

CONSCIENTIOUSNESS PERSONALITY TRAIT ON JOB PERFORMANCE AND  
RETENTION OF PUBLIC SERVICE EMPLOYEES

by

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Liberty University

A Dissertation Proposal Presented in Partial Fulfillment  
of the Requirements for the Degree  
Doctor of Philosophy

Liberty University

[May, 2024]

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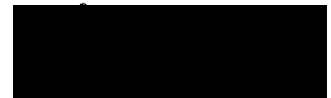
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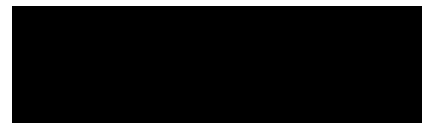
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## ABSTRACT

Retention of federal employees is vital to the structure of our society in the United States. Keeping the workforce sufficiently staffed with high-performing individuals is necessary to maintain a key component of our strong nation. This research study delves into the conscientiousness personality trait to further understand the impact that this trait may have on the federal workforce. Current research focuses on the conscientiousness trait concerning the job performance of employees. However, the current literature lacks explicit depth on the federal workforce, and this study focuses on that demographic. This quantitative study seeks to fill gaps within the literature by better understanding the relationships of the conscientiousness personality trait measured with the Big Five Inventory (BFI), the retention of personnel guided by data from the Turnover Intention Scale (TIS), job performance of employees guided by the data from the performance appraisals of federal employees, religiosity measured with the Duke University Religion (DUREL) Index and the personal resources of employees measured with the Personal Resource Questionnaire (PRQ85). This study found a positive correlation between conscientiousness and job performance. Additionally, a positive correlation was found between intrinsic religiosity and retention and non-organizational religiosity and retention. Implications for organizations to better understand the needs of employees in the workforce are essential as this study finds that employees may be more equipped to leave their organization.

*Keywords:* conscientiousness, religiosity, job performance, retention, PRQ85, BFI, TIS, DUREL

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## **Dedication**

I dedicate my dissertation to my wife (Nancy) and my children (Geneve, Madeleine, and Brielle) for their constant support and encouragement during this process.

## **Acknowledgments**

I ecstatically thank my dissertation chair, Dr. Gilbert Franco, for his patience, expertise, and consistent guidance through this extensive process. I am also thankful for my committee member, Dr. Sarah Jo Spiridigliozzi. She was exceptional during this process and provided excellent advice and encouragement.

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## CHAPTER 1: INTRODUCTION TO THE STUDY

### **Introduction**

Personality traits can provide organizations with the ability to increase the performance of personnel within the work environment. These traits can show relationships between vital aspects of organizations' retention, and this research must be done to further the knowledge of this critical workforce area. According to the Bureau of Labor Statistics (2023), government employment is below pre-COVID pandemic 2020 levels by 1.6 percent. The workforce requires getting the right personnel who are more likely to stay within the organization. The big five personality traits are crucial to understanding which positive personality traits are essential in the work environment. In previous studies, personality traits have had positive and negative outcomes: Extraversion, openness, agreeableness, conscientiousness, and neuroticism.

Negative work experiences, such as negative feedback, are often associated with an employee's job performance (Guo et al., 2017). Job performance is essential when discussing the probable reasons for an employee's ability to succeed in the work environment. Such measures are invaluable in determining the personality attributes best to manage these negative work experiences. A Rahim et al. (2022) stated that an employee's job performance might have the ability to decrease counterproductive work activities, such as absenteeism, when employees are in a work-family culture. Bhowmick and Mulla (2020) discussed that the personality trait of neuroticism predicted emotional exhaustion. Emotional exhaustion can ruin the quality of an employee's performance and increase the chances of burnout. Conscientiousness has been shown to have a negative relationship with burnout (Alarcon et al., 2009).

## **Background**

Discovering the various positive traits that allow organizations to hire personnel that can best manage stress within high-stress work is critical to achieving more acceptable retention levels in the workforce. Due to neuroticism, an individual may be unable to manage stress properly within the work environment. Therefore, individuals within a high-stress environment may be predisposed to higher levels of burnout, which may inevitably increase the likelihood of an employee's intention to leave the work environment. Wu et al. (2020) found that individuals exposed to job insecurity had a slight change in the stability of their workers. At the same time, agreeableness and conscientiousness were found to be low on various dimensions of burnout.

Zhang and Zheng (2019) discussed that the personality trait of neuroticism in individuals with increased stress was a predictor of negative emotions. Given the context of the work environment, certain personality traits will be instrumental in understanding their impact on stressful work. Kao et al. (2020) found that an individual's self-regulation of job rules can impact work stress, increasing burnout. Self-regulating behaviors can also indicate how employees can properly manage their stress. Understanding positive personality traits that allow individuals to manage their stress can have good outcomes for the work environment. Baka (2019) stated that counterproductive work behaviors and bullying were related to higher associations between abuse and sabotage aspects of counterproductive work behaviors. Counterproductive work behaviors are detrimental to the work environment, and these behaviors are essential to further understanding the personality traits exhibited by these personnel.

Constructs such as job satisfaction (Moon, 2019), job involvement (Liu et al., 2019), job embeddedness, and organizational citizenship behavior can also be better understood to manage retention. Job embeddedness predicts turnover intention in large organizations (Coetzer et al., 2017). The numerous types of work organizations can indicate how thriving organizations predict turnover and mitigate the occurrence of turnover. Becton et al. (2017) found that job complexity moderates voluntary turnover, task performance, and organizational citizenship behavior. Employees' cultural aspects and personality traits could also indicate how well potential job candidates may adapt to a stressful work environment. Di Stefano et al. (2019) stated that hierarchical and market cultures were not associated with manifesting work-deviant behavior.

Matthew 5:16 states that <sup>16</sup>In the same way, let your light shine before others, so that they may see your good works and give glory to your Father in heaven (English Standard Version Bible, 2001/2016). Organizations must have exemplary employees who may guide new, oncoming employees toward the best outcomes for the organization. The personality trait of conscientiousness may significantly impact organizations' ability to seek out the best quality of workers that will be high performing. These inspirational, high-performing employees are necessary to garner to-be-expected employees. Being influenced by God in one's actions will have crucial positive outcomes, and it is necessary to understand the personality traits that exhibit high work-performing behaviors. Individuals influenced by God's words would also be great to explore the effects of religiosity on work performance, personality, and retention. Onyemah et al. (2018) discussed that religiosity could positively impact an employee's organizational



commitment; commitment to the organization will benefit the organization's ability to retain employees who are valuable to the organization's success.

