REVIEW OF THE IMPACT OF PERSONALITY TRAITS ON JOB PERFORMANCE OF THE EMPLOYEES OF IRAN'S ALLOY STEEL COMPANY

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ABSTRACT

Personality is a factor which determines the job each person is more compatible with, because each personality trait has conditions which are in proportion with a specific job. There are five main traits in this field which have been accepted by the psychologists as five main factors and these factors are: extroversion, conscientiousness, emotional stability, agreeableness and openness. In this research, it has been attempted to review the impact of personality traits on the conscientiousness of the employees of Iran's Alloy Steel Company and applicable recommendations are suggested to the custodians; data analysis of this research has been done through some statistical techniques such as regression test. The studied statistical populations in this research include the employees of Iran's Alloy Steel Company. And by using the Cochran formula, a limited sample of 289 persons was determined with the confidence level of 95% for the population. The basic data collecting tool of this research has been a questionnaire and the obtained rate for the reliability of the measurement tools was determined to be 0.81. Given the research findings, it was specified that emotional stability has had the maximum effect on job performance and after that agreeableness.

Keywords: Extroversion, Emotional Stability, Agreeableness, Openness, Conscientiousness

1. INTRODUCTION

Personality of men has always been considered and has attracted the attention of many experts and researchers. Personality is a factor which determines the job each person is more compatible with, because each personality trait has conditions which are in proportion with a specific job. In the dictionary of words and terms of psychology, personality has been defined as follows: evolution of specific traits of body and behavior along with the development of the structure of body, behavior, considerations, attitude, abilities and facilities and all of the aspects and items which have been known as the aspect of evolution and development. Today, value of personality has been confirmed by organizations as one of the predictors of job performance. Personality is a concept which is used both in a common and applicable manner (Sanders, 2008). Personality of each person has an important role in their job performance, because a person's personality specifies their incentive and attitude towards a job and how that person responds to the job requirements. In Witt's opinion, personality can be used for predicting job performance and behaviors (Witt, 2002). Personality is a concept which is used both in a common and applicable manner. Basically, each person has unique

traits, abilities, attitude and characteristics and the behavioral patterns, responding methods, and reactions of the person to the internal and external environments show that these traits form his or her personality (Kirkstead, 2005).

Various views and theories about personality have been presented and given the views held by these theories about human personality, the tools that are used by them for personality evaluation are put in different approaches given the basic assumptions about personality (Robins, 2002). A trait-based approach attempts to define personality in the observed repetitive behaviors (trait). This approach defines traits as dimensions of individual differences in showing interest to dynamic patterns of thoughts, feelings and activities. In this approach, some traits have been introduced as the basic traits (Karimi, 2009). There are five main traits in this field which have been accepted by the psychologists as five main factors and these factors are: extroversion, conscientiousness, emotional stability, agreeableness and openness (Karimi, 2009). In this research, it has been attempted to review the impact of personality traits on the conscientiousness of the employees of Iran's Alloy Steel Company and to suggest applicable recommendations

to the custodians. Given the mentioned issues, the main question of the research can be mentioned as follows: which is the rate of impact of personality traits on the job performance of the employees of Iran's Alloy Steel Company?

2. Theoretical principles and expansion of hypotheses

2.1.Performance

Performance is the organizational measures, decisions and measurable results which are indicative of the rate of success and the achieved accomplishments. Expenses are considered to be the axis section of performance. Simultaneously, performance almost includes each comparative objective and immaterial excellence such as confidence, flexibility, quality and speed as well (Tangen, 2004). Performance management is also creation of a system for using information related to the measurement of organization's performance through using the results of evaluating performance in determining the purposes, assigning sources and informing managers for maintaining the current policy in order to achieve the purposes (Li, 2001).

2.1.1. Job performance

In order for an organization to fulfill its purposes, the employees shall do their works at an acceptable level of efficiency. This

issue is necessary and crucial for the governmental organizations whose weak performance provides the field for their failure in doing public services and also for private companies whose weak performance provides the field for their bankruptcy. From a social view, the most interesting point for the organizations is to have employees who do their works well, because good performance increases efficiency of the organization which ultimately leads to the increase of national economy (Spector, 2000).

