

Influence of personality traits on perceived-effort work intensity and job performance among soldiers in Odogbo Cantonment, Ibadan.

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Abstract

The study examined the Big-five taxonomy in the prediction of job performance and effort-work intensity among army personnel. Two hundred and fifty members of the Nigerian Army who were commission and non-commission officers, currently serving in 2 Division Nigeria Army Adekunle Fajuyi Cantonment, Ibadan were purposively selected. The ages of the respondents ranged from 20 to 52 years with a mean age of 30.06 years and standard deviation of 5.61 as well as length of service ranging from 1 to 15 years with a mean of 4.47 years and standard deviation of 2.93. The independent variable of the study was personality, while the dependent variables were job performance and effort-work intensity. Structured questionnaire comprising demographic section and measures of personality, job performance and effort-work intensity was used to collect data. The result from standard multiple regression and correlation coefficient revealed that the Big-five taxonomy jointly predicted 36% and 52% of effort-work intensity and perceived job performance, respectively. In addition, it was shown that high dispositional levels on extraversion ($= 0.17$; $p < .05$); and openness to experience ($= 0.25$; $p < .05$) led to increase in effort-work intensity. Further, extraversion ($= 0.23$; $p < .05$); agreeableness ($= 0.27$; $p < .05$); and openness to experience ($= 0.21$; $p < .05$) were significant independent predictors of perceived job performance. Army officers who were non-commission officers ($\bar{X} = 22.96$) significantly reported higher effort-work intensity than those who were commission officers ($\bar{X} = 21.41$). Respondents who were non-commission officers ($\bar{X} = 70.15$) significantly reported higher perceived job performance than those who were commission officers ($\bar{X} = 69.90$). In conclusion, this study found that the Big-five taxonomy predicted effort-work intensity and perceived job performance as reported by previous authors. This finding has implications for recruitment, enlistment and retention. Therefore, it was recommended to senior army officers in charge of enlistment to complement the traditional recruitment procedure with the use of reliable and valid personality inventories.

Keywords: Big-5 personality factors, Perceived job performance, Effort-work intensity and Odogbo and Mokola Army Barrack.

INTRODUCTION

An organization is productive if it achieves its goals and does so by transferring inputs to outputs at the lowest cost (Robins, 2005). As such, performance implies a concern for both effectiveness and efficiency. An organization, for instance, is effective when it successfully meets the needs of its clientele. It is efficient when it can do so at a low cost. If a management of an organization achieves output from its present staff by reducing the hours spent on a customer or by increasing the number of staff-customer contacts per day, it is said that the organization has gained productive efficiency. A business firm is effective when it attains its sales or market share goals, but its productivity also depends on achieving those goals efficiently.

Therefore, aside individual's ability, there are other salient factors that affect the job performance of military men and women. For instance, personality factors, literature tends to suggest influence employees job performance. Moreover, there is need to differentiate between objective and subjective performance; while objective performance centers primarily on objective assessment of a job incumbent performance on a specific job, subjective performance on the other hands deals with perceived performance of an employee, which is measured based on the individual's perception or subjective consideration of others that are relevant to performance assessment or appraisal. Research evidence

points to the fact that perceived job performance influences employees' productivity and organizational effectiveness (Robbins, 2003). Moreover, personality has also been related to job performance (Barrick & Mount, 1993).

Recent literature suggests that personality predicts job performance, and that validities of certain personality constructs, such as conscientiousness or integrity, generalize across situations (e.g., Barrick & Mount, 1993). Big-Five dimensions and job performance relationship indicated that extraversion was a valid predictor of job performance for managerial and sales jobs and that conscientiousness was a valid predictor of job performance for all occupations. In a meta-analysis of research on the Big-Five personality dimensions and job performance in the European Community, Salgado (1997) reported that conscientiousness and emotional stability were valid predictors of job performance across occupational groups. Furthermore, extraversion was a valid predictor for managers and police, whereas openness to experience and agreeableness made significant contributions to training performance in general.

Personality at work like the Army could be associated with a wide range of aspects, including contextual performance, skill, willingness, ability, learning, retention knowledge creation and the process of knowledge sharing (Barrick and Ryan,

2003).