### **Problem Statement**

Previous research has focused on personality traits with learning about an employee's performance and retention issues. However, there is little knowledge about the impact of religiosity on an employee's job performance and retention centered on their conscientiousness personality. Previous studies have found possible positive influences on religiosity (Onyemah et al., 2018). However, no clear indication has been made on which personality traits may have a higher inclination of the impact of religiosity and its effects on performance and retention. Understanding how individuals perceive their personality with self-reporting measures would be valuable. Kudret et al. (2018) discussed that investigating the self-monitoring of an employee is vital to understanding whether they would report valid personality results based on their actual personality by reporting justly. Getting accurate personality measurements from employees is an essential starting point of this study to understand better personality traits related to religiosity, retention, and job performance. Proper personality question development will be evaluated to correctly identify any biases with the order of questioning with assessing personality. According to several studies, conscientiousness is the dominant personality trait investigated in the prediction of the job performance of employees (Pletzer, 2021; Wilmot & Ones, 2019). Personality traits such as proactive traits have shown positive outcomes from these traits within employees later in their careers (Maurer & Chapman, 2018). However, more emphasis must be placed on

evaluating prospective job applicants to ensure that organizations have the tools to make informed candidate decisions.

Although research has been done to understand particular personality traits better, more needs to be learned about the new normal workforce constantly changing in this post-COVID pandemic environment. This gap needs to be studied to better assist organizations in discovering relevant information about the impact that religiosity and the conscientiousness personality trait may positively impact the retention and performance of employees. By exploring this gap in the literature, more knowledge will be acquired about high-performing employees' personality traits and lower issues with the intent of leaving the organization with a better understanding of religiosity and its impact on the work environment.

### **Purpose of the Study**

The purpose of this quantitative correlational survey study is to examine how the conscientiousness personality trait and religiosity impact the relationship between job performance and retention of public service employees. This research was correlational to measure the strength and direction of the relationships between these constructs (Curtis et al., 2016).

### **Research Question(s) and Hypotheses**

#### **Research Questions**

RQ1: Does conscientiousness and personal resources predict job performance in public service employees?

RQ2: Does conscientiousness and personal resources predict the retention of public service employees?

RQ3: Does religiosity predict positive job performance and retention of public service employees?

### **Hypotheses**

Null Hypothesis 1: Conscientiousness and personal resources does not predict job performance in public service employees.

Hypothesis 1: At least one of the predictor variables will significantly predict positive job performance in public service employees.

Null Hypothesis 2: Conscientiousness and personal resources does not predict the retention of public service employees.

Hypothesis 2: At least one of the predictor variables will significantly predict the retention of public service employees.

Null Hypothesis 3: Religiosity does not predict positive job performance and retention of public service employees

Hypothesis 3: Religiosity predicts positive job performance and retention of public service employees.

### **Assumptions and Limitations of the Study**

A limitation of this study is that it will be cross-sectional, and causal relationships will not be inferred. This study's potential limitation would be acquiring the proper population sample. This study will have a specific group of participants and will solely evaluate current full-time government employees. This study expects to gather data from various employees who have been with their organization for several years, so it is essential to collect data from many levels of tenure. Also, since data may come from various United States government organizations, it is essential to understand the sample

size to ensure representation of all types of tenure groups and employees of different backgrounds to ensure no missed groups did not complete the survey, which may affect generalizing the results. All participants may not fully complete the online survey, resulting in response rate issues. Developing a proper survey to avoid common method bias is also vital for getting valid results for the study. Identifying positive personality traits and the other vital scales of this study will be crucial to better understanding the impact of religiosity on these constructs. Another limitation will be that the study will rely on the self-assessments of current government employees. The data will rely solely on employee answers, and gathering correct job performance data is key to this study of government organizations.

### **Research Assumptions**

This study assumed that religiosity influences the work performance and retention of public sector employees who measure higher for the conscientiousness personality trait. Based on the Christian worldview of this study, it was assumed that when an employee has higher levels of religiosity, this would have a more significant impact on the work performance and retention of personnel with higher levels of conscientiousness.

### **Theoretical Foundations of the Study**

The study will use the personal resource allocation (PRA) framework to assist in understanding the influence of conscientiousness personality traits and an employee's personal resources demand. Work performance and the personal allocation of resources are essential because employees have limited resources, and the choices employees make with them will benefit them psychologically (Grawitch et al., 2010).

Lin et al. (2015) found that the moderating effects of conscientiousness with work stressors on employees psychologically were higher for individuals with higher conscientiousness traits. It was also found that employees with higher conscientiousness trait performance exhibit a positive relationship with challenge stressors. It was suspected that due to the conscientiousness trait of employees that had higher scores, these employees utilized their personal resource allocation to maintain their high levels of performance, which caused some issues with their psychological strain when stressors increased the psychological stress of the employees increased (Lin et al., 2015). Due to the strain on the psychological health of the employees, these issues may lead to mental health issues (Stansfeld et al., 2012).

### **Definition of Terms**

The following is a list of definitions of terms used in this study.

**Big Five Personality** - The big five personality traits are comprised of five dimensions: Extraversion, Openness, Conscientiousness, Neuroticism, and Agreeableness (McCrae & John, 1992).

**Conscientiousness** – Conscientiousness is defined as a personality trait that is associated with being trustworthy, responsible, organized, purposeful, and hardworking (Pawlowska et al., 2014).

**Culture** – Culture is a set of beliefs, practices, or symbols that are shared in common by a particular group of people," which distinguishes this "group from other groups in some way" (Conway et al., 2014, p. 34).

**Performance Appraisal** – Performance Appraisal is defined as "a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic

interview, in which the performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development" (Banda, 2020, p. 7).

**Personal Resource Allocation** - Personal Resource Allocation (PRA) framework "treats all life demands—whether preferred or required—as forcing individuals to make choices about where, when, and how they expend their personal resources across the life domain" (Grawitch et al., 2010, p. 127).

**Public Service Employees** – Public service work, by definition, involves service to others (Choi & Guy, 2021).

**Religiosity** – Religiosity is defined as a belief in God, a higher power, or divine creator and the practice of faith (Osman-Gani et al., 2013)

### **Significance of the Study**

The significance of this study is that it will provide organizations with an idea of what personnel within a government setting may have the most promise towards staying within the work environment and being a high performer in the hiring process.

Organizations that are given the right resources to measure a potential employee's ability to be a good choice are ideal for hiring officials to make a well-informed decision. This research has the potential to provide organizations with a solid foundation to help the human resources departments of organizations look for key indicators of potential hires.