2.2.Personality and its traits

Some psychologists study the biochemical and physiologic aspects of the human behavior and use its proper methods. Some others observe and review the obvious behavior of the person and some believe that personality is based on characteristics such as process of unconsciousness including relative psychology which interpret and justify an obvious trait and specific aspects of personality completely (Shamloo, 1993). Eric firm defines personality as follows: personality is the sum of inherited and acquired qualities which make a person unique (Lawrence, 1994).

2.2.1. Personality traits

Personality of each person has an important role in their job performance, because a

person's personality specifies their incentive and attitude towards a job and how that person responds to the job requirements. In Witt's opinion, personality can be used for predicting job performance and behaviors (Witt, 2002). Personality is a concept which is used both in a common and applicable manner. There are five main traits in this field which have been accepted by the psychologists as five main factors and these factors are: extroversion, conscientiousness, emotional stability, agreeableness and openness (Karimi, 2009).

Extroversion

This type has a tendency towards a deep experience of material objects and physical activities, thus the person consciously becomes interested in the external environment and in that group of objects and activities which are expected to give the person the strongest emotional experience; a realistic person interested in gaining the maximum visual experience and preferably enjoyable. Natural persons of this type are capricious people who are attracted to beauty and physical traits of persons and objects, dress well, eat well, are hospitable, they are not thinkers and they have no ideal except for emotional joy. They do not believe in internal and mental processes and if they are suffering mentally, it is possible that they

behave irrationally, and show jealousy or suspicions. Given the principles mentioned about job performance and given this personality trait, it can be said that:

H1: extroversion affects the job performance of the employees of Iran's Alloy Steel Company.

Extrovert Intuitive Personality Type

This type tries to predict all of the probabilities hidden in an objective situation. The persons of this type see normal events as a series of secret keys and hints through which one can find out about hidden processes and potential probabilities. This type is expert in recognizing and using situations. These individuals find exciting opportunities in each new attempt or thing and are amazing at identifying others' talents. They are proper for a career in the business world, stock market, and launching new projects. Extrovert intuitive personality types are successful but might face the problem of living jobs unresolved and shortly.

Introvert Intuitive Personality Type

An introvert intuitive person is inspired by visual evidences of senses or objective ideas (collective) caused by acquired knowledge and tradition. Their purpose is to deduce the relation between the concepts of visual experience and logically and rationally associating them with ideas. In addition,

conclusions always tend to a visual product or a practical consequence. Thinking is not done mentally. Each attempt shall be programmed based on an intelligent analysis of visual data. According to a general intellectual formula or a spiritual and divine religion of life justice or truth and expects others to do so too.

Conscientiousness

It can be said that conscientiousness, as a personality trait, is indicative of being a hard worker, regulation, accuracy, perseverance and being responsible. The responsibilities of police forces, given the nature of the work of police, require such traits. Especially, due to the significance of the work of police men for the society and it might even deal with the lives of people as well, this trait is crucially important. In the relationship between this trait and performance, when performance evaluation is based on purpose and result, this relationship will be shown in a better way (Barrick and Mount, 1991). Therefore, it can be said that:

H2: conscientiousness affects the job performance of the employees of Iran's Alloy Steel Company.

Emotional stability

Emotional stability means the ability of controlling emotions and feelings and

relative governance of rationality. One of the most important responsibilities of the police forces is decision making. Police forces constantly deal with usual and unusual decisions and success of forces in decision making depends on factors including using relative rationality in decision making and not being affected by emotions, feelings and others' overstatements. Thus, that groups of forces who have emotional stability will most probably be better at their decision makings (Sanders, 2008). Therefore, it can be said:

H3: emotional stability affects the job performance of the employees of Iran's Alloy Steel Company.

Agreeableness

Another personality trait which has recently been considered to a large extent is agreeability with the situation which is a person's ability in adapting his or her behavior with external and situational factors. People who have such characteristic can make their behavior agreeable with the situational and environmental factors. They show more sensitivity to external signs and symbols and show different behaviors in various situations. When this personality trait is strong in a person, he or she can have very different behaviors alone and while in company of others; but when this trait is not strong, the behaviors the person shows in

various situations cannot be very different. Therefore:

H4: agreeableness affects the job performance of the employees of Iran's Alloy Steel Company.

