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# Characteristic, Prediction for personal Performance (Case study: Iran Khodro Company)

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### Abstract

This research tries to explore employees' characteristic types' effects on their personal performance. For this purpose the present study has been done on Iran Khodro employees using Cochran formulation and random sampling by 208 selected members. In order to measure research variables closed ended questionnaire in five-point Likert spectrum has been used. Personal performance evaluation has been done according to personal performance of Robbins definition and characteristic evaluation of Dubrin classification from characteristic. In order to evaluate statistical evaluation, T test, one way of variance analysis and Tukey test have been used. Research results show that active characteristic type has positive effect and inactive and aggressive characteristic type has negative effects. Aggressive type effects level is higher than inactive type.

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*Keywords:* characteristic, personal performance and effects

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### Introduction

People characteristic importance is not known for any person or organization. In applicant organizations of work force, employees' characteristic features are directly and indirectly explored, measured, studied and evaluated. Types of characteristic and mental tests and behavioral counseling are in this field and confirm this fact. Characteristic importance and value as performance predictor has taken a lot of attention in recent 25 years (Right et al., 1995).

Although, there is ambiguity about characteristic effect on performance; in other words, characteristic features are predicting power on performance, undoubtedly characteristic effects on performance is thinkable and able exploring, and correct, logic and comprehensive research and study are its prerequisite; otherwise, it wouldn't have credit (Kierstead, 1998).

On the other hand, performance is variable which organization, groups and even all society's success is in its tomb so without it not only there wouldn't be any chance, but also its eventual for subordinate groups would not be anything except failure. In order to achieve performance and effectiveness and in one word higher utilization that

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leads to personal, group or organizational predetermined goals, organizations have to pay enough attention to their human resources as the most valuable resource and all influence on this resource performance (Cropanzano & Ambrose)

Human resources are the only one can influence on other resources. Rare human resources are hardly replacing and they are just proposed in organization as permanent competitive advantage.

Unfortunately; in spite of this issue importance, there are not so many researches in country in this field. Studying characteristic features effects on personal performance has very high importance that leads to writing many articles to decrease emptiness of these studies in this field.

## **Theoretical Bases**

### **Characteristic**

Characteristic means people permanent unique features and behavioral merits (Robbines 1989).

Characteristic is what a person shows permanently.

There are various classifications for characteristic.

Carle Yong (1913) is the first one who has done classification of characteristic based on introversion and extroversion. He knows introversion and extroversion phenomena as 2 important aspects of human characteristic. He stated that when the attention to outer objects and matters is very high that person's actions and other main behaviors are not conscious and result of mental evaluation but effect of outer affairs and factors, it is called extroversion. On the other hand, introverts have higher mental activity than natural amount and this leads to have less natural motion. Introverts have inner and mental view and have more readiness to have self-control. These people spend more time on studying alone and show less interest to associate, generally these 2 classifications have features that many people may have both of them, but just one of them is dominant. Favorite accomplishment is regular alternation between them that actually are seldom found.

In another classification, people characteristic features are divided 5 as conscience, extroversion, adaptation, experiencing and emotional proof. Conscience is related to job commitment and responsibility. Extroversion has concept in relation to warm-blooding and powerful relationship. Adaptation shows getting fur from community opposition. Experiencing shows accepting and learning from experiences and emotional proof signifies permanent mental moods.

In another classification by Dubrin (1985) people are divided into 3 groups of active, inactive and aggressive. Active people are who determined, positive, hardworking, fresh and kind that are not influenced by group. Inactive people are who passive, lazy, undetermined, causal looking and flexible that are influenced by group. Aggressive are who nervous, angry, unmannered and aggressive. Each of them behaves differently that are somehow different from others and have expectation certain of their group. They have behavioral ability unique of their group that lead to serious differences from each other.

Totally, it can be concluded that people have different characteristics, attitudes and behaviors and this incidence makes it hard.

### **Performance**

Performance is as expressions that there are definitions as many as researchers about it, because each of them has its special feature. In Oxford English Dictionary, performance means administration, usage and doing each thing regular with commitment (Armstrong, 1994)

Armstrong (1994) knows performance as achieving to goals with determined quality and quantity.

