



A Conceptual Evaluation of the Impact of Personality Traits and Person-Group Fit on Contextual Performance

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Abstract: *This study presents a conceptual assessment of the impact of personality traits and person-group fit on contextual performance. Variety in organisational formation. It is wondered how results such as innovation change and turnover will be produced. It is known that the characteristics of the individual are different and unique. This situation is seen to be studied in relation to issues such as organisational structure, working style, individual performance, or organisational performance, which occur as a variable in the administrative sense. In addition, in established organisations, where work pieces and units with different capacities are located, person-group durability gains weight. These structural personality traits, an important role in the attitude and formation of employees in their work, person-group distribution social sharing and team dynamics are combined. The study emphasises the growth of individual differences and group dynamics in promoting a productive and collaborative work environment.*

Keywords: *personality; person-group fit; contextual performance.*

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1. Introduction

While an ideal work group is divided into components with different behavioural ranges, it is difficult to bring such a team together and ensure integrity. Because the differences created by dissimilar people will also create different levels of harmony with their tasks. When each team, group or team develops a strong level of harmony, this can turn into strategies for positive performance results (Slowikowski, 2005). In addition, considering the perceived individual differences in groups, in terms of informative (profession, tenure, and work experience), visible (age, gender and ethnicity), and value (work ethic and values, motivation) dimensions, is also important in terms of managing diversity in the organisation and providing the needed harmony (Hobman, Bordia, & Gallois, 2003). In summary, humans, who have evolved with a set of basic skills as natural collaborators, want to work towards a common goal in a group. When we consider that humans have this basic desire innately. The question of why some collaborations that occur in the workplace fall short of optimal performance levels becomes important (Burch & Anderson, 2004). In this context, the study aims to theoretically evaluate the interaction between personality traits and person-group fit within the contextual performance framework and to provide a conceptual basis for this interaction.

2. Conceptual Framework

2.1. Personality and Personality Traits

Personality traits: A complex whole of cognitions, emotions, and behaviours, that give direction and consistency to a person's life. Personality traits consist of certain structures and processes. They also reflect genes and upbringing experiences (Rhodewalt, 2008). They include the mental, emotional, social, and physical information of the individual and are the characteristics that can be expressed as the origin of the person (Ewen, 2003).

Allport (1937) defined personality as a dynamic organisation of psychological and physical systems specific to the individual's behaviour towards his/her environment (Saucier & Goldberg, 2003). According to the author, personality is called one of the most abstract words in the language, having 50 different meanings derived from various fields such as theology, philosophy, sociology, law, and psychology (Mount et al., 2005).

Thoughts about personality have the following three basic characteristics:

1. Personality is the unique aspect of an individual that explains his/her difference from others and represents his/her own attitudes and behaviours;
2. Personality is the consistency of people even in different situations and environments;
3. Personality is the feature of stability or unchangeability in the basic characteristics of the individual. This indicates that the personality has a consistent, orderly, and stable quality.

Personality traits are the characteristics that affect individuals' experiences, limit their outlook on life, and direct their perceptions of their surroundings. Most importantly, they are effective in our choices in life, and are also affected by the results of our choices.

2.2. Person-Group Fit

Person-group fit is defined as the compatibility that individuals exhibit with their work group (Kristof, 1996). Muchinsky & Monahan (1987) first classified person and group fit as "complementary" and "similarity fit". When a person complements other group members to the extent that they balance the group's weaker characteristics, it is defined as complementary fit; when a person shows harmony because they share similar characteristics with the group members, it is defined as similarity fit (Muchinsky & Monahan, 1987).

Schneider (1987) recommends that when defining a person's work environment, it should not be evaluated by considering only work structures, technology and work processes, far from people. According to Schneider, what constitutes the work environment are human behaviours, attitudes, and interactions (Schneider, 1987).

The fit between the person and the work environment has been an interesting topic for academics and business life in recent years. The interest in the subject has increased, especially as managers want to have a workforce that is structurally ready, flexible, and, at the same time, loyal to their organisation. For this reason, studies on the conceptualisation, application, and measurement, strategies of the fit between the person and the organisation continue to be conducted (Kristof, 1996).