Openness

People with this trait are imaginative, curious, have an open mind and are sensitive artistically. Openness has an important relation with intelligence. Those with more openness have a mind that wonders and questions more; while those with less openness are not open to new experiences. Of course, Mount and Barrick's analysis showed that openness is not related to the police's experience. Openness of a person is indicative of being imaginative, curious, being sensitive artistically and having an open mind (Karimi, 2009). Thus, it can be said that:

H5: openness affects the job performance of the employees of Iran's Alloy Steel Company.

2.3. Review of Research Literature

Macintosh and Doherty (2010), in their research called "the impact of organizational culture on job satisfaction and tendency towards leaving the organization", which was done about on the sport organizations of Canada, have used the field method for recognizing organizational culture. The

results of this research show that the organizational culture seen in these organizations has a positive impact on job satisfaction and a negative impact on organization's trick. The cross-sectional analysis done by Mount and Barrick (1991), they came to the conclusion that conscientiousness is the best personality trait predicting job performance and extroversion and neuroticism is also a good predictor for job happiness. Randall, *et al.* (1991) did a research called "the relation between the supports perceived by the organization and performance". The researchers, in their research, reviewed the relation between the support perceived by the organization and performance in three private industrial units and interviewed 128 employees and the supervisors are evaluated the organizational performance and two dimensions of organizational citizenship behavior. The results of the regression analysis showed that the perceived support predict the performance within an organization and organizational citizenship behavior. Padsocaf, *et al.* (2000) reviewed the rate of effectiveness of job factors on performance and in their findings, they stated that each three type of job traits (job self-reflection, job integration, job internal satisfaction) have had a significant relation with various

components of organizational citizenship behaviors (type of friendship, propriety, responsibility, chivalry and civic virtue; in such way that job reflection and job internal satisfaction have a positive relation with organizational citizenship behavior; while job integration has a negative relation with organizational citizenship behavior.

Cark, Shemir and Chen (2003), in an analysis, reviewed the relation between each of the five areas of personality and job performance, came to the conclusion that conscientiousness as the strongest correlative with job performance. Birneh, *et al.* (2005) reviewed the relation between job performance and personality trait and the results showed that conscientiousness significantly predicts jon performance. Thomas (2004) reviewed the relation between organizational commitment and job performance of 3630 employees and came to the conclusion that by controlling age and other secondary variables, we see that there is a strong relation between organizational commitment and job performance. Johns, *et al.* (2004), in their first review of the relation between the job performance of senior managers and their emotional commitment and job satisfaction in a large company of food services, reported that there is a significant relation between organizational

and emotional commitment and job performances of the employees. Smith (2004) reviewed the personality traits of superiors with the approaches of inferiors in 131 managers and 467 workers and came to the conclusion that personality of managers is related to the views of inferiors. There is a relation between high levels agreeableness, emotional stability and extroversion of managers and low levels of their conscientiousness with the rate of satisfaction of inferiors of managers, total satisfaction, emotional commitment, and inferiors leaving their job.

Shanok and Isenberg (2006) did a research called the relation between the perceived organizational support and performance. Researchers in this research have selected all-time salesmen and their superiors for reviewing the relations between perceived support of their superior, support perceived by an organization and performance in their position within the organization and higher than their position and confirmed the relation between the support perceived by an organization and performance of the employees. Tsing, Ku and Chu (2008) did a research in the field of types of innovation and its relation with performance in hotel management industry on 116 hotels in Taiwan. In this research, which was done

with a clustering analysis, they divided 68 innovative activities in hotel management into 10 groups and these 10 groups were assigned to three types of innovations (technological innovation, organizational innovation, and innovation of human capitals). Yuzkurt, Kumar and Simikimzan and Amin Oghloo (2013), in their research, reviewed the relation between innovation, organizational culture and performance in 10 banks of Turkey. The findings show that in the banking section, although organizational culture and innovation have a direct and positive impact on dimensions of the performance of company, but organizational culture has a slight regression coefficient in dimensions of the performance of the company and with the presence of organizational innovation.

3. RESEARCH METHOD

Type of method

This research is an applied research; because it is attempting to review and confirm the relation between independent and dependent variables of the research and presenting applicable recommendations. Ultimately, by developing the theoretical and conceptual principles of this research, long-term usages can be imagined for the present research. Researchers have used a survey research (descriptive) which is the most common form

o research in humanistic sciences. In this research, in order to getting information about how the research variables affect each other, the poll-taking methods have been used through questionnaires as the visual and quantitative methods and in a one-month interval.