Effort-work intensity refers to initiating, directing and sustaining a course of action towards the achievement of a goal. Thus, in the military, people also exert effort towards the accomplishment of the goals of the organization. However, the extent to which effort-work intensity increases in the military might be determined by internal dispositional factors. For instance, previous studies have related effort-work intensity to plethora of factors but majority of these studies were carried out among civilian population. Yet, effort-work intensity has been recognized to be important for the realization of goals of organizations (McShane & VonGlinow, 2000), which is also important in the army.

Statement of the Problem

The military especially the Army, for long have ignored or neglected the important roles of the personality traits in the prediction of effort-work intensity and job performance in the Nigerian Army. This lack of knowledge has led to low job performance of its personnel and sometimes disastrous consequences. The need to understand how these relative stable and enduring patterns of behaviour of soldiers influence their degree of effort-work intensity and job performance goes a long way in achieving the goals of the Army. Despite the mounting evidence concerning the potential of personality variables in predicting job performance, personality

variables have in general been overlooked in personnel selection practices. One possible reason for this seems to be the commonly used job analytic procedures that do not encourage the consideration of personality variables. What most job analysis techniques target is to identify the criteria for effective “task performance.”

Another major problem is that, people often think the Army work to be too risky and that only secondary school drop outs, hemp smokers and drunkard enlist in the Army. This perception has led to discouraging the competent people who should enlist in the Army. Of course, enlisting competent and able body individuals into the Army would have contributed immensely to effort-work and job performance. In view of these problems, answers will be sought to the following research questions in this study.

- I. What is the relationship between the Big-five personality traits (extraversion, conscientiousness, agreeableness, emotional stability and openness to experience and effort-work intensity and job performance.
- ii. Will commission officers demonstrate significant higher effort-work intensity and job performance than non-commission officers?
- iii. Will females show significant low effort work intensity and job performance compared to their male counterparts?

Objectives of the Study

The main objective of this study was to examine the influence of the Big-5 personality factors on perceived job performance and effort-work intensity among individuals in the two Nigerian Army cantonments in Ibadan, comprising Odogbo and Mokola. Specifically, the study was set to achieve the following objectives:

- i. Test the influence of the Big-5 personality factors on job performance of soldiers in the Nigerian Army.
- ii. Assess the influence of the Big-5 personality factors on effort-work intensity among soldiers in the Nigerian Army.
- iii. Determine the influence of gender on job performance and effort-work intensity among soldiers in the Nigerian Army.
- iv. Assess the influence of age on job performance and effort-work intensity among soldiers in the Nigerian Army.
- v. Test the influence of rank on job performance and effort-work intensity among soldiers in the Nigerian Army.
- vi. Examine the influence of service length on job performance and effort-work intensity among soldiers in the Nigerian Army.
- vii. Investigate the influence of marital status on job performance and effort-work intensity among soldiers in the Nigerian Army.

Relevance of the Study

Personality is an important concept in ensuring an effective utilization of human resources in an organization such as the Nigerian Army. It will furnish the management of the Nigerian Army with a frame work for understanding influence of the Big-Five personality traits on effort-work intensity and job performance among Army personnel.

The findings of this research study would contribute greatly to the Army, because the areas of weakness would have been identified and appropriate recommendation made based on the research findings. There have been many research studies carried out on personality traits and job performance. However, there has not been much work done in the area of influence of the Big-five personality traits on effort-work intensity and job performance among Army personnel. This research study will therefore will create more awareness on the importance of personality trait in predicting effort-work and job performance in the Army and the country at large.

The present research study would provide an insight to military policy makers such as the Army headquarters, Defense, GOCs various commanders, training institutions and the recruitment and selection process of the importance of personality traits on effort-work intensity and job performance in the Army.

Finally, it will serve as a reference point and contribute to the advancement of knowledge in understanding the complex relationship between the Big-five personality traits and job performance among Army personnel in Nigeria.

Relationship between Personality Factors and Job Performance

Attributes that lead incumbents to do well in task performance are different from those that lead incumbents to do well in contextual aspects of performance (e.g., McCloy, Campbell, & Cudeck, 1994; Motowidlo & Van Scatter, 1994; Van Scatter & Motowidlo, 1996). For example, Motowidlo and Van Scatter's findings indicated that both task performance and contextual performance contributed independently to overall job performance, and that personality variables were more likely to predict contextual performance than task performance.

Personality attributes such as work orientation, dependability, adjustment, cooperativeness and internal control predicted the supervisory ratings of contextual performance of air force mechanics better than the ratings of task performance. Personality measures used in the Motowidlo and Van Scatter study were from a version of the Assessment of Background and Life Experiences (ABLE) which was developed as a part of Project A for the U.S. Army (Hough et al., 1990).

