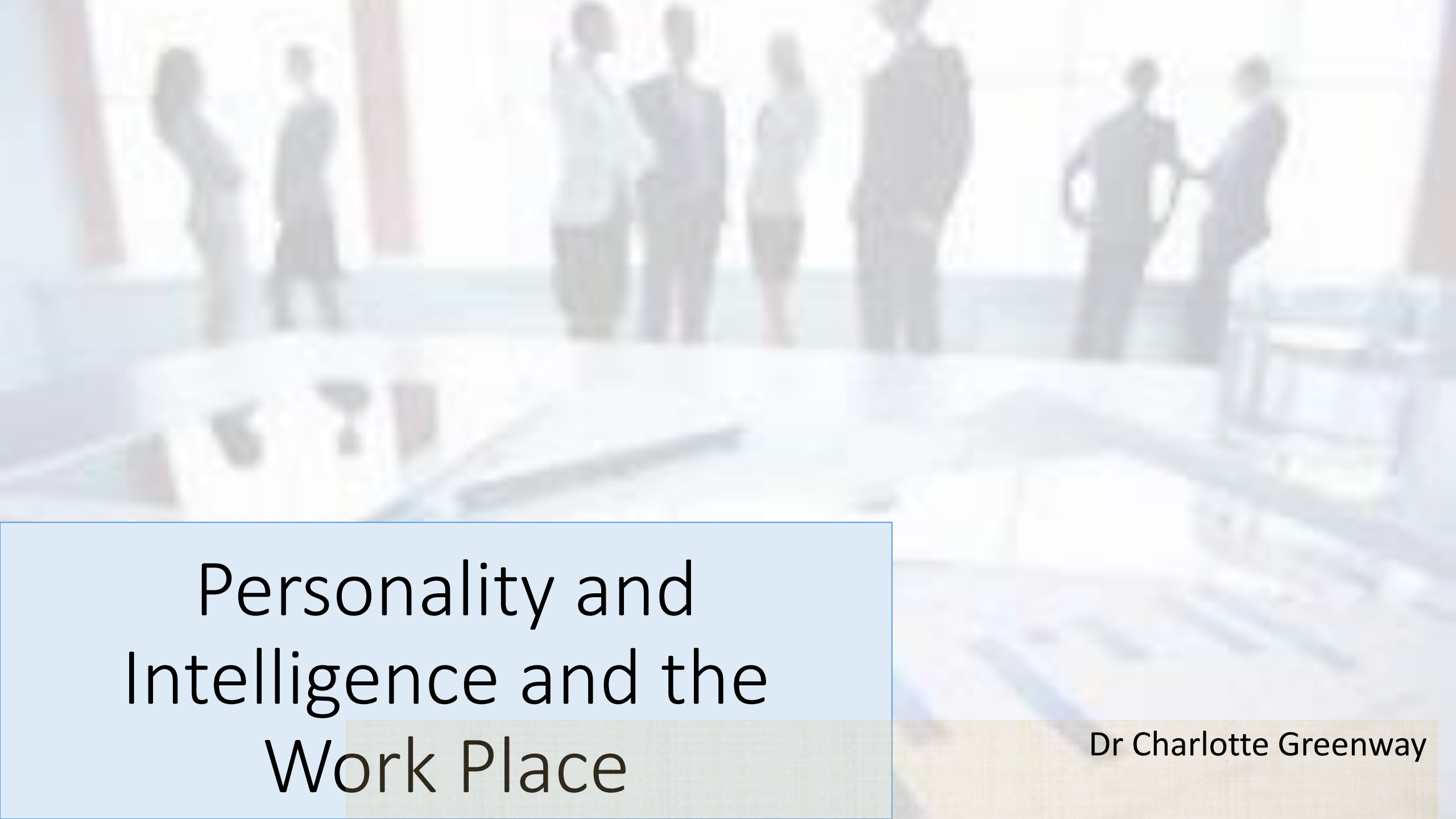


A blurred background image of an office or meeting room. Several people are standing and talking in the background. In the foreground, there are tables with papers and some equipment, possibly a presentation or a meeting in progress.