Pervin (1986), in his study on the harmony between the person and the environment, suggests that the successful matches determined generally result in high performance, job satisfaction, and less stress for the employees. Another striking result was related to academic life and student harmony. The study results argue that instead of defining bright-hardworking students; good or bad schools, focusing on the harmony between students and schools, acting in this direction will increase efficiency (Pervin, 1968).

In their study, Lickel et al. (2000) found common characteristics in the perception of a group as “more of a group” than other groups, such as high interaction between members, caring about each other, strong common goals, and high levels of similarity between members (Lickel et al., 2000).

People are naturally included in some groups, while they later join some groups voluntarily. Each member of a group may change their own behaviour and characteristics, being affected by the group, or they may cause a change in the group as a whole with their own characteristics. The reasons for being included in and identifying with the group, which are valid for both of these situations, are classified as follows (Greenberg et al., 2015; Eren, 2012):

Table 1. Joining and Identifying with Groups

Reasons for Joining and Identifying with Groups			
Promoting survival and achieving goals	Reducing uncertainty	Strengthening self-esteem	Managing death anxieties
During human evolution, groups have relied on cooperation to survive and reproduce. Therefore, modern humans have an innate desire to belong to groups.	People do not like to feel insecure about themselves and others. Belonging to a group reduces feelings of uncertainty.	Groups are a source of self-esteem. Seeing their group positively makes people feel positive and good about themselves.	Groups are perceived by people as larger and more enduring than their own existence. Therefore, belonging to a group alleviates death anxieties.

Most organisations make evaluations based on complementary fit when making employee selection decisions. For this reason, individuals are usually selected for the work group because they have different skills and abilities than other group members (Abdalla et al., 2018). However, this alone may not be sufficient for the desired success. In order to achieve high fit between the individual and the group, the social needs of the employees must also be met. At this point, successful organisations expect employees with high work commitment, sufficient motivation, and

greater willingness to work in groups (Cai et al., 2018). It should also not be overlooked that the functions necessary for an organisation to survive are developed by employees who share basic organisational values (Adkins, Russell, & Werbel, 1994).

2.3. Contextual Performance

Employee performance is the basis for developing the effectiveness and success of any organisation (Suliman, 2001). Therefore, there is a significant need for measuring and developing employee performance. In particular, it is necessary to know employee performance for the roadmap to be created with the answers to questions such as "where were we, where are we now, where do we want to go, how will we go and how will we understand where we are going?" (Lebas, 1995). Job performance is a type of behavioural property; it is the sum of multiple and discrete behaviours that occur at a certain time. The sum of these mentioned behaviours should be parallel to the expected value of the organisation and contribute to organisational effectiveness (Motowidlo, 2003).

Contextual performance is seen as optional behaviours that do not have to be formal for any job, but constitute the social context of all jobs (Jawahar & Carr, 2007). It refers to many behaviours that contribute to the organisational culture and climate. For example: volunteering for extra work, complying with rules and procedures, supporting, and defending the organisation (Befort & Hattrup, 2003). The generally accepted characteristics of contextual performance are as follows (Motowidlo & Scotter, 1994; Borman & Motowidlo, 1997):

- Make extra efforts to successfully complete one's own job activities.
- Volunteering to perform tasks that are not his/her responsibility.
- Helping others and cooperating.
- To adopt and implement the rules and procedures of the organisation.
- Approving, supporting, and defending organisational goals.

Contextual performance, which includes motivational elements such as insisting on and volunteering to perform additional tasks in the face of problematic situations or conditions (Scotter & Motowidlo, 1996), is distinguished from task performance, which describes the fulfillment of the organisation's technical processes (Motowidlo & Scotter, 1994).

Goodman & Svyantek (1999) base contextual performance on the psychological contract between employees and the organisation, arguing that reward is an important determinant of contextual performance. Organisations can use psychological contracts to reward employees for the extra effort they put in over and above their task performance (contextual performance).

Job performance is addressed in two dimensions: task and contextual performance. As a determinant of these dimensions, cognitive ability is mostly associated with task performance, while personality traits are associated with contextual performance. In particular, personality variables such as extraversion, agreeableness, and conscientiousness are assumed to be determinants of contextual performance. However, if it is considered that cognitive ability affects personality traits, contextual performance is also associated with cognitive ability due to this mediating effect (Motowidlo, Borman, & Schmit, 1997). Because of these definitions, personality traits are associated with contextual performance and are selected as one of the main variables of the study.