Population and sample

The statistical population of this research, on which the sampling has been done, includes the employees of Iran's Alloy Steel Company. In this research, the simple randomized sampling method has been used and in order to make sure of the sufficiency of the sample volume, the Cochran sampling formula has been used for an unlimited sample population of 1150 persons. Since this obtained number is the minimum if the required samples, thus the questionnaire has been distributed among 320 samples and 301 filled-out samples were returned which will be the basis of the reviews.

Data analysis

In this research, in order to collect the required data for analysis, the library studies and questionnaire have been used. In writing the questionnaire, previous similar researches and opinions of the experts and specialists have been used. The main tools for collecting data in this research are the close-ended questionnaires with Likert 5 style. The

questionnaire of the research includes two sections of descriptive (demographic) and inferential (close questions) data which has been developed based on the Darsana questionnaire (2013). All of the statistical analyses and calculations have been done by the statistical software SPSS 20 and Smart Pls 3.2.3..

Reliability and Validity of the questionnaire

Given the absence of the previous similar research, the main questionnaire used in this research was adjusted in order to comply with the research model and measurement of research hypotheses by the researcher and after applying the required changes, given the opinions of experts (professors and specialists), it has been distributed among the sample population. Also, it can be mentioned that in this research, content validity has been used for measuring the validity of the research. The reliability of the questionnaire or confidence has been calculated separately for the main sections by using the "Cronbach's alpha" method. In order to measure the confidence in this research, the Cronbach's alpha was used through the SPSS software. The obtained rate for the present research was specified to be (0.81).

Table 1 – reliability by separating the dimensions

Variable	Extroversion	Conscientiousness	Emotional stability	Agreeableness	Openness	Job performance	total
Cronbach's alpha	0.84	0.78	0.79	0.81	0.82	0.77	0.81

4.   RESEARCH FINDINGS

4.1. Data analysis using SPSS20 (regression analysis)

In this research, in order to review the assumption of normality of the observations, the statistic of K-S (Kolmogrof-Smirinov) test has been used. All of the statistics were more than 0.05 and the assumption of normality is confirmed.

4.1.1. Testing the hypotheses in the regression analysis

First hypothesis

The results of the regression analysis obtained from the output of the SPSS software have been shown in the following table 2. As it is seen in the table above, the correlation coefficient between the variables shows the correlation between them. The results of ANOVA and Coefficients are indicative of the significance of regression and β coefficient (equal to 0.153 and not zero) in the regression equation (Sig=0.08<0.05); therefore the first hypothesis of the research is confirmed.

Table 2 – ANOVA

Std. Error of the Estimate	Adjusted R Square	R Square	R
0.60628	0.020	0.023	0.153
Independent variable: extroversion			

Table 3– coefficients

Model	Sum of squares	D.F.	Mean Square	F	Sig
Regression	2.634	1	2.634	7.165	0.008
Residuals	109.906	299	0.368		
Total	102.517	300			

Table 4 – regression analysis of the first hypothesis

Model	Unstandardized Coefficients		Unstandardized Coefficients	T	Sig
	B	Std. Error	B coefficient		
Constant	3.650	0.153		23.905	0.000
Extroversion	0.112	0.042	0.153	2.677	0.008

Second hypothesis

The results of ANOVA and Coefficients are indicative of insignificance of regression and β coefficient (equal to 0.030 and not zero) in the regression equation (Sig=0.606>0.05); therefore the second hypothesis of the research is rejected.

Table 5– ANOVA

Std. Error of the Estimate	Adjusted R Square	R Square	R
0.49702	-0.002	0.001	0.030
Independent variable: conscientiousness			

Table 6 – coefficients

Model	Sum of squares	D.F.	Mean Square	F	Sig
Regression	0.066	1	0.066	0.267	0.606
Residuals	73.862	299	0.247		
Total	73.928	300			

Table 7 – regression analysis of the second hypothesis

Model	Unstandardized Coefficients		Unstandardized Coefficients	T	Sig
	B	Std. Error	B coefficient		
Constant	4.286	0.125		34.242	0.000
Conscientiousness	0.018	0.034	0.030	0.517	0.606

Third hypothesis

As it is seen, the correlation coefficient between the variables shows the strong correlation between them. The results of ANOVA and Coefficients are indicative of the significance of regression and β coefficient (equal to 0.359 and not zero) in the regression equation (Sig=0.000<0.05); therefore the third hypothesis of the research is confirmed.