Personality and Intelligence and the Work Place

Dr Charlotte Greenway

INTELLIGENCE AND JOB PERFORMANCE

Hunter and Hunter (1984)

- 32,000 workers
- Job performance: $r = .54$
- CV: $r = .37$
- Previous experience: $r = .18$
- Education: $r = .10$

Bertua et al (2005)

- UK study
- $R = .5$ and $.6$



Hauser (2010)

- 10,317 self-employed men and women
- IQ and income – age 35-36yr and 53-54 yrs
- For each 1 point increase in IQ = 1.5% increase in earnings

Personality

The Five Factors and their Characteristics:

Extraversion: Assertive, competitive, positive emotionality, sociable

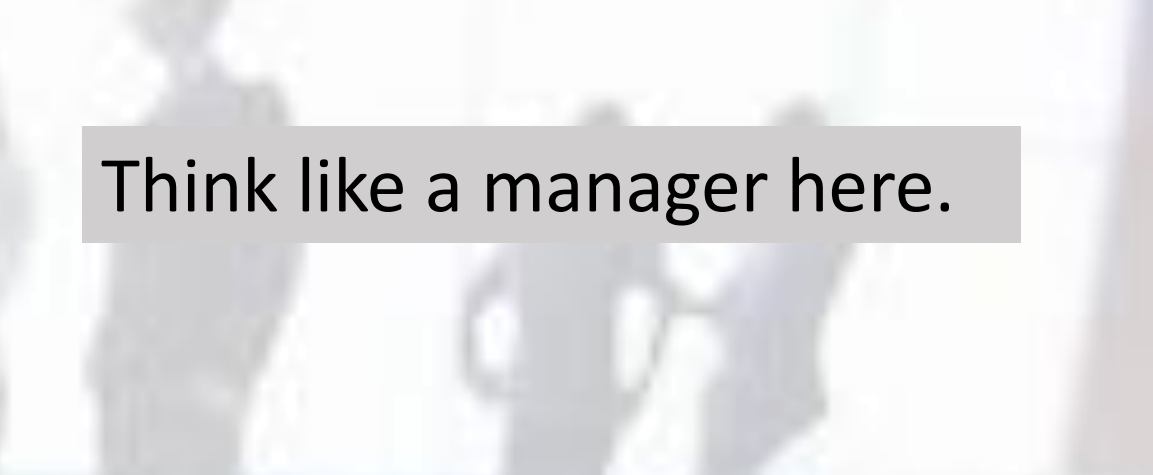
Agreeableness: Warm, likeable, gentle, cooperative

Conscientiousness: Orderly, dependable, industrious, disciplined

Emotional Stability: Relaxed, free from anxiety, depression, negative emotionality

Openness to Experience: Creative, cultured, intellectual, perceptive

- What kinds of positions in your organization would be the best fit for these traits? (Sales=Extraversion; Receptionist=Agreeableness; Shop foreman=Conscientiousness; Shop steward=Stability; Web designer=Openness).
- What are some desirable attributes of a successful college student? Which traits would predict academic performance, as opposed to academic adjustment? (Are they different?)



Think like a manager here.

What about Uni teachers?
Would you rather have an industrious, disciplined lecturer, or a likeable and warm lecturer?

Are different types appropriate for different disciplines?

Personality in the workplace

Summary of meta-analytic findings (Barrick & Mount, 1991):

- Conscientiousness and Emotional Stability are the best personality predictors of job performance across nearly all jobs.
- Extraversion and Agreeableness are important in jobs requiring a high degree of interpersonal work
- Less consistent evidence for Openness to Experience

Personality has been shown to predict:



The Five-Factor Model and Job Performance: Research Findings

It determines how and why we're motivated to achieve certain goals – for example, people who score high on extraversion are more motivated to achieve a goal if there's a reward involved.

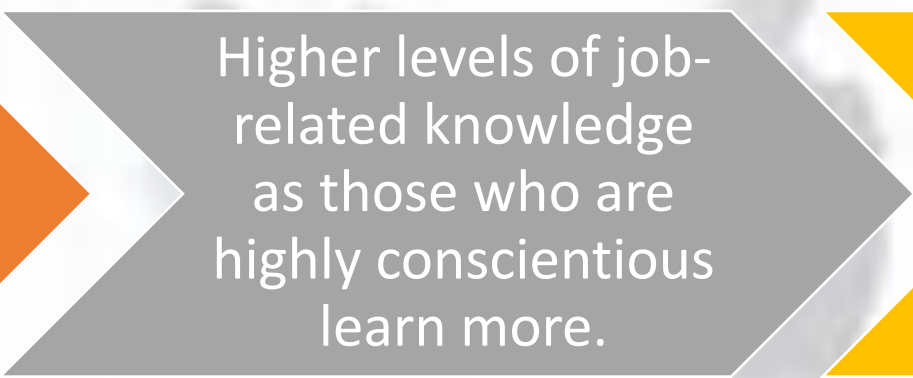
Personality affects our mood, which in turn affects the way we respond to people and situations at work. Studies have found that conscientiousness and agreeableness indirectly affect organizational citizenship behaviour via their impact of job satisfaction = happier in our jobs = better 'citizens' at work.

