Results

The extent to which personality traits agreeableness and conscientiousness predict job performance in hospitality/tourism jobs was investigated. A traditional power analysis was conducted and revealed an *N* of 75 participants would be necessary to achieve a power value of .85. The final number of participants obtained for this experiment was 2800. Descriptive statistics for the following measures are illustrated in Table 1: age (*M =* 48.78, *SD =* 11.13), agreeableness scores (*M =* 4.65, *SD =* 0.90), conscientiousness (*M =* 4.27, *SD =* 0.95), and job performance (*M =* 4.15, *SD =* 1.06). Correlations between the measures are also found in Table 1, with the main correlations of interest being the correlation between agreeableness and job performance, *r*=.46, 95% CI [.43, .49], *N* = 2800, and the correlation between conscientiousness and job performance, *r*=.26, 95% CI [.23, .30], *N* = 2800. A graphical assessment of relations described in Table 1 reveals that all relations appear to be linear.

Furthermore, I conducted multiple regression analyses to determine the extent to which agreeableness predicted job performance above and beyond conscientiousness. The results of this multiple regression are displayed in Table 2. Conscientiousness alone predicted 6.9 percent of the variance in job performance ratings, *R2*=.069, 95% CI[.05, .09], *p* <.01. Agreeableness accounted for an additional 17 percent, Δ*R2*=.17, 95% CI[.14, .19] , *p* <.01, of the variance in job performance ratings beyond conscientiousness alone bringing the total percentage variance accounted for to 24 percent, *R2*=.24,95% CI[.21, .26], *p* <.01.

Another two multiple regression analyses were conducted to determine the extent to which the relations found in Table 2 held true for men and women. The results of the multiple regression analysis conducted to determine the extent to which agreeableness predicted job performance above and beyond conscientiousness for men are displayed in Table 3. For men alone, conscientiousness alone predicted 8.6 percent of the variance in job performance ratings, *R2*=.086, 95% CI[.05, .12], *p* <.01. Agreeableness accounted for an additional 18 percent, Δ*R2*=.18, 95% CI[.14, .23] , *p* <.01, of the variance in job performance ratings beyond conscientiousness alone bringing the total percentage variance accounted for to 27 percent, *R2*=.27,95% CI[.22, .31], *p* <.01. Next, the results of the multiple regression analysis conducted to determine the extent to which agreeableness predicted job performance above and beyond conscientiousness for women are displayed in Table 4. For women alone, conscientiousness alone predicted 5.5 percent of the variance in job performance ratings, *R2*=.055, 95% CI[.04, .08], *p* <.01. Agreeableness accounted for an additional 15 percent, Δ*R2*=.15, 95% CI[.12, .18] , *p* <.01, of the variance in job performance ratings beyond conscientiousness alone bringing the total percentage variance accounted for to 20 percent, *R2*=.20,95% CI[.17, .23], *p* <.01.

Table 1

*Means, standard deviations, and correlations with confidence intervals*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Variable | *M* | *SD* | 1 | 2 | 3 Cronbach’s alpha |
|  |  |  |  |  |  |
| 1. age | 48.78 | 11.13 |  |  | 0.592 |
|  |  |  |  |  |  |
| 2. agreeableness | 4.65 | 0.90 | .19\*\* |  | 0.052 |
|  |  |  | [.15, .22] |  |  |
|  |  |  |  |  |  |
| 3. conscientiousness | 4.27 | 0.95 | .12\*\* | .26\*\* | 0.069 |
|  |  |  | [.08, .15] | [.22, .29] |  |
|  |  |  |  |  |  |
| 4. performance | 4.15 | 1.06 | .06\*\* | .46\*\* | .26\*\* 0.075 |
|  |  |  | [.03, .10] | [.43, .49] | [.23, .30] |
|  |  |  |  |  |  |

*Note.* \* indicates *p* < .05; \*\* indicates *p* < .01. *M* and *SD* are used to represent mean and standard deviation, respectively. Values in square brackets indicate the 95% confidence interval for each correlation. The confidence interval is a plausible range of population correlations that could have caused the sample correlation (Cumming, 2014).

Table 2

*Regression results using performance as the criterion*

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Predictor | *b* | *b*  95% CI  [LL, UL] | *beta* | *beta*  95% CI  [LL, UL] | *sr2* | *sr2*  95% CI  [LL, UL] | *r* | Fit | Difference |
| (Intercept) | 2.90\*\* | [2.72, 3.07] |  |  |  |  |  |  |  |
| conscientiousness | 0.29\*\* | [0.25, 0.33] | 0.26 | [0.23, 0.30] | .07 | [.05, .09] | .26\*\* |  |  |
|  |  |  |  |  |  |  |  | *R2*  = .069\*\* |  |
|  |  |  |  |  |  |  |  | 95% CI[.05,.09] |  |
|  |  |  |  |  |  |  |  |  |  |
| (Intercept) | 1.10\*\* | [0.88, 1.31] |  |  |  |  |  |  |  |
| conscientiousness | 0.17\*\* | [0.13, 0.21] | 0.15 | [0.12, 0.19] | .02 | [.01, .03] | .26\*\* |  |  |
| agreeableness | 0.50\*\* | [0.46, 0.54] | 0.42 | [0.39, 0.46] | .17 | [.14, .19] | .46\*\* |  |  |
|  |  |  |  |  |  |  |  | *R2*  = .235\*\* | Δ*R2*  = .17\*\* |
|  |  |  |  |  |  |  |  | 95% CI[.21,.26] | 95% CI[.14, .19] |
|  |  |  |  |  |  |  |  |  |  |