2.4. Theoretical Underpinnings in the Relationship between Person-Group Fit and Contextual Performance

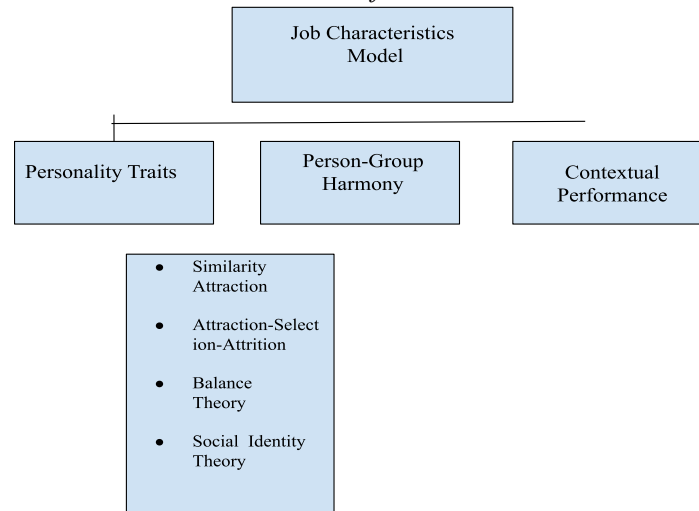
While individual and group harmony refers to the harmony that individuals show with the group, team or squad they work with (Kristof, 1996); studies show that the compatibility between an individual and their group refers to the compatibility that they exhibit with their characteristics, primarily their individual values, and the culture of the group (Metzler, 2006). People who form

groups to work together in line with common goals are naturally equipped with a set of basic skills in this sense (Burch & Anderson, 2004).

Personality traits, as well as talents and skills, will be effective in achieving adaptation. Because personality traits, which include the mental, emotional, social, and physical information of the individual (Ewen, 2003), are seen to be effective on behaviours and attitudes.

In the relationship between personality traits and person-group fit; theories such as “Similarity-Attraction Approach”, “Attraction-Choice-Separation”, “Balance”, and “Social Identity” (Çiçek, Evcimen, & Biçer, 2018) can be accepted as the basis of this relationship (Haslam, Powell, & Turner, 2000). In the relationship between personality traits, person-group fit and contextual performance, the job characteristics model was associated as the theoretical basis.

Figure 1. *The Conceptual Model of the Relationship Between Personality Traits, Person-Group Fit, and Contextual Performance*



Clore & Byrene (1974) used the concepts of classical conditioning in the similarity attraction approach to explain interpersonal attraction. This approach includes a linear relationship between the degree of similarity of a person under certain conditions and the attraction a person finds. A person finds people who are similar to their own personality and attitudes attractive (Cüceloğlu, 2011; Byrne, Griffitt, & Stefaniak, 1967). They argue that individuals are attracted to those who are similar to themselves and that this is the attraction of similarity (Martins et al., 2003). According to Newcomb (1978), when qualities such as attitudes, values, and beliefs are similar, there will be a liking and attraction between people. When the opposite is the case, people will avoid communicating with each other in order to reduce the difficulties that this dissatisfaction will create (Rosenbaum, 1986).

Some studies on this subject in the literature, Rand & Wexley (1975) race; Heilman, Martell, & Simon (1988) and Wiley & Eskilson (1985) argue that similarity in terms of gender is positively correlated with hiring. Some studies on this subject in the literature, Rand & Wexley (1975) race; Heilman, Martell, & Simon (1988) and Wiley & Eskilson (1985) argue that similarity in terms of gender is positively correlated with hiring. Because those who choose members for the organisation evaluate themselves as successful and think that people similar to them will be successful, they tend to behave this way (Goldberg, 2005). The same behaviour can be considered for candidates who need to choose a job or work group. According to this theory, one would expect a leader or group to prefer one that has similar characteristics to oneself.

Schneider's (1987) attraction-selection-disappearance (ASA) model suggests that the formation of an organisation begins with the personality traits of the individual who founded it.