Borman et al. (1997) argue that in majority of the studies examining the relationship between job performance and personality variables overall, job performance ratings have been used as indices of performance which weight both technical/task and contextual performance. Thus, validities of personality measures might be even higher when contextual elements of performance can be measured separately.

Hogan and Roberts discuss examples of narrower personality traits predicting specific job performance better than broad traits. Similarly, Asthon reports that two narrow measures of personality, responsibility and risk taking, have higher validities than the Big-Five dimensions, Borman and colleagues present studies further supporting the predictive power of narrow band traits even when global measures of performance are used. Hogan and Roberts (1996) argue that the nature of performance dictates the choice (and the band) of predictors used in selection and validity is always enhanced when predictors and the criteria are matched.

Relationship between Personality Factors and Effort-Work Intensity

Furthermore, the study of personality has been a major focus of social psychology for many centuries. A lot of research works concerning personality have been carried out. Personality has been noted to have played a great influence on effort-work and motivation. In other words, understanding

one's personality traits in the Army can easily predict its personnel behaviour in a particular situation. It is surprising to note that, despite the numerous works carried out on personality, enough research work has not been done on influence of the Big five personality traits in relation to effort-work intensity and motivation. Anastasi and Urbina, 1997 found that many organizations especially the Nigeria Army require forecast of future motivation in order to make personnel selection and placement decisions.

Barrack and Mount (1991), reported that the outcomes of the above mentioned studies were that, personality and motivation are not significantly related across traits and situations. Barrick (2001) found that there were a few explanations for these pessimistic conclusions. First, the sheer number of personality traits that were being investigated made a review of the research findings almost impossible. Secondly, the correlation of all the personality scales on the personality inventories were correlated with all the criteria investigated in these studies.

Finally, Barrick (2001) also found that the prior studies were narrative qualitative reviews based on interviews and observations, rather than quantitative statistical empirical studies, which limited the nature of the inferences that could be drawn. Based on all to identify consistent relationship between personality traits and

motivation. However, in the late 1980's and early 1990's the tide seems to change and some positive results were reported.

The 1990's saw a huge increase in the use of personality assessments and research studies designed to evaluate the role of personality to predict motivation. According (Robertson and Smith; 2001) researchers and practitioners moved into a position where there was more confidence that personality could play a role in motivation. These was confirmed by several studies conducted by (Barrick and Mount; 1991); Frei and McDaniel; 1997); Salgado (1998), and Tett, Jackson and Rothstein; 1991). There was positive evidences for the criterion-related validity of personality was provided on all of these studies.

In a meta-analysis of 117 studies involving 23,994 participants from different profession conducted by (Barrick & Mount, 1991), to establish whether motivation was predictable based on the measurement of the Big-five personality traits. The performance criteria used in the studies included job proficiency, training proficiency and personnel data. Report indicates that among the Big-five personality traits, conscientiousness proved to have the strongest correlations with the three identified criteria measures and across the occupation groups. The biggest advantage of these studies was the relatively large numbers of studies and the

acceptance of the Big-five model for measuring personality.

Another meta-analytic study conducted by Tett, Jackson and Rothstein (1991) reported that conscientiousness ($r = .18$) and extraversion ($r = .15$) proved to have consistent relationship with motivation which involves interpersonal relationship and training performance. Those individuals who exhibits traits associated with a strong sense of purpose, sociability, achievement striving, and gregarious generally perform better than their counterparts. Since Army job requires team work, interpersonal relationship and in-service training activities, such individuals will perform better on effort-work and motivation than their counterparts. Although this study provided support for two of the Big-five personality traits, it did not specify which should be used and when. This is one of the reasons why this study is not cited as often as the study by Barrick and Mount (1991).

Three early studies shed more light as to the result of adopting this perspective when predicting jobs that involve sociability, sense of purpose, interpersonal relationship and achievement striving. French (2002), tested Vroom's (1964) multiplicative model in a military setting, using participants scores on a need-for-achievement projective device and participant scores involving 3,500 participants of the United States Armed Forces Qualification Test

(USAFQT). Results indicated that, there was significant correlation between conscientiousness and need-for-achievement scores, especially when involving problem solving task.

