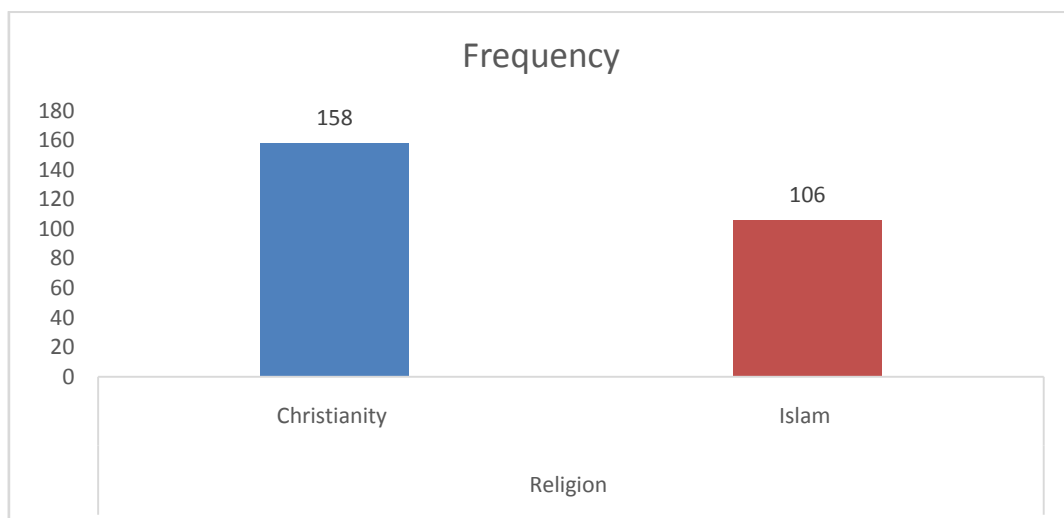


Figure 1.3: Bar graph of respondents' religious distribution

Table 2: Table of the descriptive statistics of the job performance and the psycho-social determinants

Variables	N	Mean	SD
Job performance	264	64.77	8.67
Self esteem	264	62.95	10.51
Locus of control	264	29.58	6.46
Extraversion	264	8.77	0.76
Agreeableness	264	8.70	0.78
Conscientiousness	264	8.71	0.78
Openness to Experience	264	8.71	0.81
Neuroticism	264	2.78	0.87

Table 2 shows the mean and standard deviation of the job performance and the psycho-social determinants. Job performance had a mean of (M=64.77; SD=8.67), Self-esteem had a mean of (M=62.95; SD=10.51), Locus of control, had a mean of (M=29.58; SD=6.46), extraversion, had a mean of (M=8.77; SD=0.76), agreeableness, had a mean of (M=8.70; SD=0.78), conscientiousness, had a mean of (M=8.71; SD=0.81), openness to experience, had a mean of (M=8.71; SD=0.81), while neuroticism had a mean of (M=2.78; SD=0.87).

Test of Hypotheses

Hypothesis 1: There will be a significant relationship between personality traits (extraversion, conscientiousness, agreeableness, openness to experience & neuroticism) and organizational citizenship behavior.

Table 3: Correlation Matrix of Personality Trait and Job Performance

Variables	Mean	SD	1	2	3	4	5	6
Job performance	64.77	8.66	1.00					
Extraversion	8.77	0.76	.132*	1.00				
Agreeableness	8.70	0.78	.211*	.883*	1.00			
Conscientiousness	8.71	0.78	.151*	.921*	.951*	1.00		
openness to experience	8.71	0.81	.157**	.876*	.965*	.953*	1.00	
Neuroticism	2.78	0.87	-.104	-.127*	-.101	-.107	-.028	1.00

* $p < 0.05$

Table 3 reveals that personality traits- extraversion, agreeableness, agreeableness, and openness to experience have significant positive correlation with job performance. Extraversion ($r = .132^{**}$; $p < 0.01$); agreeableness ($r = .211^{**}$; $p < 0.01$); conscientiousness ($r = .151^{**}$; $p < 0.01$); openness to experience ($r = .157^{**}$; $p < 0.01$). This implies that there is no significant correlation between neuroticism ($r = -.104$; $p > 0.01$). We conclude that hypothesis 1 is supported in relative to some personality traits.

Hypothesis 2: There will be a significant positive relationship between perceived organizational support and job performance.

To determine the relationship between perceived organizational support and job performance, Pearson Product Moment correlation analysis was carried out. The result is presented in table 4.