Our personality profile affects our interpersonal relationships, making it an important determinant of work success when that work involves getting along with other people.

An individual's unique combination of these five factors influences his or her success at work in three main ways.



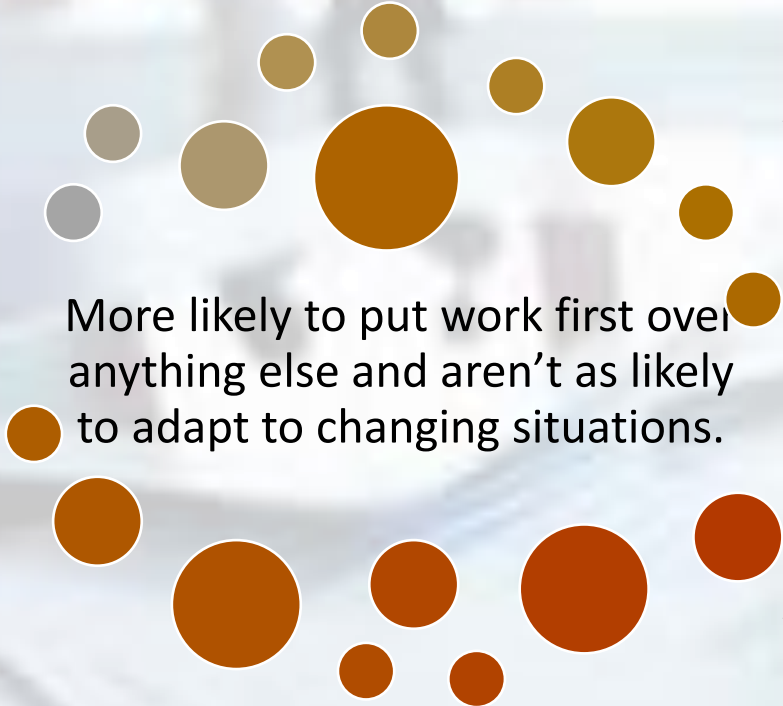
The strongest
indicator of job
performance.



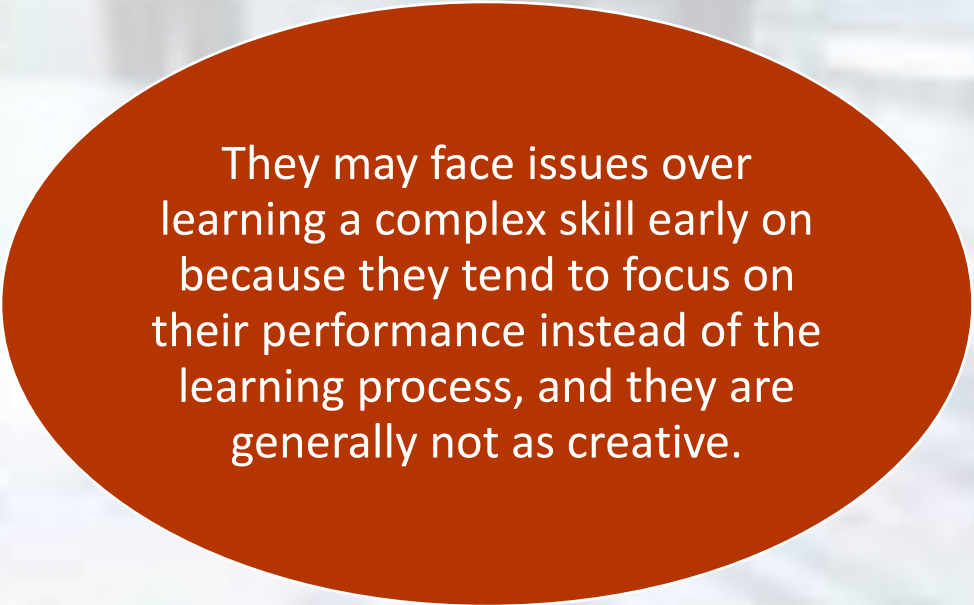
Higher levels of job-
related knowledge
as those who are
highly conscientious
learn more.