O'Reilly and Chatman (2001) also found out a significant relationship between conscientiousness scores on graduate management admission test (GMAT) of participants when predicting early career success with managerial sample. Their result suggested that an individual level of conscientiousness may correlate with jobs that are achievement driven as hypothesized by the multiplicative model. Hurtz and Donovan (2003) reported that conscientiousness was one of the best predictor of motivation in works that involves training activities and interpersonal relationship. Since Army work involves team work and training activities soldiers who score high in conscientiousness will perform higher in effort-work intensity and motivation than their fellow counterparts.

In a study conducted by Barrick and Colleagues, (2002) on motivation of group in occupation involving social interaction and training programme. Their study found extraversion, positively related to motivation. Their study identified that, the desire to excel is the basic motivation of extraverts to effective motivation. Also, in a meta-analysis study conducted by Connolly and Viswesvaran (2001), of 125 PA-

motivation relationships. Evidence indicates that extraverts spent more time in social interaction and group identity. Since the Army job demands a lot of group identity, social interaction and good interpersonal relation, such individuals will perform well in areas like the Army Public Relation Department (APRD) which requires a lot of social interaction.

Hughes and Richard (2002) in their paper presented at the annual meeting of the American Psychological Association (Washington DC, August 23-27, 2002) compared personality characteristics of female cadets admitted to the U.S. Air force Academy with those of male cadets and to females attending other colleges. The Revised NEO personality inventory (NEO-PL-R Costa & McCrae, 1992) was administered to all 217 females entering class at the academy during the few days of basic cadet training. Approximately, one-half of the entering male cadet (520) also completed the instrument. It was found that, the female cadets scored high in agreeableness and conscientiousness.

A meta-analysis work conducted by Hurtz and Donovan (2000), making a number of statistical requirements to the earlier work of Barrick and Mount (1991) and Tett et al., (1991). In their study, Hurtz and Donovan (2000) used both the task and contextual components of performance and were careful components of studies that used self-report inventories that were based on

the Big-five personality dimensions. These occupational categories were sales, customer service, management as well as skilled and semi-skilled jobs. The results supported previous studies that emotional stability ($r = .14$) and conscientiousness ($r = .22$) have significant relationship with motivation. Barrick (2001) reported that research on personality and the impact of personality on behaviour in the workplace is extraordinary active, which is an evident in the increase in submission to the journal of research in personality.

The polar opposite of emotional stability is characterized by depression, anger, anxious and temperamental. In their meta-analysis is 117 studies conducted by Barrick and Mount (2002) examining the relationship between personality traits and motivation provided evidences. The researchers used the five traits model of personality to conduct their study.

Their findings show that, personality trait of neuroticism tend to inhibit the accomplishment of work tasks. Barrick and Colleagues (2002) also pointed out that, the neurotic traits do not link to motivational goals and potentially distract from enhancing motivation individual scored high in neuroticism may not perform high in effort-work and motivation, since Army job involves much demanding, goal oriented and achievement striving. Such individual may not perform well on effort-work and motivation in the Army like their

counterparts.

Statement of Hypotheses

- I. Extraversion, conscientiousness, agreeableness, neuroticism and openness to experience would independently and jointly predict effort-work intensity among soldiers in the Nigerian Army.
- ii. Extraversion, conscientiousness, agreeableness, neuroticism and openness to experience would independently and jointly predict perceived job performance among soldiers in the Nigerian Army.
- iii. Soldiers with long service length would significant report higher effort-work intensity and perceived job performance than those with short service length.
- iv. Non-commission officers would significantly report higher effort-work intensity and perceived job performance than commission officers.

METHOD

Design

The design for this study was the Ex-post facto type. This research design was adopted because the phenomena of interest had occurred among the participants prior to conducting the study. Moreover, because the variables examined are naturally occurring, the manipulation of the independent variables was not actively

carried out. The independent variable of the study was personality, which was examined in five forms. These are: Extraversion, Conscientiousness, Agreeableness, Neuroticism and Openness to experience. The effect of length of service and category of soldier on the dependent variables of effort-work intensity and perceived job performance which were measured at one level were also assessed.

Setting

The research work was conducted among Army personnel including both commission and non-commission officers currently serving in 2 Division, Nigeria Army, Adekunle Fajuyi Cantonment, Ibadan. Adekunle Fajuyi Cantonment is the headquarters of 2 Division of the Nigerian Army and it is the third largest military barrack in Nigeria.

