Impact of Holland's Personality Typology on Job Performance Among Selected Nurses in the South – West of Nigeria

*Bayo L.A AJIBADE[1]   Patience, O. AMO[1]   Rafaef, A. Ayeni[2]   Wale, AKINPELU[2]
Mabel, IOMOTORIOGUN[2]   Oluwaseun, O. ABIODUN[2]
1.Ladoke Akintola University of Technology Ogbomoso, college of Health Science, Department of Nursing, Osogbo
2.Federal Medical Centre, Owo, Ondo State

ABSTRACT
INTRODUCTION: Personality has been considered as important factors for predicting job performance; therefore this study examined the personality types on job performance of nurses in South - West of Nigeria. The research was anchored on Holland's theory of personality typology in which he identified six personality types with six congruent occupational environments. **METHODOLOGY:** Respondents consisted of four hundred and forty nurses (440) randomly selected at the geopolitical areas of the country during the period of Mandatory Continuing Professional Development Programme between February and September, 2015. Selected respondents were administered with two standardized instruments which were, modified form of the Holland self directed search (SDS), and the performance evaluation checklist by the University of Fraser Valley Employee Services. **RESULTS:** Results showed that personality type impacted positively on job performance of nurses as depicted in the analyses. **CONCLUSION:** It was concluded that the recruitment into nursing practice should be carried out by adopting Holland's personality rating scale.
Key words: Impact, Personality types, MCPDP, Job performance, South West.

INTRODUCTION

Personality has been considered as an important factor in the personality related studies, specifically for predicting the job performance. It is a behavior which differentiates one person from another [1] and provides acumen whether a person will do some specific job, in comparison to others [2]. Moreover, the traits relevant to personality, are considered to be stable and steady throughout the work life in a personality behavior model [3,4,5]. Some authors pointed out that the personality theories examine the variance and similarities in a person. The similarities can be used to provide the collective attributes of human nature. Whereas the variances provide the measure of individuals' performance and are used to describe human performances and behaviors. [6] Experts in the field of personality are of the view that individuals in fact have a stable and long term traits that affect behaviors at work. With reference it research on performance [7,8]. Studies on personality and organizational outcomes have received enormous attention by researchers in the organizational behavior research stream. Previous researches illustrate that personality effects the environments in which individuals are living [9,1011,12] and plays a significant role to select the situation in which individuals decide to stay in. according to some authorities, the preference for organizational environments, the cycle of individual choose to interact with the kind of activities one employs strongly relies on one's personality values of this type also related strongly with person organization [13]. Townsend [14] Personality traits determines a person's variance in the trend to develop a steady pattern of feelings, thoughts and actions [15]

The issue of finding a fit between personality type and occupational environment has been well researched. Holland in his theory of personality typology, opines that we have six personality types; Realistic, investigative, Artistic, social, Enterprising and convention, with corresponding six occupational environments known by the same names. He stressed that it is only when there is a proper match between a person's personality type and a congruent occupational environmental that job satisfaction and optimal performance will be achieved [16]. It should be noted, however that there is an over lap between personality types. So if one does not find a congruent occupational environment, he chooses the next in the hierarchy of orientation. In some quarters, nurses are believed not to perform their professional duties as expected, they are believed to be involved in altercation with their patients who are expected to be received with empathy. It was equally believed that some of them would not attend associational meetings unless it has something to do with money or salary increment. However, in this part of the country, no research has been carried out to access the relationship between personality types and job performance of nurses but researches have been carried out on that of police men [22,23,24] for instance, members of police force are observed to be people who do not perform their duties wholeheartedly. They are either characterized by inefficiency or brutality or corruption. They are mostly interested in their pay and frequent promotions without an urge for positive contribution to the society [22,23,24] psychologically, it was stated that there is a lot of dissatisfaction with work honors, with feeling of depression and inevitability experienced by shift workers. Socially specking, shift workers are not always at home with members of their families. They are away when the rest of the families are at home. [25,26]. It was stated that the

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problem is very crucial to the shift workers' health, well being and efficiency[26] some authors identified in their study that shift work had negative effects on the social and economic life of the workers characterized by the fact it disrupts the maintenance of joint social activities, increase interpersonal relationship – conflict, reduces the quality interpersonal relationship and reduces child contact time for female shift – workers with their children. Some nurses has complained of the above which make some of them to be performing below the professional standard practice expected of them. This research is of the opinion that if Holland's theory of personality types has been used during the period of interview, the complaints by uses about shift duty would have reduced because it would have been a round peg in a round hole and not otherwise [20]. Going by Holland's theory Nursing occupationally environment should have been most suitable for the conventional personality type [18]