Table 8 – ANOVA

Std. Error of the Estimate	Adjusted R Square	R Square	R
0.57741	0.126	0.129	0.359
Independent variable: emotional stability			

Table 9 – coefficients

Model	Sum of squares	D.F.	Mean Square	F	Sig
Regression	14.769	1	14.769	44.297	0.000
Residuals	99.688	299	0.333		
Total	114.457	300			

Table 10 – regression analysis of the third hypothesis

Model	Unstandardized Coefficients		Unstandardized Coefficients	T	Sig
	B	Std. Error	B coefficient		
Constant	2.817	0.145		19.370	0.000
Emotional stability	0.265	0.040	0.359	6.656	0.000

Table 11 – ANOVA

Std. Error of the Estimate	Adjusted R Square	R Square	R
0.58804	0.065	0.068	0.261
Independent variable: agreeableness			

Table 12– coefficients

Model	Sum of squares	D.F.	Mean Square	F	Sig
Regression	7.573	1	7.573	21.901	0.000
Residuals	103.390	299	0.346		
Total	110.963	300			

Table 13– regression analysis of the fourth hypothesis

Model	Unstandardized Coefficients		Unstandardized Coefficients	T	Sig
	B	Std. Error	B coefficient		
Constant	3.208	0.148		21.664	0.000
Agreeableness	0.190	0.041	0.261	4.680	0.000

Fifth hypothesis

The correlation coefficient between the variables shows the correlation between them. The results of ANOVA and Coefficients are indicative of the significance of regression and β coefficient (equal to 0.254 and not zero) in the regression equation (Sig=0.000<0.05); therefore the fifth hypothesis of the research is confirmed.

Table 14 – ANOVA

Std. Error of the Estimate	Adjusted R Square	R Square	R
0.59393	0.062	0.065	0.254
Independent variable: openness			

Table 15– coefficients

Model	Sum of squares	D.F.	Mean Square	F	Sig
Regression	7.298	1	7.298	20.689	0.000
Residuals	105.474	299	0.353		
Total	112.772	300			

Table 16 – regression analysis of the fourth hypothesis

Model	Unstandardized Coefficients		Unstandardized Coefficients	T	Sig
	B	Std. Error	B coefficient		
Constant	3.399	0.150		22.723	0.000
Agreeableness	0.186	0.041	0.254	4.549	0.000

4.2.Prioritization of the dimensions of research variables – Friedman Test

The Friedman test has been used for reviewing the similarity of the prioritization (ranking) a number of the dependent variables by individuals. As it is specified in the table below; since sig is less than 0.05 percents, the claim of similarity of the impact of rank (priority) of the dimensions of job performance is not accepted; therefore the dimensions do not have the same importance in this variable.

Table 17 – rates of Friedman test for the dimensions of job performance

Job performance of employees	Rates of Friedman test
Number of samples (data)	301
Rate of the Chi-square statistic (Chi^2)	162.587
Degree of freedom (DF)	4
Significance level (Sig)	0.000