*Note.* \* indicates *p* < .05; \*\* indicates *p* < .01. A significant *b*-weight indicates the beta-weight and semi-partial correlation are also significant. *b* represents unstandardized regression weights; *beta* indicates the standardized regression weights; *sr2* represents the semi-partial correlation squared; *r* represents the zero-order correlation. *LL* and *UL* indicate the lower and upper limits of a confidence interval, respectively.

Table 3

*Regression results using performance as the criterion*

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Predictor | *b* | *b*  95% CI  [LL, UL] | *beta* | *beta*  95% CI  [LL, UL] | *sr2* | *sr2*  95% CI  [LL, UL] | *r* | Fit | Difference |
| (Intercept) | 2.58\*\* | [2.27, 2.88] |  |  |  |  |  |  |  |
| conscientiousness | 0.34\*\* | [0.27, 0.41] | 0.29 | [0.23, 0.36] | .09 | [.05, .12] | .29\*\* |  |  |
|  |  |  |  |  |  |  |  | *R2*  = .086\*\* |  |
|  |  |  |  |  |  |  |  | 95% CI[.05,.12] |  |
|  |  |  |  |  |  |  |  |  |  |
| (Intercept) | 0.76\*\* | [0.40, 1.12] |  |  |  |  |  |  |  |
| conscientiousness | 0.22\*\* | [0.15, 0.28] | 0.19 | [0.13, 0.24] | .03 | [.01, .05] | .29\*\* |  |  |
| agreeableness | 0.53\*\* | [0.46, 0.60] | 0.44 | [0.38, 0.50] | .18 | [.14, .23] | .49\*\* |  |  |
|  |  |  |  |  |  |  |  | *R2*  = .269\*\* | Δ*R2*  = .18\*\* |
|  |  |  |  |  |  |  |  | 95% CI[.22,.31] | 95% CI[.14, .23] |
|  |  |  |  |  |  |  |  |  |  |

*Note.* \* indicates *p* < .05; \*\* indicates *p* < .01. A significant *b*-weight indicates the beta-weight and semi-partial correlation are also significant. *b* represents unstandardized regression weights; *beta* indicates the standardized regression weights; *sr2* represents the semi-partial correlation squared; *r* represents the zero-order correlation. *LL* and *UL* indicate the lower and upper limits of a confidence interval, respectively.

Table 4

*Regression results using performance as the criterion*

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Predictor | *b* | *b*  95% CI  [LL, UL] | *beta* | *beta*  95% CI  [LL, UL] | *sr2* | *sr2*  95% CI  [LL, UL] | *r* | Fit | Difference |
| (Intercept) | 3.12\*\* | [2.90, 3.33] |  |  |  |  |  |  |  |
| conscientiousness | 0.26\*\* | [0.21, 0.30] | 0.23 | [0.19, 0.28] | .06 | [.04, .08] | .23\*\* |  |  |
|  |  |  |  |  |  |  |  | *R2*  = .055\*\* |  |
|  |  |  |  |  |  |  |  | 95% CI[.04,.08] |  |
|  |  |  |  |  |  |  |  |  |  |
| (Intercept) | 1.30\*\* | [1.03, 1.57] |  |  |  |  |  |  |  |
| conscientiousness | 0.15\*\* | [0.10, 0.19] | 0.14 | [0.09, 0.18] | .02 | [.01, .03] | .23\*\* |  |  |
| agreeableness | 0.48\*\* | [0.43, 0.53] | 0.40 | [0.36, 0.44] | .15 | [.12, .18] | .43\*\* |  |  |
|  |  |  |  |  |  |  |  | *R2*  = .204\*\* | Δ*R2*  = .15\*\* |
|  |  |  |  |  |  |  |  | 95% CI[.17,.23] | 95% CI[.12, .18] |
|  |  |  |  |  |  |  |  |  |  |

*Note.* \* indicates *p* < .05; \*\* indicates *p* < .01. A significant *b*-weight indicates the beta-weight and semi-partial correlation are also significant. *b* represents unstandardized regression weights; *beta* indicates the standardized regression weights; *sr2* represents the semi-partial correlation squared; *r* represents the zero-order correlation. *LL* and *UL* indicate the lower and upper limits of a confidence interval, respectively.