Personality traits are essential for understanding many facets of the work environment. Proactive personality traits have been found to have a positive relationship with innovative behavior (Kong & Li, 2018), creativity (Goncalo & Katz, 2020), job performance (Damti & Hochman, 2022; Tisu et al., 2020), and organizational

commitment (Pasha, 2022). The conscientiousness trait may have a more impactful result with understanding job performance and retention.

### **Summary**

Organizations may continuously have issues with maintaining high-performing employees for various reasons, and more understanding of what measures organizations may need to take to reduce the turnover of key individuals within the work environment is vital to the success and growth of an organization (Mey et al., 2021). Personality traits and their impact on employees must be investigated to understand how individuals may perform in a work environment and the employee's intention to stay within it. An organization may suffer many costs when it loses its high-performing employees, such as retraining new employees and losing tacit knowledge from key employees (Mey et al., 2021).

An employee's religiosity may provide essential information on the connection between work performance and retention. Religiosity may also have critical aspects that may connect to both work performance and retention of employees within an organization. The adequate implementation of organizations in recruiting employees with higher levels of religiosity may increase retention within an organization (Zollo et al., 2022). Given the many obstacles, such as work stress and burnout, if organizations can acquire employees with more adaptability to overcome such obstacles, it may provide more information for future research on how an individual's faith may be pivotal.

## CHAPTER 2: LITERATURE REVIEW

### Overview

Organizations may benefit from gaining more knowledge about further developing the hiring process and getting high-quality talent into the organization. Talent acquisition is arduous, especially when an organization does not know the potential of the employees and does not know what intentions they have to stay within an organization long term or if an employee would be a high performer compared to their peers. The focus of this study is to help organizations get the right personnel with the best potential to become high performers within the organization and individuals who will stay within the organization long term.

This literature review focuses on scholarly literature on the big five personality traits, in particular the conscientiousness personality trait, work performance of public service employees, retention of public service employees, and studies of the impact of religiosity on these constructs. Chapter 1 focused on describing this study's relationship between work performance and personality traits, retention and personality traits, and the impact of religiosity on employees in the workforce. The personal resource allocation framework was selected to aid in understanding the use of resources that public service employees utilize in often stress-filled work environments. The personal resource allocation framework was used to understand better the effects of the conscientiousness personality trait on their work performance and intent to stay within the organization.

This chapter focuses on the conscientiousness personality trait and the connections between public sector employees' work performance, retention, and the importance of religiosity by exploring the possible differences in an employee's faith.



These differences in employees may have a beneficial outcome for an organization's ability to acquire a resolute workforce.

### **Description of Search Strategy**

The literature search strategy consisted of utilizing the Liberty University Jerry Falwell Library website and the following databases: APA PsycNET, Mental Measurements Yearbook with Tests in Print, PsycARTICLES, Psychology & Behavioral Sciences Collection, Psychology Database (ProQuest), PsycINFO, Springer Link, Business Source Complete, and Healthcare Administration Database.

### ***Journals***

This review of literature includes peer reviewed articles from the following journals: *International Journal of Human Resource Management*, *Journal for the Scientific Study of Religion*, *Journal of Applied Psychology*, *Business Management Dynamics*, *Problems and Perspectives in Management*, *Pastoral Psychology*, *The Journal of Social Psychology*, *Journal of Business and Psychology*, *Educational and Psychological Measurement*, *Public Performance & Management Review*, *The International Journal of Public Sector Management*, *Public Personnel Administration*, *Journal of Information Management*, *Corporate Social-Responsibility and Environmental Management*, *Social Behavior and Personality*, *International Journal of Public Administration*, *International Management Review*, *Journal of Open Innovation*, *Journal of Occupational Health*, *Corporate Communications*, *Humanomics*, *Journal of Business Ethics*, *Journal of Economic & Management Perspectives*, *Australian Journal of Psychology*, *International Journal of Cross Cultural Management*, *Learning and Individuals*, *Nurse Researcher*, *Revista De Psicología Del Trabajo y De Las*

*Organizaciones, Quality & Quantity, Leadership & Organization Development Journal, Military Psychology, Paradigms, Global Business Review, Sustainability, Personnel Review, American Psychological Association, Zeitschrift Für Psychologie, Journal of Personality, Corporate Social-Responsibility and Environmental Management, Applied Psychology: Health and Well-Being, Cross-Cultural Research, Current Psychology, Journal of Public Affairs, Journal of Knowledge Management Employee Relations, Public Personnel Management, Public Administration (London), Personality and Individual Differences, Voluntas, Religions, Perspectives on Psychological Science, Journal of Industrial Psychology, Mental Health, Religion & Culture, American Review of Public Administration, Nonprofit Management & Leadership, Psychology of Religion and Spirituality, International Journal of Environmental Research and Public Health.*

### **Search Terms**

This research consisted of the following keywords and phrases: (a) *religiosity*, (b) *high work performance*, (c) *personality traits*, (d) *big five personality traits / five-factor model*, (e) *retention*, (f) *public service employees and religiosity*, (g) *public service employees and retention*, (h) *conscientiousness and high work performance*, (i) *conscientiousness and retention*, (j) *conscientiousness and religiosity*, (k) *religiosity and retention*, (l) *government employees and affective commitment*.

### **Review of Literature**

Current literature on the conscientiousness personality trait discusses the potential of this trait's ability to measure employees' work performance within the workplace. Researchers have shown that conscientiousness in the workplace has both beneficial and negative connotations, and this literature review focuses on the aspects of retention, work

performance, religiosity, culture, and public service employees. Several personality models have been vital in better understanding the personalities of personnel within the work environment, and this literature review looked at two models that have been most prevalent. These include the five-factor model, or big five personality traits, and the big six personality traits, or the HEXACO model of personality traits. The five-factor model has been considered Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness. The first section of this review focuses on the personality models centering on conscientiousness, discussing the similarities and differences between these models and which is best for this study.

### **Big Five Personality Model**

The big five personality traits or five-factor model have been thought of to be able to show habitual patterns of emotions, thoughts, and behavior (Roberts & Wood, 2006). The big five personality traits are comprised of five dimensions: Extraversion, Openness, Conscientiousness, Neuroticism, and Agreeableness (McCrae & John, 1992). The five-factor model has been the prominent personality measure in psychology (Bromberg & Charbonneau, 2020). The five-factor model was developed by testing the lexical and questionnaire approaches, which have shown persistent measurements throughout various cultures. The Big Five has been deemed the most popular personality model, representing the five broad traits (Horwood & Anglim, 2018). Understanding employee behavior is pivotal to better gauging the relationship between personality traits and discovering which employees can perform at a higher level within the work environment to optimize human resources (Bromberg & Charbonneau, 2020). Studies have shown a relationship between the five-factor model and employees' job performance. However, the

relationship was dependent on more interpersonal jobs, and conscientiousness was found to have a higher correlation to job performance on self-reported measures (Bromberg & Charbonneau, 2020) and success (Bhowmick & Mulla, 2021).