Participants

A total number of two hundred and fifty (N=250) Army personnel both commission and non-commission officers of the Nigerian Army currently serving in 2 Division Nigeria Army Adekunle Fajuyi Cantonment, Ibadan were selected. Purposive sampling technique was employed in this study. The ages of the respondents ranged from 20 to 52 years with a mean of 30.06 years with standard deviation of 5.61 and length of service ranging from 1 to 15 years with a mean of 4.47 years and standard deviation of 2.93.

Instruments

The instrument used for this study was a structured questionnaire which was administered to commission and non-commission officers of the Nigerian Army. The questionnaire consisted for four sections (A-D). Each section tapped information relating to the variables of interest. The description of the questionnaire is as follows:

Section A : Socio - Demographic Characteristics

This section of the questionnaire contained the respondents' bio-data which included gender, age, marital status, highest educational qualification, length of service, and ranks..

Section B: The Big-five personality scale.

The five factor personality traits were measured using a 41-item tool developed and validated by Oliver (1991). The scale was formatted in Likert manner and anchored on 5-point rating scale with degree of response ranging from disagree strongly (1) to agree strongly (5). The modality for scoring this scale indicates that higher scores are indicative of higher disposition on any of the dimensions.

Section C: Effort-work intensity Scale

This scale was used to assess the level of Effort-work intensity of Army personnel in 2 Division Nigerian Army Odogbo Cantonment, Ibadan. It is a 6-item scale

developed and validated by Polly (1995). Its response format was the 5-point Likert Type of strongly disagree (1) to Strongly Agree (5).The author reported a reliability coefficient of 0.82. High score on the scale indicates high level of effort-work intensity, among Army personnel, while low score implies low level of effort-work intensity.

Section D: Job Performance Scale

This scale was used to assess respondents' level of perceived job performance. The scale consisted of 20 items formatted in Likert Type manner. It was constructed and validated by William and Anderson (1991). The response format of strongly agree (5) to strongly disagree (1). The scoring procedure indicates that high score on the scale implies high level of job performance and low score, low job performance.

Procedure for Data Collection

A questionnaire booklet divided into two parts was used for this study. The first part was used to collect the demographic or bio-data of the respondent's (Section A) while the second part contains three (3) different section (B, C and D). The questionnaires were personally distributed by hand to participants of units selected. Under 2 Division Nigerian Army Odogbo Cantonment, Ibadan.

The researcher contacted the 2 Division headquarter Nigerian Army Ibadan and various unit commanders to sought for their permission to carry out the research. The

researcher on obtaining permission also sought the consent of the participants who were equally briefed of the purpose of the research study after which only interested participants were administered questionnaires.

Statistical Analysis

The two hundred and twenty (N=220) questionnaire collected were statistically analyzed with the use of Statistical Package for Social Sciences (SPSS) software for windows. The four hypotheses were tested

using multiple regression analysis by correlation variance and independent sample t-test.

RESULTS

Hypothesis one, which stated that openness to experience, extraversion, agreeableness, conscientiousness, and neuroticism would significantly and jointly predict effort-work intensity among members of the Nigerian Army, was tested using multiple regression analysis. The result is presented in Table 4.1.

Table 4.1: Multiple Regression Analysis Showing the Big-5 Personality Traits Prediction of Effort-work Intensity among Members of the Nigerian Army at Odogbo Cantonment in Ibadan.

Variables	B	SE	t	P	F	R ²	P
Extraversion	0.15	0.08	0.17	2.05	<.05		
Agreeableness	0.06	0.08	0.07	0.78	ns		
Conscientiousness	0.44	0.07	0.12	1.39	ns	24.00	0.36 <.05
Neuroticism	0.78	0.09	0.07	0.73	ns		
Openness	0.19	0.09	0.25	2.29	<.05		

The result in Table 4.1 shows that the big-five personality factors (i.e., extraversion, agreeableness, conscientiousness, neuroticism and openness) were joint significant predictors of effort-work intensity among the sampled members of the Nigerian Army (F(5,219) = 24.00; R² = 0.36; p<.05). The big-five personality factors (i.e., the predictor variables) jointly

accounted for 36% of the variance of effort-work intensity, while the remaining 64% could be due to the effect of extraneous variables. Therefore, the prediction of effort-work intensity by the predictor variables was not due to chance.