Table 4: Correlation between perceived organizational support and job performance

Variable	Mean	SD	PAS	OP
Perceived organizational support.	67.28	3.90	1	
			.683*	

Job performance	36.15	2.96	1
$P < 0.05^*$			

Table 2 reveals that perceived organizational support has significant positive correlation with job performance ($r = .683^*$; $p < 0.05$). The positive correlation is due to high levels of perceived organizational support scores resulting in higher levels of job performance. Thus, the hypothesis one which states that there a significant positive relationship between perceived organizational support and job performance is accepted, because increase in perceived organizational support is associated with increase in job performance.

To determine the contribution of perceived organizational support (dimensions) to the prediction of job performance, regression analysis was computed. The result is presented in Table 5.

Table 5: Summary of multiple regression analysis showing the contributions of perceived organizational support (dimensions) to the prediction of job performance

Variables	B	Beta	T	Sig.	R	R ²	F-ratio	Pv
supervisor support	.071	.051	.710	.01	.726	.520	69.189	$P < 0.05$
Supervisor justice	.953	.597	10.449					
Organizational reward	.404	.167	2.990					
Working condition	.342	.168	2.348					

$p < 0.05$

The result indicated that supervisor support significantly contributes to the variance in job performance (Beta= .051, $t = .710$ at $p < 0.05$), supervisor justice significantly contributes to the variance in job performance (Beta= .597, $t = .10.449$ at $p < 0.05$), organizational reward significantly contributes to the variance in job performance (Beta= .167, $t = .2.990$ at $p < 0.05$), working condition significantly contributes to the variance in job performance (Beta= .168, $t = .2.348$ at $p < 0.05$). Jointly perceived organizational support (dimensions) yielded significant coefficient of regression $R^2 = .520$ ($p < 0.05$). This shows that perceived organizational support accounted for 52.0% of the observed variance on job performance.

Hypothesis 3: Female participants will score higher on job performance compared to male participants.

Table 6: Independent t-test comparison of job performance by male and female employees

Variables	Sex	N	Mean	SD	T	Df	Sig.	pv
Job performance	Male	167	64.20	9.78		262		
	Female	97	65.76	6.22	-1.412		.15	Not Sig

Significant- $p > 0.05$

Table 6 shows that there is no significant difference in mental between male and female employees on job performance. The result revealed a t-test comparison value of 1.412 at $p > 0.05$. The result showed male employees reported a lower mean score (64.20) and female (65.22). The hypothesis which stated that female participants will score higher on job performance compared to male participants is hereby rejected.

Hypothesis 4: Younger participants will score higher on job performance compared to older participants.

Table 7: Independent t-test comparison of job performance by younger and older participants

Variables	Sex	N	Mean	SD	T	Df	Sig.	pv
Job performance	Young	142	64.58	8.35		262		
	Old	122	65.00	9.05	-.388		.69	Not Sig

Significant- $p > 0.05$

Table 7 shows that there is no significant difference between younger and older participants on Female participants will score higher on job performance compared to male participants. The result revealed a t-test comparison value of $-.388$ at $p > 0.05$. The result showed younger participants reported a lower mean score (64.58) and older participants (65.70). The hypothesis which stated that the hypothesis which stated that younger participants will score significantly higher on job performance compared to older participants is hereby rejected.

Hypothesis 5: Participants with lower educational qualification will score significantly higher on job performance compared to participants with higher educational qualification.

Table 8: Independent t-test comparison of job performance by lower education and higher education of the employees

Variables	Education	N	Mean	SD	T	Df	Sig.	pv
Job performance	Low education	154	64.02	9.40	-1.670	262	.09	Not Sig
	High education	110	65.82	7.42				

Significant- $p > 0.05$

Table 8 shows that there is no significant difference between participants with low educational qualification and participants with high educational qualification on job performance. The result revealed a t-test comparison value of -1.670 at $p > 0.05$. The result showed participants with higher educational qualification reported a higher mean score (65.82) and participants with lower educational qualification (64.40). The hypothesis which stated that participants with lower educational qualification will score significantly higher on job performance compared to participants with higher educational qualification is hereby rejected.

IV. DISCUSSION

This study investigated the influence of personality types and perceived organizational support on organizational performance with the purpose of investigating the relationship between personality types (extraversion, conscientiousness, agreeableness, openness to experience & neuroticism) and job performance, the relationship between perceived organizational support and job performance, the different between male and female on job performance behaviour, the influence of age on job performance, the role of education on job performance.

The finding revealed a positive relationship between extraversion and job performance. The finding of the current research is consistent with the finding of past researchers. For instance, research by Barrick & Mount, (1991) suggests that extroverted individuals are likely to excel in occupations that require individuals to socialize and be highly interactive with other individuals. The same researchers concluded that extroversion predicts not only overall job performance, but also specifically sales performance as well. These findings have been replicated. In evidence, researchers have reported that individuals with high levels of extroversion tend to perform well at supervisory-, police-, and sales related positions (Salgado, 1997).