Employees with higher levels of conscientiousness are invaluable within the workforce as it is essential to getting the best performers within an organization. Abbas and Raja (2019) stated that employees with higher levels of conscientiousness are more disciplined, methodical, ambitious, and exact. In contrast, employees who scored lower on conscientiousness were considered imprecise, disorganized, lazy, and impetuous (Abbas & Raja, 2019). According to Borst and Knies (2023), the big five personality traits may have a complex role in how public service employees encounter the demands of the work environment and their relationship with their well-being.

Conscientiousness and openness have been found to increase the effort of public service employees' work engagement. However, this effort has not come at no cost because it has also had an impact on exhaustion with public service employees (Borst & Knies, 2021). Conscientiousness and work engagement have been shown to have positive relationships (Borst & Knies, 2023). The work design of employees does not increase the work engagement of individuals high on conscientiousness (Dishon-Berkovits et al., 2023); this may be due to the innate nature of conscientious individuals concerning their discipline and their engaged work ethic. Individuals with high levels of conscientiousness may have detrimental consequences on their psychological well-being. Higher levels of conscientiousness may increase an individual's sense of dutifulness, achievement, and accomplishment (Carter et al., 2015). These values may cause the individual to seek out and go all-out for perfection (Carter et al., 2015). On the contrary, employees with low

conscientiousness are not so focused within their work environments (Dishon-Berkovits et al., 2023).

Knowledge sharing between individuals in the workplace is essential to pass on the tacit and explicit knowledge of job requirements and other organizational information within organizations. When employees are willing to pass on tacit knowledge, it may positively impact the work environment and fuel innovativeness (Obrenovic et al., 2021). Conscientious employees are known to comply with organizational norms. If knowledge-sharing is an essential organizational structured operating procedure, then employees who are high in conscientiousness will naturally conform to knowledge-sharing behaviors. Obrenovic et al. (2021) confirmed that highly conscientious individuals were positively related to sharing tacit knowledge within the work environment. Organizations must ensure that employees possess a person-team fit within an organization as an individual employee must also be astute and work well within the team for knowledge sharing, especially for individuals with the conscientiousness personality trait (Zhao et al., 2021). Organizations must determine the fit of personnel to ensure that members of the organization have similar interests for better organizational outcomes. Zhao et al. (2021) argued that working better as a team will increase knowledge-sharing behaviors when employees possess similar achievement abilities and reliability.

Personality traits are complexly linked with emotional constructs stemming from an individual's differences in information processing and affect (Ahmetoglu et al., 2021). Not only do employees benefit from possessing higher levels of the conscientiousness trait, but managers and supervisors also benefit from this trait. Supervisor psychological contract fulfillment (PCF) has a positive relationship with ethical leadership for

individuals scoring high in conscientiousness. On the contrary, there was also a negative relationship between abusive management and individuals who scored high in conscientiousness (Rice et al., 2021). Psychological contract fulfillment is an essential aspect within the work environment, and this construct is crucial for employees as it directly impacts personnel within the work environment.

Wu et al. (2020) found that individuals' social stability, motivation, and emotions were impacted when faced with job insecurity, showing a slight increase in neuroticism and decreases in agreeableness and conscientiousness. Conscientiousness has also been found to increase employee work engagement and psychological resilience (Khosbayan et al., 2022). It has also been linked to increased emotional exhaustion (Borst & Knies, 2023). In previous studies, workplace burnout has been linked to job stress and the intent of an employee to leave the work environment (Lan et al., 2020). Interestingly, individuals with less proactive personalities have been shown to exhibit withdrawal behaviors in the workforce (Song & Lee, 2020).

Employees in the workforce and how they view qualifications and competencies required by jobs have a negative impact on job satisfaction, depending on the educational level of the employee (Kim & Choi, 2018). However, employees' performance does not directly affect the fit of employees in the workforce (Alfi et al., 2021). McCann (2018) stated that conscientiousness could lead to success on the job as well as rewards of the job, which can lead to high-performing employees. Supporting career development has many positive outcomes toward an employee's organizational commitment, work engagement, and job performance (Sears & Han, 2021). Employees with higher conscientiousness would also benefit from organizations that support career development.

This action may help employees better understand the benefits of the organization's attention toward bettering the opportunities for growth within the organization.

Conscientious employees are more likely to exert themselves for the benefit of the organization as they strive to meet the demands of the organization. Venkatesh et al. (2021) surmised that if expectations are unclear in the workplace, then employees higher in conscientiousness will assuredly face more extreme obstacles as they will work harder due to their high internal standards that may ultimately drive their high productivity, which may detrimentally cause burnout. Conscientious employees working in remote environments may increase their daily hours due to the autonomy of when they can do their work, which is correlated with higher job performance (Venkatesh et al., 2021). However, the work strain due to the extended work hours lowers job satisfaction.

Personality relates to religious beliefs, motives, and practices (Silvia et al., 2014). Conscientiousness was positively correlated to faith, personal religiousness, and religious attitudes. According to Hogan and Ones (1997), individuals with conscientiousness are found to engage in less counterproductive behaviors and are "more efficient in job-seeking behaviors" (Bhowmick & Mulla, 2021, p. 245). Religiosity can positively affect the job satisfaction of individuals within the workplace (Mensah et al., 2019), and the expression of an employee's religious values may positively impact the daily work activities of an employee.

Conscientiousness also correlates to an individual's life satisfaction (Szcześniak et al., 2019). Individuals with higher levels of conscientiousness have a stronger relationship with ethical leadership, and ethical leadership positively impacts the work environment, especially with personnel retention (Damti & Hochman, 2022). Damti and

Hochman (2022) also found that leaders in high-stress environments may have a difficult time during times of change, such as when organizational transformations occur and the organization is not in a routine day-to-day operation because of their need to follow set-in-place rules and structure. While there are many benefits to the Big Five model of personality traits, it is essential to investigate multiple personality trait models to achieve the mission and determine the best fit for this study. The big five models have much promise in helping to determine the individual's ability concerning work performance and the intent to stay within an organization, which is the premise of this investigative research.