Bernadin (1995) claims that performance is not anything expect a work results because these results are the strongest relationship with organization leading goals.

Brumbach (1988) know performance as behaviors and results. According to his idea, behaviors are resulting factors that makes performance from thought to action.

Robbins knows performance as efficiency and effectiveness in doing responsibilities.

Kane (1996) knows performance as a process a person doesn't pay attention to it and is separate from organization goals.

### **Research background**

Hollenbeck and Withner explored characteristic role in performance and argued that it reflects characteristic features like self-esteem, personal differences in values, performance, needs and believes. They also suggested that characteristic is reflecting of a person's motivations in doing job and attitude is reflecting of a person's ability in doing job. Therefore, they suggested this hypothesis that performance should be predicted by interaction between characteristic and ability (Right et al., 1995)

Witt et al. (2002) explored the relationship between characteristic features and organizational policies by background performance. They used questionnaire to gather data. Questionnaire included 5 characteristic functional features of conscience, extroversion, experiencing, adaptation and emotional proof, and background performance included job sacrifice and interpersonal job helping. Research results showed that conscience is significantly related to job sacrifice and adaptation, and extraversion is significantly related to interpersonal job helping.

Barrick & Mount (1999) showed that there is significant relationship between conscience characteristic features and cognition ability with job performance. They also showed that conscience is the most powerful predictor of job performance. Barrick and Mount showed that conscience is effective in all health groups, but other characteristic 5-functional theoretical factors influence in some job groups and in some others they don't have significant effects.

### **Research Methodology**

This research method is descriptive-surveying and according to its goal, it is applicable. Statistical society of his research is Iran Khodro Company's employees. Random sampling method is simple that 208 people were selected for statistical analysis according to Cochran formulation. In order to gather data, questionnaire is used. Characteristic measuring questionnaire based on Dubrin characteristic classification is divided into active, inactive and aggressive moods and personal performance measuring questionnaire is based on Robbins definition with K-efficiency and effectiveness. In order to measure questionnaire perpetuity, Cronbach alpha method has been used. Characteristic questionnaire perpetuity has been achieved 0.79 and personal performance questionnaire perpetuity has been achieved 0.85 that show acceptable perpetuity. In order to do statistical analysis, T test, analysis of variance and Tukey test have been used. All test are evaluated in 0.95 level

### **Research Conceptual model**

In the following figure research conceptual model on the same base put in methodology part is brought here.