Furthermore, extraversion (= 0.17; p<.05); and openness to experience (= 0.25; p<.05)

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were significant independent predictors of effort-work intensity. This result implies that higher disposition on extraversion and openness to experience led to increase in effort-work intensity. Moreover, openness to experience contributed more to the explained variation of effort-work intensity than extraversion. However, agreeableness (= 0.07; p.ns), conscientiousness (= 0.12; p.ns); and neuroticism (= 0.07; p.ns) were not significant independent predictors of

effort-work intensity. This result partially supported hypothesis one.

Hypothesis two, which stated that openness to experience, extraversion, agreeableness, conscientiousness, and neuroticism would significantly and jointly predict perceived job performance among members of the Nigerian Army, was tested using multiple regression analysis. The result is presented in Table 4.2.

Table 4.2: Multiple Regression Analysis Showing the Big-5 Personality Traits Prediction of Perceived Job Performance among Members of the Nigerian Army at Odogbo Cantonment in Ibadan.

Variables	B	SE	t	P	F	R ²	P
Extraversion	0.64	0.20	0.23	3.16	<.05		
Agreeableness	0.70	0.21	0.27	3.39	<.05		
Conscientiousness	0.08	0.18	0.03	0.42	ns	61.34	0.52
Neuroticism	0.21	0.24	0.07	0.87	ns		
Openness	0.49	0.22	0.21	0.21	<.05		

The result in Table 4.2 shows that the big-five personality factors (i.e., extraversion, agreeableness, conscientiousness, neuroticism and openness) were joint significant predictors of perceived job performance among the sampled members of the Nigerian Army ($F(5,219) = 61.34$; $R^2 = 0.52$; $p < .05$). The big-five personality factors (i.e., the predictor variables) jointly accounted for 52% of the variance of perceived job performance, while the

remaining 48% could be due to the effect of extraneous variables. Therefore, the prediction of perceived job performance by the predictor variables was not due to chance.

Furthermore, extraversion ($=0.23$; $p < .05$); agreeableness ($=0.27$; $p < .05$); and openness to experience ($=0.21$; $p < .05$) were significant independent predictors of perceived job performance. This result

implies that higher disposition on extraversion, agreeableness, and openness to experience led to increase in perceived job performance. Moreover, agreeableness contributed more to the explained variation of perceived job performance than any of the other predictor variables. However, conscientiousness ($r = 0.03$; p.ns), and neuroticism ($r = 0.07$; p.ns) were not significant independent predictors of

perceived job performance. This result partially supported hypothesis two.

Hypothesis three, which stated that respondents with long service length would significantly report higher effort-work intensity and perceived job performance than those with short service length, was tested using independent t-test. The result is presented in Table 4.3.

Table 4.3: T-Test Table Comparing Members of the Nigerian Army with Long and Short Service Length on Effort-Work Intensity and Perceived Job Performance.

Variables	Service length	N	\bar{X}	SD	df	t	P
Effort-work intensity	Short	127	23.03	4.57	218	1.44	ns
	Long	93	22.10	5.00			
Job performance	Short	127	69.90	13.50	218	0.92	ns
	Long	93	68.09	15.65			

As shown in table 4.3, there was no significant effect of service length on effort-work intensity ($t = 1.44$; $df = 218$; p.ns); and perceived job performance ($t = 0.92$; $df = 218$; p.ns). Therefore, respondents with long service length ($\bar{X} = 22.10$) did not significantly report higher effort-work intensity than those with short service length ($\bar{X} = 23.03$). Furthermore, respondents with long service length ($\bar{X} = 68.09$) did not significantly report higher perceived job performance than those with

short service length ($\bar{X} = 69.90$). The result did not support hypothesis four and

Hypothesis four, which stated that respondents who were commission officers would significantly report higher effort-work intensity and perceived job performance than those who were non-commission officers, was tested using independent t-test. The result is presented in Table 4.4.

Table 4.4: t-test Table Comparing Members of the Nigerian Army Who Were Commission and Non-Commission Officers on Effort-Work Intensity and Perceived Job Performance.

Variables	Rank	N	\bar{X}	SD	Df	t	P
Effort-work intensity	Commission	46	21.41	4.87			
	Non commission	174	22.96	4.70	218	-1.97	<.05
Job performance	Commission	46	69.90	13.25			
	Non-commission	174	70.15	14.61	218	-2.05	<.05

As shown in table 4.4, there was significant effect of rank on effort-work intensity ($t = -1.97$; $df = 218$; $p < .05$); and perceived job performance ($t = -2.05$; $df = 218$; $p < .05$). Therefore, respondents who were non-commission officers ($\bar{X} = 22.96$) partially and significantly reported higher effort-work intensity than those who were commission officers ($\bar{X} = 21.41$). Furthermore, respondents who were non-commission officers ($\bar{X} = 70.15$) significantly reported higher perceived job performance than those who were commission officers ($\bar{X} = 69.90$). The result supported hypothesis four.