The importance of finding a fit between personality type and an occupational environment is being increasingly recognized. Researchers are of the opinion that success in an occupation is not only dependent on abilities, level of education, professional qualifications but also dependent on temperamental traits, effective adjustment, interest, motivation, social habits and interpersonal relationship [28]. Jobs require either the willingness to work with other or to direct the works of others or be directed by others. A researcher proposes that 'this is why it is pertinent that people who want to enter into any occupation must have to be aware of their personality types, values in life and see if their tally with the occupation demands, so a to make the job efficiency [29]. Despite the fact that many studies have been conducted in both marketing literature and psychology to access the relationship between personality traits and performance, data about this relationship in nursing environment is limited or not in existence[30]. Therefore, the purpose of this study is to explore the impact of personality type on job performance of nurses

In order to achieve the purpose of this study, this hypothesis was tested:

There is no significant impact of personality type on job performance of nurses using Holland's personality typology

METHODOLOGY
Research design
This study adopted descriptive design in which questionnaires were used to collect data from the respondent on the impact of independent variable (personality type) on the dependent variable (job performance)
Sample size/ sampling technique
The sample for this study comprised of four under and fort nurses randomly selected from south-west during the period of Minatory continuing professional development program (MCPDP) between February and September 2015. The sample size consisted of three hundred and sixty seven (367) females and seventy six (76) males. They were made up of ranks and files of qualified and certificated professional nurses

INSTRUMENTATION:
The instrument used for the study is called personality and occupational behavior search.

Part one is the modified form of sell directed search (SDS) developed and standard by Holland[30]. For the purpose of this study, Holland's SDS as modified by Nwankwo[1] to suit the indigenous sample was adapted. In modifying the instrument, all the foreign examples in the items of the instrument used were substituted by Nwankwo[31]) with appropriate local language which respondents are familiar with. The SDS has five sub scales, namely activities, competence, occupations, ability self-rating and skill self rating. The study used only the subscale on activities with sixty-six items. This further has six subscales which are intended to measure personality types. This part of the subscale has a two-point scale with "like or dislike" as response alternatives. In scoring this part of instrument "like" attracted two points while "dislike" attracted one point. So the sub- scale with the highest number of points- indicates the respondents' personality type. Part two of the instrument used for the study was staff Performance Evaluation by the University of Fraser Valley Employee Services. The Questionnaire is in two parts.

Part A is the staff performance evaluation 10 items with rating ranges between excellent, Good, Satisfactory, Sometimes Unsatisfactory, Unable to rate to not applicable. The Part B of the instrument is a job performance and it has the same scale as Part A. It has 28 items. It was revised in August 31, 2011. There is a comments box below each item for assessor to provide additional details on the reasons for choosing the rating. If you select "sometimes unsatisfactory or 'unsatisfactory" as your rating, you will be expected to add information in the comments box before you will be able to fill out the rest of the form. The evaluation scale has five(5) rating that best describe the employee performance on each item:
* **Excellent:** Performance is consistently above acceptable.
* **Good**: Performance is occasionally acceptable performance levels and otherwise meets acceptable performance levels.
* **Satisfactory:** Performance consistently meets acceptable performance levels.
* **Sometimes unsatisfactory:** Performance is occasionally below accepted levels but otherwise meets acceptable

performance levels.

Psychometric Properties of Instrument:

The reliability of the second instrument was established using test-retest method on

30 respondents that were not part of MCPDP WITHIN A TIME INTERVAL OF TWO WEEKS. The two sets of data generated were correlated using Pearson product Moment Correlation. The reliability coefficient ranged from 0.58 up to 0.91 on the various sub scales

Procedure:

Part one of the instrument of the questionnaire was administered to the respondents on the second day of the programme while the second part was administered to the respondents on the last day of the programme. Respondents used between 30 and 45 minutes to fill the questionnaire before the commencement of the daily programme.

Data Analysis:

The filled questionnaires were sorted out to see if there were any of the questionnaires not being filled.

Data were analyzed using one-way analysis of variance to find the impact of personality type (independent variable) on job performance (dependent variable).

Results:

The results are presented in form of tables

Table l: Analysis of Variance of The Impact of Performance of Nurses.