### **HEXACO Model**

The HEXACO model of personality has a six-dimensional model with the following factors: Honesty and Humility (H), Emotionality (E), Extraversion (X), Agreeableness (A), Conscientiousness (C), and Openness to Experience (O) (Matuszewski & Moroń, 2022). The HEXACO model has several inventories that have been utilized since its introduction in 2000 (Lee & Ashton, 2004). The HEXACO model started as a 108-item self-report measure that was not separated into facet-level scales at the time. The HEXACO personality inventory was then developed into a broad six-factor scale consisting of 192 items. There have since been newer versions of the scales, including the HEXACO-PI, which added two new facets, Altruism versus Antagonism and Negative Self Evaluation, increasing the length to 208 items. There is also the HEXACO-PI-R, which consists of 200 items, and a shorter version of this inventory was created with a 60-item scale, the HEXACO-60. Research shows that the HEXACO model has reliable scale scores with construct validity; however, due to the lengthiness of these



scales, considerations must be made in handling issues such as response bias (Dunlop et al., 2019). Although the HEXACO model is still relatively new, this model has had some traction with its use in personality research (de Vries et al., 2019).

The HEXACO model has one significant difference from the big five personality traits: honesty and humility (H). This trait also has a strong negative correlation with the dark triad (Horwood & Anglim, 2018). A commonly discussed issue with the six model personality inventories is the correlation between other traits from the big five, such as agreeableness and the closeness of honesty and humility, with  $r = .067$  (Anglim & O'Connor, 2019). Studies have shown similarities between the Big Five and HEXACO models with associations with pro-environmental attitude (Soutter et al., 2020) and counterproductive work behaviors (Pletzer, 2021) with their measurement of the conscientiousness personality trait. Individuals who scored high on conscientiousness within the HEXACO model have been found to have a keen sense of committing missed errors and were more likely to report stimulus changes to avoid false alarms (Hadžiahmetović & Koso-Drljević, 2022). The personal resource theory could be utilized to understand the motivation and effort of individuals who score higher on conscientiousness, as this trait is related to personnel wanting to achieve success within the work environment (Hadžiahmetović & Koso-Drljević, 2022). Studies have shown that higher levels of conscientiousness within individuals in past longitudinal studies have been shown to predict religiosity in individuals in adulthood (Matuszewski & Moroń, 2022; Schuurmans-Stekhoven, 2018). Religiosity may have a more significant impact on individuals whose environments are more religious.

However, utilizing the six models has shown some promise, especially in not selecting or hiring personnel within an organization if they are looking to discourage applicants who are more likely to engage in theft, bullying, and counterproductive behaviors in the work environment (Anglim & O'Connor, 2019). Anglim and O'Connor (2019, as cited in Marcus and Roy, 2019) recommend that researchers seeking to utilize the HEXACO model will best use this model to understand morally appropriate behaviors. It was also mentioned that larger sample sizes should be used and that more extended personality measurements should be used for better, more robust results.

Given the differences between the HEXACO model and the Big Five personality trait model, the two personality models have their strengths and weaknesses. In this study, the big five personality traits have been chosen to understand better the conscientiousness trait within the public service government work environment. The five-factor model consists of the five emotional characteristics of openness, conscientiousness, extraversion, neuroticism, and agreeableness. These traits have been found to describe individuals with having varied levels of these traits within their personalities. McCrae and Costa (2010) have developed many inventories to measure the five-factor model of investigating personality traits, including the NEO Five-Factor Inventory (NEO-FFI), NEO Personality Inventory-Revised (NEO PI-R), and the NEO Five-Factor Inventory-3 (NEO-FFI-3). Many researchers have utilized these inventories within personality psychology (Bleidorn et al., 2020). John et al. (1991) adapted the Big Five Inventory (BFI), which is a shorter survey. It correlates highly with McCrae and Costa's personality measure, with alpha reliabilities reported with an average of .80 (Benet-Martinez & John, 1998). The conscientiousness trait will measure the facets of deliberation, self-discipline,

achievement, dutifulness, order, and competence. Provided the depth of developed inventories for this study, we will focus on the conscientiousness personality trait and its specific questioning to garner the most responses. This study has chosen the BFI with only conscientiousness questioning.

### **Job Performance**

Public servants are a critical part of the United States infrastructure, and understanding their job performance is vital to getting the right personnel into the workforce. Choi and Guy (2021) found that public servants often suffer from emotional labor, and this labor is usually not compensated effectively, nor is it accurately described in job descriptions. The emotional impact that stressors cause on individuals in the workforce has been highlighted in many previous studies. Employees high in conscientiousness have a higher tolerance to challenging stressors in the work environment, as Abbas and Raja (2019) found that there was no effect on employees' job performance. However, there was a negative effect on employees' job performance for individuals who scored low on the conscientiousness personality trait. While conscientiousness has shown a promising outcome with the work performance measurability in workers, Abbas and Raja (2019) showed that while individuals high in conscientiousness did not impact a worker's job performance, there was shown to have a negative impact on retention or intent of the employee to leave the organization when faced with increased challenge stressors. In the public sector, an employee often faces challenges and hindrance stressors, which can have a devastating impact on the psychological strains of employees (Abbas & Raja, 2019).

To be a public servant, employees must have the ability to handle high-stress environments, and adequately assessing the knowledge, skills, and abilities of those employees is essential to provide the organization with a standard of job performance measurement. The Civil Service Reform Act of 1978 was instrumental in creating a more structured civil service work atmosphere for employees. This system improved the performance appraisal system to ensure adequate performance standards for employees who were not senior executive service employees (Perry, 2008). The creation of this new system improved the organization's ability to reward and recognize high-performing employees. This system also helped identify individuals who did not perform well, which helped organizations move personnel to more suitable positions, demote employees, and remove employees from the organization.

The performance of employees is essential for organizations to achieve competitive advantages (Murtza et al., 2021). Performance appraisals are critical performance evaluators in the public sector and are the standard form of job performance measurement (Kwon, 2020). Christensen and Whiting (2018) found that performance appraisals are shaped by managers, meaning managers try to formulate the requirements of an employee's performance based on the organization's need for better-fit importance. Public sector managers value task-oriented behaviors more than private sector managers due to the way they shape performance standards (Christensen & Whiting, 2018). Pletzer et al. (2021) found that task performance and conscientiousness are positively associated. Because public sector employees place such value on in-role behaviors, it may be evident that performance appraisal measures are vital to determine the value of an employee. Performance appraisals allow employees to set goals for themselves. Goal setting

significantly impacts key personnel's performance and retention (Sepeng et al., 2020), as they may have a higher sense of organizational citizenship (Black et al., 2019). When organizations also set goals for employees that align with the organization's mission, good things happen for both employees and the organization because everyone is striving to achieve those goals. The leadership of public sector personnel also impacts the daily activities and stress levels of those employees they may supervise. Some leadership styles have shown promise to properly promote a healthy work environment for public sector employees. Transformational leadership has been identified as a leadership style that has been effective in creating an inclusive work environment that fosters the affective commitment of personnel (Brimhall, 2019). Interestingly, Hermina and Yosepha (2019) posit that the transformational leadership style is more effective when it directly affects performance instead of through its motivational qualities.