DISCUSSION

The main objective of this study was to examine the influence of the Big-5 personality traits on effort-work intensity and perceived job performance among the members of the Nigerian Army. Four hypotheses were tested and hypothesis one examined the extent to which

conscientiousness, agreeableness, openness to experience, extraversion and neuroticism predict effort-work intensity among members of the Nigerian Army. The result obtained from multiple regression analysis revealed that the big-five personality factors comprising openness to experience, extraversion, agreeableness, conscientiousness and neuroticism significantly and jointly predicted effort-work intensity. The predictor variables jointly accounted for moderately high variance of effort-work intensity. In addition, openness to experience and extraversion significantly and independently predicted effort-work intensity. However, surprisingly, openness to experience accounted for more of the explained variation of effort-work intensity than the other personality factors.

The result also showed that conscientiousness, neuroticism and agreeableness did not significantly and

independently predict effort-work intensity. This finding contradicts the results of previous studies (e.g., Mount and Barrick, 1991). Hertz and Donovan (2000) note that of the five factors, the single factor of conscientiousness is the most predictive of job performance. The five-factor model of personality in the workplace has been clearly shown to have a large correlation with job performance (Neubert, 2001). However, according to Singha, (2000), a person's personality may not necessarily have a very high impact on a person's job or productivity per se, depending on the nature of work being done. According to Neubert (2001), the notion that sales people who exhibit high levels of extroversion will have a better overall job performance is pretty evident, for being a sales person requires a lot of social interaction and an introverted salesperson would obviously be less effective than an extravert.

Hypothesis two tested the extent to which agreeableness, conscientiousness, openness to experience and neuroticism predicted perceived job performance of members of the Nigerian Army. The result from multiple regression analysis showed that the five personality factors significantly and jointly predicted perceived job performance of the members of the Nigerian Army. It was also revealed that agreeableness, openness and extraversion significantly and independently predicted perceived job performance with agreeableness explaining

more variation of perceived job performance than either openness or extraversion. Therefore, the result implied that higher dispositional levels on agreeableness, openness to experience, and extraversion led to higher perceived job performance among members of the Nigerian Army.

One's level of openness to experience should be indicative of creativity and originality; consequently, there may be a direct but not unobvious connection to job performance in terms of creating and trying new things that may improve personal productivity or otherwise may be even affect general productivity on a greater scale. For example, a new way of doing things may improve operation of the Nigerian Army but obedience or compliance to status quo is seen as very important in such profession, which may not encourage creativity or novel idea. This finding is consistent with those of (Barrick and Mount, 1991; Neubert, 2001; Seymour, 1994; Robertson and Kinder, 1993). In the study of Robertson and Kunder (1993), it was found that personality variables added unique criterion-related information beyond that provided by ability alone. In addition, personality variables would be of greater use where the performance criteria related to areas of creativity, energy and communication. This according to the scholars, clearly describes a sales job and may also relate to performance of members

of the Nigerian Army. Job performance and personality (as measured in the five-factor model) are related. Though it appears that the relation between job performance and the five factors is more a consequence of the social aspects of the workplace than ability (Neubert, 2001).

Hypothesis three compared respondents with long and short service length on effort-work intensity and perceived job performance. The result from independent sample test revealed that those with long service length neither reported significantly higher effort-work intensity nor higher perceived job performance than those with short service length. However, this finding is not in congruence with the result of previous studies. Indeed, job tenure has been negatively correlated with job insecurity (e.g. Steer & Porter, 1979; Stauw & Barry 1974; Sigh & Wherry, 1963) and positively correlated with job performance and job satisfaction (Robins, 2005, 1996, 1998; McShane & VonGlinow, 2000). Individual with higher job tenure tend to have larger investment size, have better training and therefore are likely to show better motivation and job performance than those with low job tenure.