Result in table 1, showed that the analysis of variance produced an F -ratio of 8.7682- A comparison of the calculated F and critical F -ratio indicated that the calculated F (8.7682) is greater than the critical (2.23) at 0.05 probability level.

This result implies that the F-ratio is statistically significant $F(5.438)= 8.7682$, $P(0.05)$ so the hypothesis is rejected. Personality types therefore, significantly have impact on job performance of nurses.

Based on this result, it becomes imperative to find out the source and direction of the differences result in presented in table2.

TABLE 2: Fisher's Least Square Difference Multiple Comparison of Job Performance of Nurses.

Table 2 shoved the Fisher's least square difference multiple comparison analysis on job performance of nursed. The result indicates that the mean difference between the different pairs of personality in their job performance range from 0.01 to 1.41, while the T-VALUE range from 0.0132 to 2.4025. The result also shows that there was a statistical significant difference between the enterprising and realistic personality type (t=2.0583) and between the enterprising and social type (t=2.4025). The enterprising type scored significantly higher that the social as well as the realistic type. This result suggests that the enterprising personality type performed significantly better than the social and realistic types for all the other personality types, there was no significant difference.

DISCUSSION

The result of data analysis showed that job performance of nurses seems to be included by personality type. Calculated f-ratio of 8.7682 significant at 0.05 levels indicates that the influence of personality type on job performance could not have been by chance. The result equality showed the direction of the difference between the different pairs of personality in their job performance with the mean difference ranging from 0.01 to 1.41 while the t-values range from 0.0l32 to 2.4025.

Specifically, the finding of this study showed that the enterprising type performs the job. Significantly better that the others. This finding of difference in job performance among respondent tends to be congruent with previous research findings. They found that such personality variables as self esteem, self concept, interest and need satisfaction affect job performance [3,4,5,7,8,28,29]. However, the finding of this study that the enterprising, rather than the conventional personality type, performs nursing job better than other runs contrary to Holland's position that the personality type that is congruent with an occupational environment is the one that will perform best. This variation may not be uncorrected with the doctor is coming syndrome or eye-service oriented syndrome when dealing with a medical officers or director of nursing services. So the enterprising personality type who is characterized as ambitious, competitive and aggressive may likely score highest in job performance since they are assessed by superior officer.

MENTAL HEALTH NURSING IMPLICATION:

Firstly since the research findings indicated that difference personality types were founds among nurses, rather than homogenous type, Holland's personality type scale should be used to screen nurses when recruiting into the practice and a mental health nurse/clinical psychologist should be a member of the screening committee.

Secondly, the low personality types in the nursing practice should be motivated to achieve job satisfaction which in turn lead to better performance.

Finally, since heterogeneous personality types have already found their ways into the nursing profession, they should be properly identified and assigned to aspect of nursing job that are congruent with each

personality type.

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TABLE: 1: Analysis of variance of the influence of personality type on job performance of nurses

	Personality types	N	Mean (X)	SD
A	Realistic	85	24.54	4.40
B	Investigative	31	23.13	3.62
C	Artistic	38	24.55	3.58
D	Social	105	24.67	4.16
E	Enterprising	93	23.34	2.15
F	Conventional	93	23.47	4.70

	Source of vocation	Sum of squares(ss)	Df	Mean squares	f-ration
	Between groups	662	15	132.4	
	Within groups	66113.8	438	15.18.7682	
	Total	7275	443		

*significant at 05 level (critical F = 2.23)

Table 2: fishers least Square difference multiple comparison analysis of job performance of nurse in line with personality type

	Personality	A	B	C	D	E	F
A	Realistic	24.54a	1.41b	0.01	0.013	1.2	1.07
B	Investigative	1.7345cns	2.13	1.42	1.54	0.21	0.34
C	Artistic	0.0132ns	1.5135ns	24.55	0.12	1.21	1.08
D	Social	0.0229ns	1.9454ns	0.1632ns	24.67	1.33	1.20
E	Enterprising	2.0583*	0.2612ns	1.6166ns	2.4025*	24.34	0.13
F	Conventional	1.8306ns	0.3745ns	1.4429ns	1.7236ns	0.1831ns	23.0

Key
A = Group means are along diagonals in the table box
B = different among group mean above diagonal
C = Fisher's protected t – values below the diagonals
8 = significant at 0.05 level
Ns = Not significant at 0.05 level