When an employee has an emotional attachment to an organization, this may have a meaningful impact on achieving the individual employee's innate and organizational goals. When management can invoke these emotions of commitment (Audenaert et al., 2019), they can create an atmosphere of growth in the organization. Audenaert et al. (2019) found that some influencing types of affective commitment orientation invoke the best outcomes with employees. First is with organizations being able to induce commitment with an expected contribution from employees within the organization and being able to properly induce their employees with incentives for more of a commitment within the organization. Quinones and Sosa-Fey (2018) further signify the impact of goal setting in the work environment, especially when managers can adequately motivate employees, which positively impacts the work performance of personnel. Given the

proper motivation and the employee's contributed efforts in creating these goals, it provides a recipe for success for employee motivation to do well within the organization.

Employees who are high in conscientiousness may also benefit from setting goals to achieve within an organization. According to Horwood and Anglim (2018), "Conscientious people are characterized by a willingness to delay short-term gratification to achieve socially sanctioned goals such as achieving in work and education, delivering on interpersonal commitments, and engaging in a healthy lifestyle" (p. 276).

Conscientiousness affects individual goals and interpersonal responsibility on collaborated shared goals (Wilmot & Ones, 2019). Because individuals high on the conscientiousness scale may be goal-oriented, these goals also assist the employees in particular behaviors that help them with achieving said goals, such as avoiding pleasure-seeking compulsions, counter-productivity, and external distractions (Wilmot & Ones, 2019). The value organizations place on performance appraisals makes determining how vital employees assume their responsibilities within the work environment more critical. Proper performance measures may be pertinent to the organization's growth and understanding of which employees are essential to the organization's mission.

Performance appraisals are a crucial indicator of the job performance of personnel within the public sector and will serve as a vital aspect of this research study.

### **Public Service Employees**

Government employees are an essential foundation of our society in the United States, with more than 23.7 million full-time and part-time public service employees (USAFacts, 2021). Public service employees have shown that work engagement positively increases when they have adequate training and the ability to grow and

advance within their careers (Hassett, 2022). Public service employees work in an environment where they help others while often working through the many obstacles of the job. Previous research has shown that public service employees prefer more autonomy in the work environment (Jones, 2021). However, other aspects of the government work environment are thought to bring on unnecessary challenges, such as working in a bureaucratic environment, having limited resources, constant public criticisms, and instances of public corruption (Jones, 2021); this is a critical aspect to understand better. Public service employees are often in direct contact with many individuals in various settings and must maintain their emotions during those interactions with many individuals daily. Emotional labor can cause burnout conditions to increase if individuals are not conserving their resources with their emotional outputs (Lu & Guy, 2019). With the personal resource allocation framework, understanding the resources that government employees utilize to get through such turbulent work is essential to garner the best employees for the government workforce. Individuals must learn to cope genuinely with their often emotional environments to properly manage the energy they exhaust while performing their work duties in the public service environment.

Job characteristics were found to be positively related to the job satisfaction of public service employees. Employees who were satisfied with their job characteristics were shown to have more internal motivation, which increased their job satisfaction (Parks, 2020). Public service employees who were satisfied with their supervisors also showed a significant association with their commitment to their organization. The literature also showed that organizational commitment was mirrored depending on employees' satisfaction (Parks, 2020). Public service organizations may ensure that their

leadership positions are filled with superb supervisory personnel to garner a higher organizational commitment from employees. Interpersonal relationships with supervisors also impact senior personnel more than junior personnel in terms of turnover intention (Lee, 2020). However, Parks (2020) posited that no matter what attempts public service organizations make to increase the quality of the supervisors in the workforce, employees with high public service motivation are naturally more committed to their organizations and have higher levels of job satisfaction.

Trust in senior leadership allows employees to have more faith in their direct supervisors within their organizations (Nguyen & Tuan, 2022); however, when employees have unreasonable workloads, direct supervisors influence their psychological well-being, and extra-role behaviors of employees are found to be less impactful. The federal government has bureaucratic, hierarchical leadership, and employees must have trust in all of those various levels to have a positive impact on their personnel. Psychological well-being is fundamentally overlooked in the work environment; however, this matter profoundly affects employees' work engagement. Employees who trust their leadership and extra-role behaviors have a more positive outlook in their work environment. Nguyen and Tuan (2022) found that when employees enjoy their work, they are more productive. Organizations providing resources for their personnel may mitigate the negative impact on an employee's psychological well-being. Providing resources also has positive connotations with providing employees with healthy work environments (Nguyen & Tuan, 2022). Weziak-Bialowolska et al. (2020) stated that positive work environments have better employee outcomes. These better outcomes were due to the employees being more positively influenced by their motivations and work output.



Some reported benefits of pursuing public sector jobs are job security for individuals wanting to secure stable long-term employment, reasonable working hours, benefits, and pay (Haider et al., 2019). Previous research has found many reasons public service employees seek out public servant positions in the government. Many factors sometimes drive public sector employees, some of which are their drive to serve their communities. These values may have been instilled in them by their family dynamic, wanting to help others, focusing on helping people, and having a sense of contributing to a more significant cause (Haider et al., 2019). While there are many reasons individuals pursue public sector work, it is essential to understand the work habits of these individuals better to achieve better outcomes within the work environment.

The public sector may not have the appeal of getting talented employees. While the public sector may be behind in acquiring good talent, it is more important for the public sector to garner better talent with the resources they have to minimize possible turnover and the lack of skilled personnel for positions in the public sector workforce. Furthermore, some of the other challenges in getting adequate performers in the work environment are due to better work incentives such as higher pay than private sector jobs offer. Another obstacle is the lack of networks that public sector job markets may not be as privy to when recruiting potential high-performing employees (Fowler & Birdsall, 2020). However, this study shall help to lessen this gap by providing organizations with personnel that may be more adept at staying and having the potential to become high performers.