Hypothesis four examined the difference between members of the Nigerian Army who were commission officer and those who were non commission officers on effort-work intensity and perceived job performance. The result from independent

t-test showed that those who were non-commission officers significantly reported higher effort-work intensity and perceived job performance than those who were commission officers. The probable reason for this result is that non-commission officers may be more motivated to improve their ranks and this might have had effect on their effort-work intensity and perceived job performance. Consistent with this finding, research evidence suggests the influence of job status on job insecurity, (e.g Robbins, 1998, McShane & Glinow, 2000). The authors suggest that individuals with higher job status have better job performance when compared with those with lower job status. The probable reason for this is that persons with higher job status possess better skills and may demonstrate higher commitment than those with lower job status. Moreover, those with higher job status also tend to involve less in turnover intention (e.g. Lawler, 1978; Porter & Lawler, 1979; Farrell; & Rosbult, 1981).

Conclusion

This study investigated the predictive strength of the five-factor personality model and socio-demographic characteristics among members of the Nigerian Army on effort-work intensity and perceived job performance. Four hypotheses were verified, out of which five were rejected, one fully confirmed, and two partially supported. In view of this, the following conclusions were made:

1. Openness to experience is related to both effort-work intensity and perceived job performance. jointly and independently predicted perceived job performance among the members of the sampled Nigerian Army.
2. Extraversion is a significant predictor of effort-work intensity and perceived job performance. This result has implications for enlistment of people in the Nigerian Army; training of members of the Nigerian Army as well as placing members of the organization in their respective areas or specialization where they could perform best.
3. Agreeableness dimension of personality is positively related to effort-work intensity and perceived job performance.
4. Conscientiousness is not related to effort-work intensity and perceived job performance.

Implication / Recommendation

This study found personality factors to be significantly predictive of effort-work intensity and perceived job performance of members of the Nigerian Army and in view of these findings; the following were the implications and recommendations of the study:

The study found that openness to experience and extraversion were significant independent and joint predictors of effort-work intensity. This finding has implications for recruitment, selection and training of employees. Therefore, managers and indeed administrators of the Nigerian Army need to complement the current strategy of recruitment and selection with the use of personality tools to enlist people in the Nigerian Army.

It was also found that agreeableness, openness and extraversion significantly,

Therefore, the administrators of the Nigerian Army need to lay emphasis on the use of personality inventory in the enlistment of Nigerians into its organization. This is necessary in view of the current finding, which revealed that the Big-5 personality traits are strong predictors of job performance of members of the Nigerian Army.

Rank was also found to have significant effect on effort-work intensity and job performance. This result implies that motivation package should be structured to reflect rank disposition. Thus, administrators of the Nigerian Army should incorporate demographic profile of officers in their motivation strategy. Reward and recognition is not just a nice thing to do, but also a critical element in the management toolkit. People have a basic human need to feel appreciated and recognition programs help meet that need.

The second important factor to consider is to create consequences for the important behaviours leading to success. A

“behaviour” for example could be showing up for work on time, working with team members, or going over and beyond the call of duty for customers. For instance, Twain who once said, “I can live for two months on a good compliment”. Money may attract people to the front door, but something else has to keep them from going out the back. Statistics show the number one reason many people are unhappy with their jobs is the lack of recognition, feeling of appreciation, and fun. In other words, they are not engaged.

According to the 2004 study on Workforce Engagement, which surveyed nearly 2,600 workers in public, private, and not-for-profit sectors, nearly one-third of the U.S. workforce is “unengaged”. This means employees are not acting in ways that create positive customer experiences, which contribute to organizational success, performance, and profitability. A successful workplace is one that develops systems and processes to reward, recognize, and sustain those important behaviours. In many cases if one does not “reward” those behaviours one will not “get” those behaviours.

Peer recognition is one of the easiest and most effective methods to initiate. Peer recognition is where the employees are provided the tools and encouragement to reward each other for doing a good job. Peer recognition works because employees themselves know whom works hard and deserves recognition. Managers can't be

every where all the time; therefore, the employees are in the best position to catch people doing the right things. Also, workers usually value each other's influence more than their supervisor's – peer pressure.

Limitation of the Study

These study findings are constrained by some factors, which are beyond the immediate control of the researcher. These factors are: time and financial constraints, which prevented the researcher from sampling more participants. Self-report was also used. Self-reports have their weaknesses. For instance, it restricts respondents' responses only to the statements or opinions expressed in the questionnaire and respondents themselves often distort information and this current study was not immune against this phenomenon. In addition, extraneous variables were hardly controlled for. Perhaps, some of the correlations found between variables were artificial due to response distortion as well as confounding variables influence on the observed change in the dependent variables.

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