Strong leaders.



More likely to put work first over
anything else and aren't as likely
to adapt to changing situations.



They may face issues over
learning a complex skill early on
because they tend to focus on
their performance instead of the
learning process, and they are
generally not as creative.

Conscientiousness

Neuroticism

High scores may indicate a higher propensity toward employee burnout, as those employees have a tougher time managing their emotions.

A high emotional stability is linked to high life and job satisfaction, as well as lower stress levels.

Additionally, those with emotional stability have a better chance of dealing with workplace demands, especially fast-paced change.

Take charge of situations.

Typically, a high extroversion score shows that that person may have a strong leadership ability.

They are more likely to behave impulsively than introverts, however.

People who are open also have an easier time with workplace changes and are more adaptable.

Effective leaders and are less susceptible to a decline in performance over a longer time period.

Agreeable people are generally liked more and tend to follow the rules.

They also demonstrate higher job satisfaction.

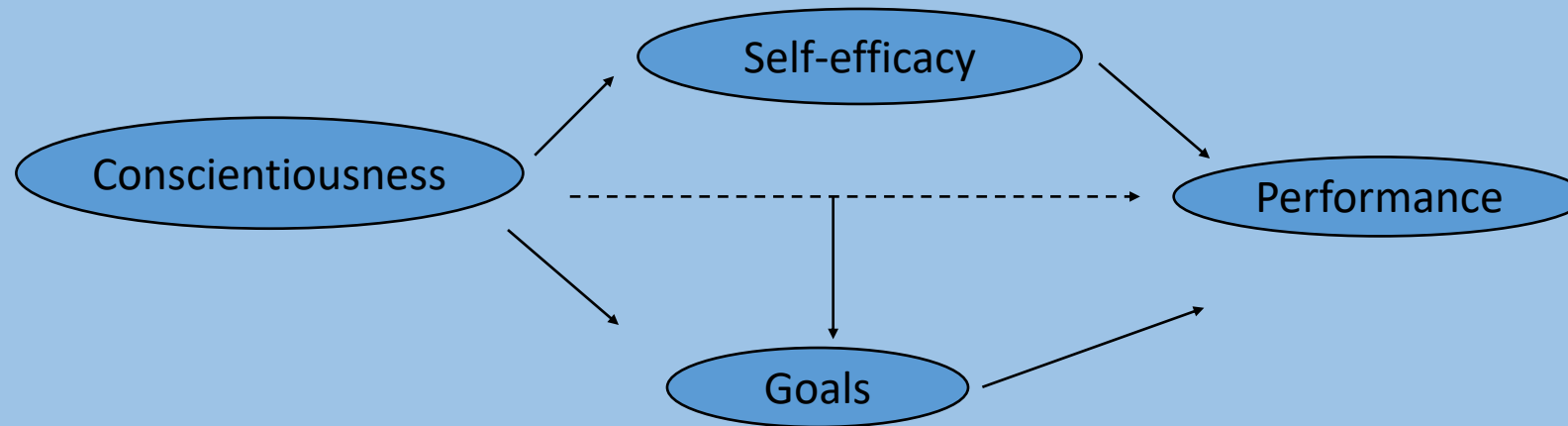
Low on agreeableness behave in a way that creates counterproductive work behaviour

Extroverts

Traits	High Scores Indicate	Workplace Behaviour Effects
Openness	•More creativity •More flexibility •More eagerness to learn	•Higher job satisfaction •Easily adaptable •Strong leadership skills
Conscientiousness	•More effort •More drive •Better discipline and organization	•Better job performance •Inherent leadership ability •Less likely to leave
Extroversion	•Easily relates to others •More emotional •Dominates socially	•Better job performance •Strong leadership skills •Less likely to leave
Agreeableness	•More likely to comply with rules and regulations •Easier to like and admire	•Higher job performance •Better on-the-job behaviour
Neuroticism	•May think negatively •May express negative emotions	•Lower job satisfaction •Higher stress level

How Does Personality Affect Job Performance?