4.3. Data analysis using the Smart Pls 3.2.3. software (structural equations modeling)

4.3.1. Fitting of the structural model

4.3.2. Z significance coefficients (t-values)

According to the algorithm, in order to review the structural model of the research, multiple criteria are used the most import among which is the criterion of z significance coefficient or the rate of t-values. Since the t coefficients must be higher than 1.96 in order to confirm their significance at a confidence level of 95%; in this research, except for the significance coefficient of the variable conscientiousness, other coefficients are higher than the mentioned number (1.96) which is indicative of the significance of all of the paths and properness of the structural model.
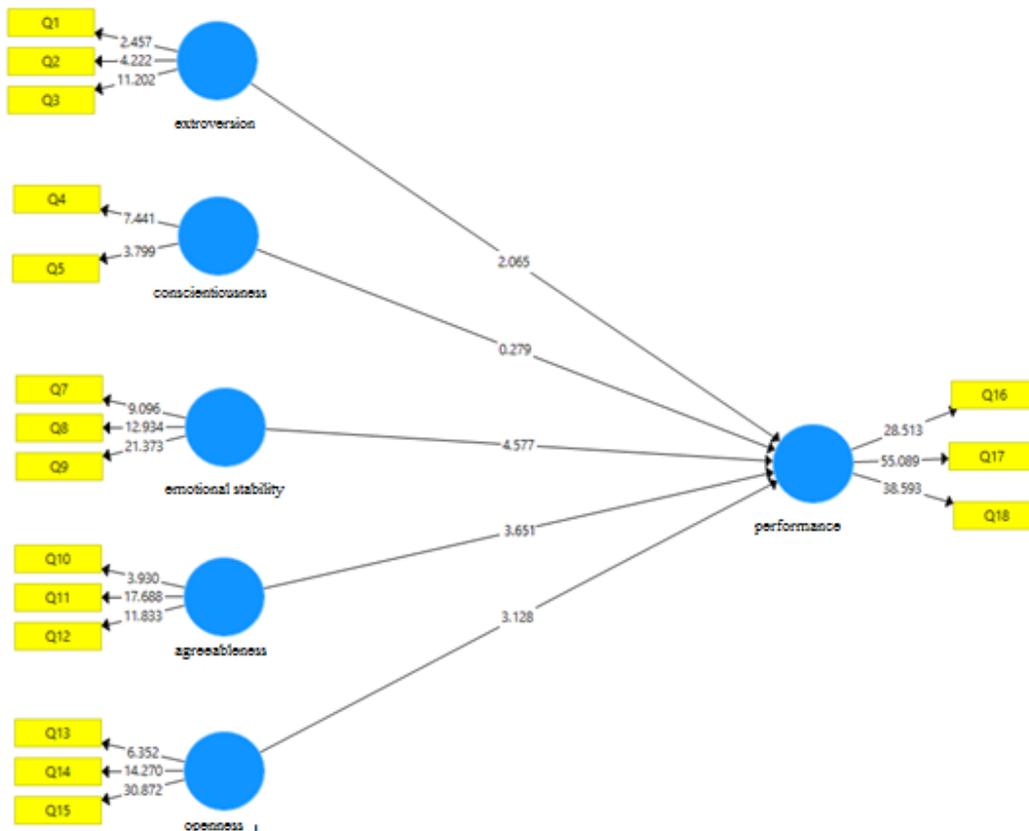

Figure 1 – relations between hidden variables

4.3.2.1.R squares criterion (R^2)

Second criterion for the fitting of the structural model the R^2 coefficients which criteria used for showing the effect of one or multiple extrovert variables (independent) on an introvert variable (dependent) which is job performance in this research. In this research, R^2 of the path is obtained to be equal to 0.192288.

4.3.2.2.Overall fitting of the model

For this purpose, the GOF criterion is used and this criterion is calculated through the following formula. Given the three rates 0.25, 0.01 and 0.36 which are used as the rates for weak, average and strong for GOF (Wetzel, *et al.* 2009), by obtaining the rate 0.35 and with a slight tolerance, the proper fitting of the overall model can be confirmed.

Table 18 – R^2 rates, *Communalities*

Variable	Communality	R^2
Job performance	0.777	
Extroversion	0.543	
Agreeableness	0.539	
Emotional stability	0.557	0.192288
Openness	0.585	
Conscientiousness	0.745	
Average	0.624	

4.3.3. Testing the hypotheses in the analysis of structural equations

After reviewing the fitting of the measurement models, structural model and the overall model, we will have the authority to review and test the research findings and come to the research findings.

4.3.3.1.Z significance coefficient (rates of t-values) related to each of the hypotheses

The significance coefficients of the model paths show whether the research hypotheses are significant or not. In this research, the significance coefficient of all paths, except for the variable conscientiousness, has been higher than 1.96 which is indicative of the significance of the effect of four variables (emotional stability, agreeableness, openness, and extroversion) on the job performance of Iran's Alloy Steel Company at the confidence level of 95%.

4.3.3.2.Review of the standardized coefficients of the factor load related to each of the hypotheses

By using the z significance coefficients of the paths between the hidden variables (personality traits) in this research, it was specified that the impact of these variables on job performance is positive and significant. In this research, the emotional

stability with the number 0.287 equal to 29% has the maximum effect on the independent variable of job performance and

after that it is the agreeableness variable with 22%.