According to this model, individuals choose a particular organisation, because they find it compatible with their personality (attraction), the organisation selects these individuals (selection), and those who do not fit in eventually leave the organisation (disappearance). Schneider (1987) and Schein (2004) state that the founder plays a central role in shaping the basic elements of an organisation such as strategy, structure, and culture. In this context, it is argued that the structural characteristics of the organisation reflect the personality of the founder; therefore, individuals join the organisation by being interested in the strategy, structure, and culture built by the founder (Schneider, 1987; Schneider et al., 1998).

The individual founder—whether an entrepreneur or simply an organiser of a new group—will have a particular vision, beliefs, goals, values, and assumptions about how things should be; the founder will initially impose his or her own beliefs on the group or will select members based on similarities in thought and values (Schein, 2004). The founders of the organisation, the leader or the group will choose from the people who will be compatible with the organisation's employees' own thinking and existence of the recruitment process; they will form other group members according to their own similarities (Schneider et al., 1998). For example, Ahmad (2008) examined the relationship between leader-subordinate fit and performance and satisfaction, and concluded that having similar personality traits in places where the leader works closely with the subordinate increases the satisfaction with the leader and the performance of the subordinate (Ahmad, 2008).

Within the framework of Balance Theory, Heider (1946) argues that the attitudes of individuals and the reasons that shape their attitudes towards others mutually affect each other. According to this approach, a change occurring in the environment only derives its meaning from the source to which it is attributed. This causal integration plays an important role in the structural organisation of the social field. Perceptions of similarity and proximity lead individuals to attribute events to certain individuals; the person-event relationship established in this direction creates either an assimilation or contrast effect between the elements (Heider, 1944).

Social identity is defined as a component of the self-concept that is shaped by the information about individuals' membership in a social group (or more than one group), the value they attribute to this membership, and the emotional meaning (Tajfel, 1982). Social Identity Theory argues that both motivational and cognitive processes should be evaluated together in order to understand intergroup perceptions and behaviours (Brewer & Kramer, 1985). According to this theory, individuals define their identities largely through the social groups they belong to. For example, individuals can express what characteristics they have by evaluating themselves in terms of their affiliation to groups such as family, ethnicity, and nationality. Accordingly, two individuals living in the same geographical region can define themselves in very different ways depending on the characteristics of the different social groups they belong to. Therefore, the theory suggests that social groups form the basis of identity and that belonging to a group is an important source of an individual's self-confidence (Greenberg et al., 2015). As a result, individuals strive to develop a positive social identity or maintain their current positive identity. This positive social identity is largely based on positive comparisons between the in-group and out-groups to which the individual belongs. If the social identity is not satisfactory enough for the individual, the individual will either leave their current group and join another group that they perceive more positively or will make an effort to improve the status and image of their current group (Tajfel & Turner, 2004).

These theories, which are mostly in the field of social psychology, will be supportive in creating harmonious work groups, group belonging, commitment and employee satisfaction, especially in work areas that require people to work as a group.

Barsade et al. (2000), Hobman, Bordia, & Gallois (2003), Kristof-Brown, Zimmerman, & Johnson (2005), and Strauss, Barrick, & Connerley (2001) found that the psychological compatibility between individuals has effects on individual outcomes in group settings. Barry &

Stewart (1997) found that personality traits affect group processes in ways that can increase or decrease the quality of group outcomes (Barry & Stewart, 1997). Riordan (2000) found that similar demographic characteristics among coworkers positively affect attitudes and behaviours towards work (Riordan, 2000).

Metzler (2006) revealed that the fit between the individual and the group is positively related to the job satisfaction and organisational commitment levels of employees. The study is one of the pioneering studies that show that when individual and group values overlap, this fit is a strong predictor of both job satisfaction and organisational commitment (Metzler, 2006). On the other hand, Mannix & Neale (2005) state that when work groups are managed effectively, functional background, education level and personality differences among members are positively related to performance. It is also emphasised that these differences increase creativity and facilitate problem-solving processes (Mannix & Neale, 2005).

Vogel & Feldman (2009), in their study on how person-group fit affects the person's harmony with the general work environment, concluded that person-group fit is more related to person-job fit than person-organisation fit. Person-group fit interacts with person-job fit, not person-organisation fit, in affecting employee attitudes and behaviours. Because individuals with low person-organisation fit can emotionally separate themselves and therefore do not need social support or harmony from their coworkers (Vogel & Feldman, 2009).