- Theory and research show that Big Five factors impact motivation, which in turn affects performance. For example...



- Thus, personality's effect on performance may be fully or partially (dotted line) *mediated* by motivation

Why Should Organizations Test Personality?

Personality predicts aspects of job performance that may not be strongly related to knowledge, skills or abilities.

Incremental validity - the extent to which a measure adds to the prediction of a criterion above what can be predicted by other sources of data (if a GP is more likely to correctly diagnose a kidney infection if a urine test is ordered, rather than relying on a physical examination and discussion of symptoms alone. We can say that the urine test has incremental validity).

Predicts what a person will do, as opposed to what they can do.

Contextual job performance - job performance is multi-dimensional, including several extra role helping others, volunteering behaviours (Borman & Motowidlo, 1993).

Organizational Citizenship Behaviours: Willingness to “go above and beyond” the call of duty

Personality in Selection Decisions: A Case Study

You've been hired to design a selection system for customer service workers at Trinity Pizza

- Step 1: Conduct a thorough *Job Analysis*
 - You discover that high-performers are friendly, dependable, and low in imagination
- Step 2: Refer worker attributes to a *validated model* of personality (e.g., the Big Five)
 - Friendly: Agreeableness; Dependable: Conscientiousness; Unimaginative: (Low) Openness to Experience.
- Step 3: Incorporate a personality test as *one factor* guiding selection decisions
 - *DO NOT* base selection decisions solely on a single test score of any kind!!

Is the Big Five the best model?

It's a *model* of personality, not a theory

Some research suggests that 3, 7, or 9 factor models best represent human personality (Extraversion, Neuroticism, Psychoticism)

Studies have shown greater predictive validity for finer-grained facets of personality - measure predictors and criteria at the same level.

(e.g., achievement-striving and orderliness have shown incremental validity over global conscientiousness).

Are self-report personality tests accurate?

Personality test-takers can distort responses when instructed to do so

Most research suggests that distortion does not undermine validity of personality tests

Again: *How* does personality affect performance?

Are there other mechanisms besides motivation?

More research also needs to be done on the job performance side of the equation - better definitions, criteria, etc. Finally, new research (e.g., emotions at work) shows potential for revealing new paths through which personality may impact performance.

Caveats and Future Research Directions

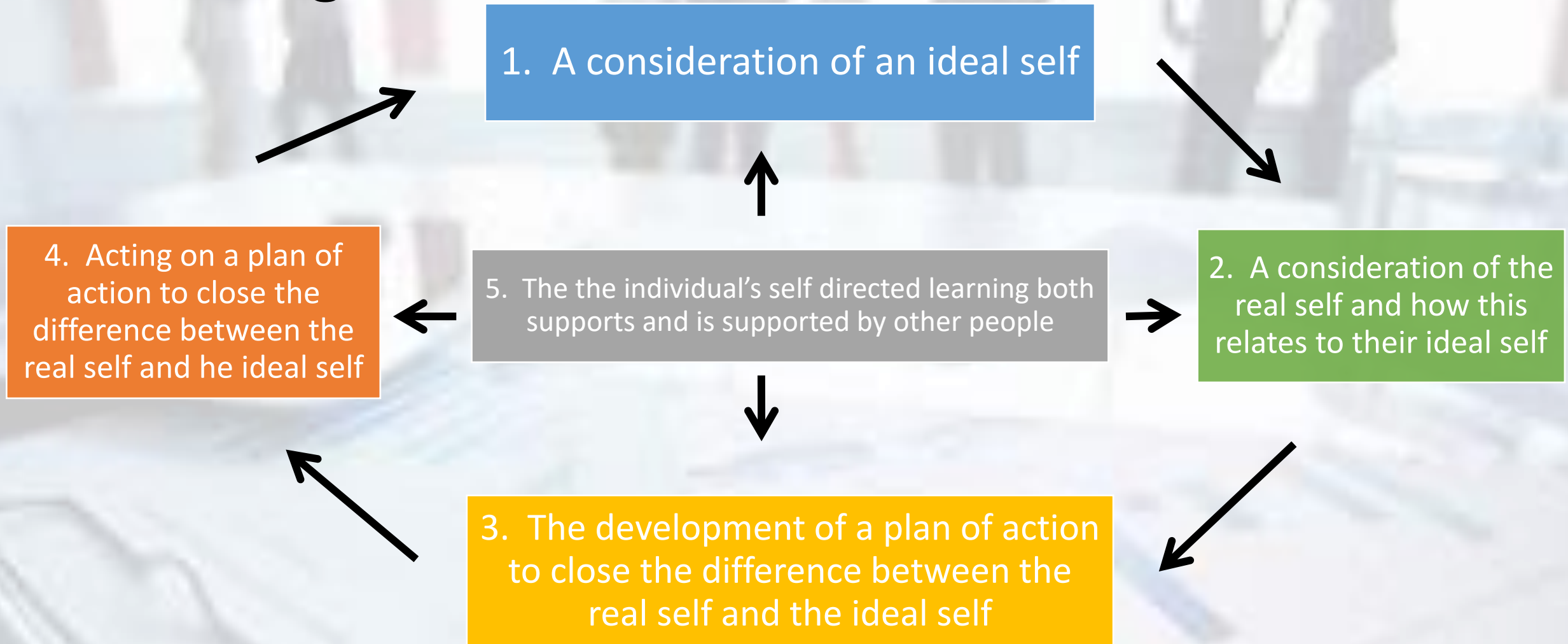
Emotional Intelligence and the workplace