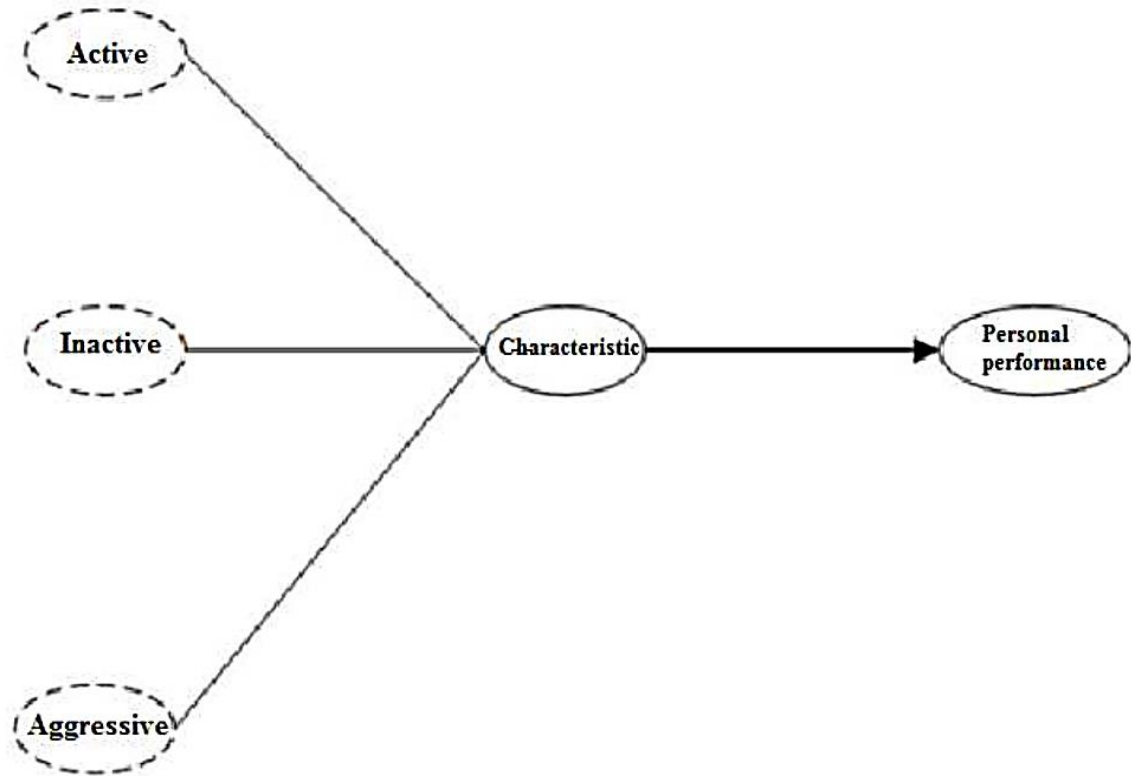


Figure1. Research conceptual model

**Research Hypotheses**

**Main Hypothesis:** Characteristic has effect on personal performance

**Secondary Hypotheses**

**Secondary hypothesis 1:** Active characteristic has effect on personal performance

**Secondary hypothesis 2:** Inactive characteristic has effect on personal performance

**Secondary hypothesis 3:** Aggressive characteristic has negative effect on personal performance

**Data analysis**

Following table is one way analysis of variance<sup>4</sup> to show exploring 3 characteristics types of average personal performance.

Table1. One way analysis of variance results

resource	Freedom degree	Total squares	Average squares	F	P-value
characteristic	2	340.8	170.4	486.1	0.000
error	205	72.3	0.352		
total	207	41301			

R-Square=83.62%

Adj-R-Square=81.69%

As it is seen, in 0.95 level there is difference between active, inactive and aggressive characteristics average personal performance. In addition, determining coefficient amounts and modified determining coefficient show that more than 80% of personal performance variable changes by triple characteristics are predictable. Personal

performance changes in this research are determined by other factors than triple characteristics like error in T test, test error and unseen matters.

In table 2, these changes are clear according to Tukey test

Table2. Tukey test results for average personal performance among triple characteristics

characteristic	Average personal performance	result
active	4.57	Significant different with other characteristics
inactive	2.194	No difference with aggressive
aggressive	1.5	No difference with inactive

Therefore, active characteristic has difference in personal performance in comparison with inactive and aggressive characteristic, but between the average personal performance of inactive and aggressive people, in spite of higher average of inactive personal performance than in comparison with aggressive, are not so much different. Therefore, research first hypothesis is confirmed.

The first secondary hypothesis has been evaluated by this claim that active characteristics average personal performance is higher than 3.

The second secondary hypothesis, hypothetical test has been evaluated by this claim that inactive characteristics average personal performance is not 3.

The third secondary hypothesis has been evaluated by this claim that aggressive characteristics average personal performance is lower than 3.

In table3, tests results are shown.

Table3. Average tests results for the first, second and third secondary hypotheses

secondary hypotheses	T	P-Value	Result
1	7.78	0.000	Confirmation
2	-2.6	0.047	Confirmation
3	-6.71	0.001	Confirmation

Therefore, this research all hypotheses are confirmed in level of 0.95.

## Conclusion

From what have been seen from statistical analysis data, it can be understood easily that among 3 characteristic types of active, inactive and finally aggressive, active characteristic type has the highest personal performance and actually has significant difference in personal performance in comparison with other characteristics types. Therefore, it is suggested to managers to attempt as much as better and possible to make employees active and supply enough support as counseling plans and practice; and of course, assemble these characteristic types to influence. In addition, it is suggested to managers and organizations to consider evaluating and identifying employees' characteristics to prevent from problems resulted from hostility and non-consciousness of employees' characteristics. For future researches, it is suggested to readers to research on other characteristic types effects on concepts like utilization and work output.

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