The job characteristics model provides the theoretical basis for the relationship between personality traits and contextual performance.

Job characteristics theory, or as it is included in some studies, job characteristics model, is concerned with job satisfaction and motivation of employees (Bilgiç, 2008). The *Job Characteristics Theory* provides an action-oriented framework for increasing employee motivation that includes applied concepts such as job enrichment and job enlargement. According to Hackman et al. (1975), this theory explains how certain types of jobs have the potential to create higher levels of excitement, commitment, and motivation in employees and how this potential can be developed. The theory focuses on the interaction between three basic elements: (a) psychological states that support intrinsic motivation and are necessary for the formation of effective work behaviours; (b) basic job characteristics that produce these psychological states; and (c) personal characteristics that affect individuals' responses to complex and challenging jobs (Hackman & Oldham, 1976). In this context, the theory identifies five basic job dimensions: skill variety, task identity, task significance, autonomy, and feedback. Appropriate structuring of these dimensions increases both the performance of employees and their job satisfaction. While the first three dimensions enhance the meaningfulness of a job, in jobs with high autonomy, the employee's sense of responsibility increases and, if feedback is high, the employee's knowledge of job results increases. As a result, all these core dimensions provide the emergence of three critical psychological states and job results (high intrinsic motivation, job satisfaction, quality of work, and reduced absenteeism rates) (Hackman & Oldham, 1975).

The relationship between personality traits and contextual performance can be supported by the studies conducted by Barrick & Mount (1991) and Yelboğa (2006), in which they examined the relationship between personality and job performance criteria; they concluded that personality traits and performance interact with each other. In another study, Oldham & Fried (2016) discussed whether personality traits - openness to experience, neuroticism, conscientiousness, extraversion, agreeableness - make a difference in the employee's reactions to job characteristics, and as a result, they concluded that what is important is not how personality shapes job perceptions, but that reactions to the job are actually a function of the employee's personality (Oldham & Fried, 2016). Mount, Barrick, & Stewart (1998) found that in jobs with intense interpersonal interaction—especially in areas such as customer service—individuals high in conscientiousness, agreeableness, and emotional stability performed better than those low in these personality traits.

Similarly, Raja and Johns (2010) reported that employees with dominant neurotic tendencies performed less well in high-volume tasks. On the other hand, in their study examining the interaction between the employee and the work environment, Ivancevich & Matteson (1984) developed an original model that included type A and type B behaviour patterns and the characteristics of the work environment appropriate to these patterns, instead of general human-environment interaction models.

Burke & Deszca's (1982) studies argue that there is a relationship between the defined behaviour types and the organisational climates in which people with them want to work. The research was conducted using 9 different organisational climate types with 118 male and female students with type A characteristics who will soon be working full time and it concluded that people with high type A behaviour scores want to work in organisational climates characterised by high performance standards, uncertainty, and durability. In another study, Barry & Stewart (1997) argue that extraversion is a key correlate of personality traits on group performance and that it is effective in work environments where social interaction is prominent. Onay (2011) investigated the effects of emotional intelligence and emotional labor on task performance and contextual performance, concluding that the employee's deep behaviour, that is, being able to effectively manage emotional intelligence dimensions, positively affects job performance. Motowidlo, Borman, & Schmit (1997) also related personality variables to contextual performance; cognitive ability variables to task performance. However, it has also been argued in theory that some personality traits may be related to task performance. Borman & Motowidlo (1997) also provided important evidence in their study that there is a strong relationship between personality traits and contextual performance criteria.

As a result of their studies on the effects of nationality of employees in an organisation on task and contextual performance, Sekiguchi, Bebenroth, & Li (2011), Diab & Hazer (2012) argue that nationality has an effect on task and contextual performance dimensions.

Christian, Garza, & Slaughter (2011) found in their meta-analysis study on the relationship between work involvement and task and contextual performance. It was argued and measured that involvement is predominantly related to extra-role behaviours. It is shown that involvement is positively related to task performance ($M_p = .43$) and contextual performance ($M_p = .34$).

