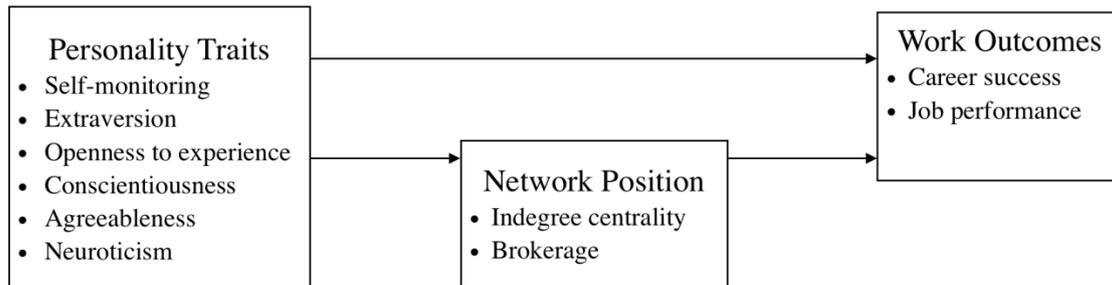


## The Influence of Personality on Job Performance and Career Success

**Key Finding:** The authors find that personality traits directly and indirectly affect work outcomes, such as career success and job performance, through their effect on positions in networks, which, in turn, influence work outcomes.

**Executive Summary:** This paper uses a meta-analysis to attempt to sort out the relations among: 1) personality, 2) network position, and 3) work outcomes. It also focuses on whether the relationships differ across different types of networks. The hypothesized relationships and measures are illustrated below.



To determine personality traits, the authors use measures of self-monitoring and the Big Five (i.e., extraversion, openness to experience, conscientiousness, agreeableness, and neuroticism). Network position is measured in terms of indegree centrality and brokerage. Indegree centrality refers to the extent to which a person is connected. Brokerage or betweenness centrality reflects the extent to which a person acts as a link between others who would otherwise have no direct connection.

For both types of networks, i.e., expressive and instrumental, regression coefficients and strengths of association are reported between each personality trait and both measures of network position. Furthermore, estimates of the direct relationships between each personality trait and career success and job performance, and the indirect relationships between network position and career success and job performance are provided.

The authors find that not all of these relationships are statistically significant, and that the relationships differ between expressive and instrumental networks. However, they conclude that:



[P]ersonality indirectly influences performance and career success by facilitating individuals' occupation of advantageous positions in organizational networks but ... there is also a direct effect of personality on the performance outcomes above and beyond the mediated effects via advantageous network positions.

(p. 1252).

### What are the practical implications for me and my organization?

- In managing recruitment processes, managers should give preference to certain personality traits, such as high levels of self-monitoring.
- As individuals, managers should seek to develop personality traits that are conducive to advantageous network positions and career success.

Summary of: Fang, R., Landis, B., Zhang, Z., Anderson, M. H., Shaw, J. D., and Kilduff, M. (2015), "Integrating Personality and Social Networks: A Meta-Analysis of Personality, Network Position, and Work Outcomes in Organizations", *Organization Science*, 26, pp. 1243-1260.