Similarly, Barrick et al. (2001) found a significant relationship between Extroversion and managerial performance as well as teamwork. Furthermore, Vinchur, Schippmann, Switzer and Roth, (1998) conducted a meta-analysis where findings indicated that Extroversion is a solid

predictor of supervisory ratings of sales performance and objective data (sales volume) of sales performance. The positive relationship between extraversion and performance means that when a worker is extraverted, his or her job performance also increases. This could be because extroverted individuals are sociable, amend quickly to changing work environment and are better able to work in teams. These characteristics make them able to perform well at work.

Also, the finding showed that conscientious personality has a positive relationship with job performance. The finding is supported by the work of Mount and Barrick (1992), which found that conscientiousness correlated positively with all five occupational groups, in respect to successful job performance. More recently, Mount and Barrick (1998) opined that “individuals who are dependable, persistent, goal directed, and organized tend to be higher performers on virtually any job; viewed negatively, those who are careless, irresponsible, low achievement striving, and impulsive tend to be lower performers on virtually any job”. In the finding of this study, subsequent research findings support the notion that expresses that Conscientiousness is the personality dimension that correlates the strongest, out of all personality dimensions, with overall job performance, across occupations (Barrick et al., 2001; Hurtz & Donovan, 2000). The present research found a significant positive relationship probably because when workers are dedicated to their work and work carefully according to the dictates of their conscience, they tend to perform better at work.

Also, agreeableness has a positive relationship with job performance. The finding, however, revealed that

agreeableness is significantly related to work performance. The finding is related to the work of Barrick et al. (2001), which found that agreeableness can predict success in specific occupations. This indicates that, depending on the type of occupation, agreeableness may still be conceptualized as a contributing factor to job performance.

In addition, openness to experience was found to have a significant positive relationship with job performance. This means that when workers are creative, imaginative, and curious to experience new things, they tend to perform better at work. The finding agreed with the findings of past research. Also, Barrick and Mount (1991) found that openness was a valid predictor for training proficiency and job performance.

Furthermore, the study also found that neuroticism has a negative relationship with work performance. The finding is in-line with the findings of past researchers which revealed that the higher a worker's neuroticism, the lesser he or she performs at work. As opposed to emotional stability, individuals who are neurotic tend to be shy, angry, insecure, depressed, vulnerable, and anxious while those who are emotionally stable are secure and calm, and therefore more likely to control their impulses and cope with stress. Past research indicates that Emotional stability predicts job performance (Rothmann & Coetzer, 2003).

The finding of the second hypothesis showed that perceived social support has significant positive relationship job performance. This means that perceived organizational support serves as both psychological and physical booster that enhances the employee's performance. This finding demonstrates the importance of perceived organizational support for enhancing job performance among the employees. The results of the present study are consistent with the earlier studies by Samina, et.al., (2015) and Sitorus (2017) done on perceived organizational support and job performance. The results of their study indicate that management and organizations need to go beyond the existing formalized contractual relationship that exists between the employees and the organizations and provide employees with adequate financial and psychological backing and support to develop in them the feeling that the organization cares for their effort and has a concern for their well-being. This concern of the organization will develop perceived organizational support among the employees. Human resource departments of the organizations should play a proactive role in developing this perception among the employees. The development of perceived organizational support in employees will enhance their job performance resulting in increased organizational effectiveness. The finding is also in consonance with Adams (1965) Social exchange theory which is premised on "give and take". Therefore, if organizational support was perceived by

the employees, then they will believe that the organization will fulfill its obligations of exchange in the future and think that they are obligated to repay the organization, so they will work hard to obtain the material and spiritual rewards, thus realize social exchange.

Also, the hypothesis stated that male workers will report higher job performance than female workers. The independent sample t-test revealed that male workers did not report higher job performance than female workers. This means that the identity of being a male or female does not motivate a worker to perform better on the job. No sex has higher advantage to perform better than the other. This ultimately means that there is another variable which can affect a worker's performance on the job other than his or her gender.

In conclusion, order demographic variables that the study investigated are age and educational attainment do not play a significant role in job performance. The finding is not in support of the work of Schmidt and Hunter (2008) which found that academic qualification was strongly related to task completion and was an important contributor to completion of every job at the right time. Possible explanation on the reasons why there is no significant on the job performance between participants with lower and higher educational attainment on job performance might be because the participants were not measured on the technicality that is involved in doing the job but the ways in which they execute their job. All the participants execute their job based on their ability and not competency which educational attainment measures.

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