Some Benefits of Emotional Intelligence include...

- Effective Leadership Skills
- Improved Communication
- Less Workplace Conflict
- Better Problem Solving Skills



Boyatzis (1994) theory of self-directed learning



Popular definitions of EI refer to various things, including motivation, empathy, sociability, warmth, and optimism (Mayer et al., 2001).

EI approaches can be classified into two broad categories:

- (1) ability models (Mayer and Salovey, 1997)
- (2) mixed models.

Emotional Intelligence and the workplace

Ability models

- Conceptualise EI in a similar way to cognitive intelligence (i.e. intelligent quotient (IQ)).
- EI is assumed to develop over time, be correlated with measures of IQ, and be measurable with a test based on performance (Ciarrochi et al., 2000)

Mixed models

- Incorporate both non-cognitive models (Bar-On, 1997) and competency-based models (Goleman, 1995).
- Tend to overlap or “mix” with traditional models of personality and tend to utilise self-reports as their primary mode of assessment.

Emotional intelligence and leadership effectiveness

EI - linked to
transformational
leadership style

(Barling et al., 2000; Palmer
et al., 2001;).

Palmer et al. (2001) - self-report EI measure to 43 managers - evaluate the link between EI and leadership style. Inspirational, motivation and individualized consideration components of transformational leadership correlated with the ability to monitor emotions and the ability to manage emotions.

Transformational leaders - create a vision, communicate this vision, build commitment amongst subordinates to the vision and model the vision within the workplace.

Managers that maintain the status quo.

Their focus is on linking job performance to rewards and ensuring subordinates have the necessary resources to undertake their roles.

Since they deal with strategic matters more efficiently and in turn are able to build commitment in employees - more likely to take an organization forward. Thus the assumption is that transformational leaders are more effective than transactional leaders, at least in some instances (Bass and Avolio, 1994; McShane and Von Glinow, 2000)

Barling et al. (2000) - EI is associated with three aspects of transformational leadership

idealized
influence



inspirational
motivation



individualized
consideration

The leaders who report exhibiting these behaviours were assumed to be more effective in the workplace.

Dulewicz and Higgs (1999) examined the link between self-reported EI and job competence, and unlike many previous studies, did not focus on the transformational-transactional model.

They looked at leadership effectiveness from the perspective of **progression within the hierarchy of an organization** amongst 58 managers from the UK and Ireland.

They found that EI was able to explain a **greater proportion of an individuals' advancement** than either cognitive intelligence or personality traits

In summary

The available research supports the hypothesis that **EI is linked to indices of leadership style and effectiveness**. This research has focused on self-reports of EI and of leadership style. Research is needed to evaluate whether an ability-based test of EI is related to relatively objective (or non-self-report) measures of leadership effectiveness.

Leader effectiveness has always been difficult to measure as objective criteria are often absent (Murensky, 2000). Some have argued that emphasis must be made on **shareholders return on investment** (Bass and Avolio, 1990), while others have advocated for a more **balanced approach which also incorporates non-financial measures** (Kaplan and Norton, 1996).

Issues with
EI and the
workplace

Unscientific
approach to mix
intelligence and
personality

Lack of empirical
research

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