### **Retention**

Retaining personnel is an essential aspect of the government workforce. Understanding what causes employees to leave an organization is essential for lessening this issue, especially when high-performing employees are the employees exiting. Government organizations utilize surveys to understand retention issues better, and the survey often used is known as the Federal Employee Viewpoint Survey (FEVS). The FEVS is a well-known government survey utilized to understand better deficiencies within federal organizations relating to work engagement, job satisfaction, retention, and how employees view the organization. The FEVS has been used to assess work-related issues within the federal workforce, and this data has been resourceful for federal agencies. However, Thompson and Siciliano (2021) have found that some of the constructs in this data are not adequately represented to employees as some broad questioning discussed the references to senior leaders, managers, and supervisory levels, which are not the same across federal agencies. These differences are essential when talking about the variances in leadership positions in survey data.

The career stage of personnel may also impact the retention of personnel. Lee (2020) has found that an employee's career stage and intent to leave an organization is more intricate than measuring constructs such as job satisfaction of employees across different career stages. Junior and senior personnel in the federal government have a variety of circumstances that may affect their choices in their work environment. Career progression has a more significant effect on Junior personnel as senior personnel may have already achieved organizational success or may believe that there may not be any need to continue moving forward within the organization and are set on focusing on retiring (Lee, 2020). Pay satisfaction was also not a reason for employees to leave their

organization for more senior personnel (Lee, 2020). However, job demands were found to have a more significant impact on Junior employees than senior employees, and this may be due to issues such as greater family responsibilities such as caring for a child.

Public service employees often face many pressures as their duties affect not only themselves but also the communities in which they provide services. Understanding what negatively affects the public service workforce is essential for maintaining these normally selfless employees, as they often must put the benefit of others above the benefit of themselves. Government employees relish the autonomy that their jobs may allow within their work environment, and the autonomy work element is essential to the job satisfaction of employees as this element may improve the chances of an employee staying in the organization (Van Ryzin, 2016, as cited in Jones, 2021). Government work may also invoke a sense of purpose and calling within the employee, and they may not see their work as only a job (Wrzesniewski et al., 1997, as cited in Jones, 2021). Van Loon et al. (2018) discussed several aspects of work conditions that often lead to public service employees exiting the workforce, and those concerns were burnout of employees and an inability to cope with their work environment effectively was of high importance with its negative impact of personnel and their intent to leave. However, these aspects were found to be combatted with employees who can speak up about their concerns about the organizations and can cope effectively with their adverse work environments.

Furthermore, the work engagement of public service employees was also found to have the opposite effect on burnout and retention. The work engagement of personnel and the conscientiousness personality trait are positively correlated (Borst & Knies, 2023). Given this information, the conscientiousness trait within an individual may benefit the

retention of personnel within the workforce. When federal employees have adequate resources for training and the ability to utilize development opportunities in the workplace, the employees' work engagement is positively associated (Hassett, 2022). There are many constraints in the hiring process and the ability of federal organizations to retain government personnel due to the governing bodies of federal agencies. Some of these difficulties include the potential for promotion within a position, available vacancies, workload, and many other obstacles to ensure the procurement of good talent as well as providing management the ability to preserve the job satisfaction of high-performing employees to allow those employees more incentive to stay within an organization.

The inability of employees to do well in their workplace may impact the quality of the work they produce. The effects of a workplace where employees have limitations in their ability to perform their jobs may have detrimental problems on the employee staying within their organization's long term. Mullins et al. (2021) discussed some forms of workplace discrimination that may cause employees to have a higher intent to leave their organizations. A form of discrimination that has been examined is family responsibility discrimination. Family responsibility discrimination is an obstacle that many federal government employees have not overcome due to its effects in the workplace (Mullins et al., 2021). Family responsibility discrimination was described as biased actions against caregivers in the workplace and employees having to compromise for their families, which may prohibit career success or advancement. Employees who have more family responsibilities have been shown to have a negative impact on their career advancement. Mullins et al. (2021) discussed how employees' job satisfaction was

lowered due to family responsibility discrimination, and their study showed an increase in employees' intent to leave the organization. Although some employers have provided employees with alternative work arrangements, this has not been enough to overcome the dissatisfaction with discrimination in the workplace. Lee et al. (2020) stated that federal employees in the United States have similar motivational tendencies to each other, focusing on what is essential to their job satisfaction rather than differences in employees' demographic information. Lee et al. (2020) argued that if employers can make employees' jobs more engaging and ensure employees feel they have a say in the decisions in the organization, then those actions may positively increase the job satisfaction of an employee's intrinsic motivation and participation.

While human resources departments look to investigate improvisatory ways of recruiting talent into organizations, there is still much work to be done to establish a method to secure not only talented human capital but also talent that will stay within the organization long term. Quinones and Sosa-Fey (2018) state that human resources practice must develop a consorted method to improve performance management. Issues such as the current public sector is facing waves of individuals retiring from the workforce and an abundance of issues with recruiting millennials into the public sector workforce (Light, 2019). Attracting a varied group of generational talent is necessary for creating inclusive work environments (Ahn, 2022).

Previous research studies have also found that public service workers' dissatisfaction with their pay and job satisfaction negatively impacts personnel retention (Gwon et al., 2020). Job satisfaction also had a negative impact on the prospect of acquiring qualified, talented personnel (Gwon et al., 2020). The public sector has shown

that they cannot, at times, compare to the pay that private sector employees frequently enjoy (Fowler & Birdsall, 2020). While this can have a significant impact on the acquisition of potential top-performing employees, more research is needed to be done to determine this impact on the personnel that the public sector is able to acquire. Much of the task of acquiring talent relies on the organization's talent management strategies. When a psychological contract exists, talent management strategies impact personnel retention, and Mey et al. (2018) found a positive influence on personnel retention.

Kang et al. (2021) found that contrary to many research studies, federal employees are at an increased risk for turnover intention if they have higher levels of job satisfaction than early career workers. This finding contradicts past research, as much literature has found that employees are less likely to leave the organization when they are highly satisfied. However, Kang et al. (2021) found that these workers' intent to leave the organization was higher if these federal employees were not satisfied with having adequate opportunities for advancement and promotion within their organization as well as the condition that they also thought the organization they were in was a decent place to continue working (Kang et al., 2021). Employees may be highly satisfied with job satisfaction. However, employees are still yearning for the ability to grow within their organization, and organizations must focus on reassuring their employees that there are opportunities to continue to grow with available promotions within their organization. There is much to be learned about federal employees at all career levels to ensure that all levels are appropriately satisfied within the work environment and that they continue to have a solid workforce. Another group of workers that measured low to medium in job satisfaction also showed an increase in their intent to leave their organizations; however,

their intent to leave was mitigated by an organization's ability to increase the loyalty of their younger workforce and have the foresight also to promote a learning and supportive work organization, as this is important for younger federal employees (Kang et al., 2021). A continued examination into the employees' intent to leave their organizations is necessary to lessen the possible knowledge gaps within organizations with higher-tenured federal employees leaving their positions.