Goodman & Svyantek (1999), in their study investigating the effect of person-organisation fit on contextual performance, concluded that the inconsistency between the ideal organisational culture of individuals and the actual organisational culture negatively affects the type of contextual performance. This situation was the result of a study showing the effects of the fit between people's jobs and personalities on their performance.

Jawahar & Carr (2007) concluded in their study that support from the leader and the organisation can elicit contextual performance from individuals who lack the personality predisposition to exhibit contextual performance.

It is seen that there are few studies on a direct relationship between person-group fit and contextual performance. However, some of the other variables associated with context, which is among the priorities of organisations, are as follows: person-organisation fit, work passion, interpersonal communication, work dedication, talent, work experience, role conflict-role ambiguity, emotional exhaustion, factors in the work environment, organisational cynicism, job characteristics, leadership styles, organisational policies, organisational support, work climate (Tokmak & Dilek, 2020); Pritchard & Karasick (1973), organisational climate; Ferris (1981), organisational commitment; McEvoy & Cascio (1989), age; Booth & Frank (1999), Iaffaldano & Muchinsky (1985), Judge et al. (2001) and Bowling (2007), job satisfaction. The relationship between these variables and contextual performance can be the subject of research in future studies.

3. Conclusion

According to Clore & Byrne (1974), and to Schneider's (1987) "Attraction-Selection-Attrition", the theoretical basis has been created, for establishing the relationships among personality traits, person-group fit, contextual performance and group culture variables. The common points of these theories are that individuals are attracted to those who have similar personality traits and attitudes under certain conditions. It is stated that the founder of the organisation wants to see and creates his own personality reflection in the other individuals who form the organisation, prefers the strategy, structure, and culture to be similar in other members, and in cases where individuals do not show similarities in qualities such as attitudes, values, and beliefs, they avoid communication, because they are not pleased with the other person (Cüceloğlu, 2011; Byrne, Griffitt, & Stefaniak, 1967; Rosenbaum, 1986; Schneider et al., 1998; Schneider, 1987).

According to social identity theory, people define themselves largely in terms of the social groups they belong to (Tajfel & Turner, 2004; Greenberg et al., 2015). However, these theories have a pessimistic approach to diversity in groups; it is thought that the differences carried by multitype group members cause negativities in social processes and a decrease in group performance. However, some theories argue the opposite. For example, the information processing approach argues that diversity provides an atmosphere that will increase group performance and argues that multi-type groups achieve better and more creative outcomes than mono-type groups in creative problem solving and accomplishing tasks that require innovation (Gruenfeld et al., 1996; Gibbard, et al., 2017; Staples & Zhao, 2006; Mannix & Neale, 2005).

In the relationship between personality traits, person-group fit and contextual performance, the psychological states required for intrinsic motivation in the job characteristics model and the individual qualities that determine how positively a person will respond to a complex and challenging job are explained theoretically (Hackman & Oldham, 1976). In addition, the theory is interested in which types of jobs will create more excitement and commitment and what should be done to increase employee motivation (Hackman et al., 1975). In this context, it shows that the relationship between psychological factors, personality traits and job characteristics in the model can have positive or negative effects on contextual performance.

As a result, a theoretical infrastructure has been tried to be created for the relationship between personality traits, person-group harmony and contextual performance in the context of the associated theories. In this context, a personality factor that significantly affects the attitudes, behaviours and performance of the individual at work creates a strong effect on contextual performance, especially those that are not directly included in the job description, but include voluntary and supportive behaviours that increase the efficiency of the workplace. Businesses and organisations that want to increase contextual performance can therefore support the creation of organisational structures that will work in harmony with personality traits and make strategic planning in this direction.

It is believed that this study will contribute theoretically to the decision-making process of individuals with the advantages of knowing their values, personality traits, and work styles in matters such as the recruitment process, group formation, communication, and cooperation, managing intra-group conflict, career and performance management. In future studies, it is recommended that these conceptual results be tested and that empirical studies prepared with quantitative methods in different organisational structures be included. In this way, the interaction between personality traits, person-group fit and contextual performance can be revealed statistically.

Since the study is a conceptual research, it has some limitations. One of these is the effect of cultural differences on personality traits. It can provide valuable contributions to the field of the effect of culture with international comparisons on person-group harmony and personality traits. In this context, the effect of cultural dimensions on personality traits and group dynamics is suggested as a research topic for future studies.

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