Table 19– summary of testing the hypotheses with the Smart Pls 3.3.2 software

Hypothesis	Path coefficient (R)	t-value	Test result
First (extroversion)	0.099	2.065	Acceptance of the hypothesis
Second (conscientiousness)	-0.010	0.279	Rejection of the hypothesis
Third (emotional stability)	0.278	4.577	Acceptance of the hypothesis
Fourth (agreeableness)	0.217	3.651	Acceptance of the hypothesis
Fifth (openness)	0.199	3.128	Acceptance of the hypothesis

DISCUSSION AND CONCLUSION

The obtained results are indicative of the impact of extroversion on the job performance of the employees of the Alloy Steel Company at a 99% level. Also, given the obtained rate which has a high effect on this variable, it can be said that in order to improve the job performance of the employees requires more extrovert employees and at the time of employment and hiring forces, paying attention to this factor will have a determinative role in the improvement of the long-term performance of the organization. The obtained results have been indicative of lack of effect of conscientiousness on the job performance of the employees of the Alloy Steel Company. Also, given the obtained rate which shows lack of a significant impact on this variable, it can be said that improvement of job performance of the employees is a variable which is affected by various factors and conscientiousness has been a factor which has had less effect than other variables such

as agreeableness and openness. In the third hypothesis, the obtained results have been indicative of the impact of emotional stability on the job performance of the employees of the Alloy Steel Company at the level of 99%. Also, given the obtained rate which shows the effect of this variable is relatively high, it can be said that in order to improve the job performance of the employees, we will need to pay attention to the mindset and emotional stability of the employees along with other personality factors.

The results obtained from the fourth hypothesis have been indicative of the impact of agreeableness on the job performance of the employees of the Alloy Steel Company at the level of 99%. Also, given the obtained rate which shows the relative effect of this is relatively high, it can be said that in order to improve the job performance of the employees, paying attention to the agreeableness and flexibility of the employees with the variable conditions of business is very important and this variable

shall be considered along with other personality traits such as emotional stability of the employees.

In the fifth hypothesis, the obtained results have been indicative of the impact of openness on the job performance of the employees of the Alloy Steel Company at the level of 99%. Also, given the obtained rate which shows the effect of this variable is relatively low, it can be said that in order to improve the job performance of the employees, we will need to pay attention to the openness of the employees along with other personality factors such as agreeableness and extroversion.

Also, given the research findings, it is specified that emotional stability has had the maximum effect on the job performance of the employees and after that is the agreeableness. It means that by concentrating on the employees' adaptation with various conditions and also the rate of their emotional stability and better knowledge about their personality, a better understanding of effective factors on the improvement of the performance of employees can be achieved. Dalton (2003) has also emphasized the effectiveness of factors such as emotional stability on the job performance of employees in his researches. Also, Balinger and Robinson (2014), in their

researches, have paid attention to the importance of the factors emotional stability and agreeableness on the job performance of the employees. And also, the results obtained in this research and the research of Bamani Moghadam, *et al.* (2011) have been similar in some factors and this researcher has also put emphasis on the effectiveness of some factors such as extroversion and emotional stability of the employees.

RECOMMENDATIONS BASED ON RESULTS

Given the great effect of extroversion on job performance, it can be recommended to the active organizations in the business world of the country to reconsider their attraction mechanisms and use organizational psychologist and consultants in the process of hiring employees in order to recognizing extrovert and introvert personality types of the employees. Given lack of significant effect of conscientiousness on job performance, it can be recommended to the active organizations in the business world of the country to focus on personality factors and emotions of employees with external display more than internal factors. By considering the relatively great impact of emotional stability on job performance, it can be recommended to the organizations to use organizational psychologists in assigning

good positions to employees who is in proportion with their mental traits in order to make the properness of the job and the employee.

Given the relative impact of agreeableness on job performance, it can be recommended to the active organizations in the business world of the country to use educational courses more in order to make their employees more agreeable and promoting their performances as much as possible or reduce the available job ambiguities for the employees by arranging some workshops. Given the relative impact of openness on the employees' job performance, it is recommended to the organizations not to forget the importance of experience in various situations in promoting the performance of the employees and make sure of the mental status of the employees and their being open to challenges before selecting employees for various positions.

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