### **Culture**

Mey et al. (2018) stated that integrating cross-cultural and diversified talent management strategies is vital for garnering an inclusive work environment. Some of the focuses that are discussed to facilitate this change in the work atmosphere are ensuring that the strategies are "flexible," "inclusive," "sensitive to cultures," "generational cohorts," and "genders." Human resource management practices are essential to getting the required talent for organizational growth and success.

Previous studies have shown that individuals with higher levels of conscientiousness personality traits are equally correlated with an obligation to have an increased social sense no matter the culture of the individual (Kitayama & Park, 2021). Western populations, such as the United States, have also shown that conscientiousness positively correlates with leading healthy lifestyles and avoiding negative compromising health habits (Kitayama & Park, 2021). Research has also shown that collectivistic cultures do not prioritize being attentive to others or their environment and achieving their personal goals (Kwon, 2021). In contrast, American culture, which is predominantly individualistic (Huynh & Grossman, 2021), emphasizes these attributes more (Kwon, 2021). Lu and Guy (2019) found that emotional labor and burnout were associated and

that the cultural differences between individualistic and collectivistic cultures were not a factor in public sector employees. Kwon's 2021 study also found that individuals within the United States were more perseverant beyond the conscientiousness personality trait in valuing hard work. While the cultures of public service employees may vary, gauging their work performance and measuring their conscientiousness personality trait still reins imperative towards better understanding its impact on the retention of high-performing employment.

### **Biblical Foundations of the Study**

Spirituality and job performance, according to literature, have a positive relationship (A Rahim et al., 2022; Moon et al., 2020). When employees are in an atmosphere that is accepting of their spirituality, the environment can promote a positive work environment for employees. Employees with a higher sense of purpose were found to have higher outcomes with an attraction to practice spirituality in the workplace (Farmer et al., 2019) and to improve employees' health within the organization (Shava & Chinyamurindi, 2021). Jurij et al. (2023) stated that spirituality in the workplace had shown some positive outcomes in decreasing the intention for turnover within an organization because of its ability to allow personnel to establish meaningful connections in the work environment, supporting employees' confidence and minimizing inequities in the workforce. Spirituality has also been shown to reduce the burnout of personnel (Jurij et al., 2023). When leaders in an organization seek to invest in the spirituality of the work environment of their workers, there is an increase in the positive well-being of employees, which has a positive effect on the outcomes of the organizations (Koburtay & Alzoubi, 2021). Spirituality may have a positive impact on the psychological health of



employees. When organizations show that they have the employee's health in mind, employees may appreciate the organizations more due to their attentiveness to promoting the needs of the employees (Koburtay & Alzoubi, 2021).

Although there are benefits to incorporating spirituality in the workforce, there is also skepticism about this term due to its relationship with religiosity. Individuals within the workforce are not fond of possibly working in a specific religious environment (Farmer et al., 2019). To implement spirituality programs within a work environment, organizations must find a way around these obstacles of the impact that religiosity has within the workforce.

However, it is also important to note that individuals within an organization may come from many different cultures with certain religious norms, which may affect the degree to which the individual accepts other employees' spiritual expressions. Galatians 5:17 states, "for the desires of the flesh are against the Spirit, and the desires of the Spirit are against the flesh, for these are opposed to each other, to keep you from doing the things you want to do" (English Standard Version Bible, 2001/2016).

Religiosity can be beneficial for organizations as these ideals may keep employees engaged in their work with a focus on respecting others because of their faith. Religiosity helps employees create opportunistic chances by showing a positive relationship and inevitably strengthens the relationship with the organizational commitment of employees (Onyemah et al., 2018). Religiosity has some negative connotations in the working family environment. Selvarajan et al. (2020) found that religiosity has a negative impact on work-family conflict due to the time that religious activities take away from the focus on work responsibilities. However, it was also shown

that religiosity could also serve as a resource that has a positive effect on the pressures that may come from the demands of the family, which helps promote a healthy work-family balance (Selvarajan et al., 2020).

Personality traits may tell us what is warranted of a potential employee within the work environment. This information is essential to understand better the dynamics of religiosity's impact on the work environment. Luke 6:45 tells us that "the good person out of the good treasure of his heart produces good, and the evil person out of his evil treasure produces evil, for out of the abundance of the heart his mouth speaks" (English Standard Version Bible, 2001/2016). The impact of religiosity may help to understand the ability to alter an individual's personality (Entringer et al., 2022) concerning their work performance and intent to stay within the organization.

The United States is not considered to be a completely homogeneous entity. According to 2020 census data, 60.6 percent of individuals within 47 states are white, which is regarded as the largest ethnic group. 18.1 percent are Hispanic or Latino, with two states and one United States territory (Puerto Rico) as the largest ethnic group. 14.1 percent are black or African American, with only the District of Columbia as the largest ethnic group, and 6.6 percent are Asian, with one state as the largest ethnic group (Hawaii) (Jensen, 2022). Given the various cultural differences among individuals within the United States, there may be differences in religiosity among groups. Most Americans are between the ages of 25 and 34, with more than 44 million; the next age bracket is 45 to 54, at more than 42 million.

Entringer et al. (2022) stated that cultural religiosity is a vital mediator of religiosity and personality. It was also found that individuals with higher levels of

agreeableness personality traits also had higher levels of religiosity. However, higher levels of conscientiousness were not found to increase religiosity within bi-directional research as cross-sectional studies have in individuals, as previous studies have discussed. Cultural differences may have an underlying effect on employees' personality traits, and these differences are essential to grasping the impact of job environments on these individuals.

### **Summary**

Previous research has found that conscientiousness and job performance have a strong relationship and that the conscientiousness trait has predictive measurability of job performance (Wilmot & Ones, 2019). Drawing from the personal resource allocation framework, the conscientiousness personality trait is also an essential aspect of task performance behaviors (Becton et al., 2017) of employees in the workforce. Employees with higher levels of conscientiousness utilize the resources available to them to achieve their goals within their organizations (Horwood & Anglim, 2018)

Employees high on the conscientiousness scale have the personality traits that organizations would pursue, such as dutifulness, achievement, and accomplishment (Carter et al., 2015). However, employees have the potential for adverse mental health aspects. The personal resource allocation framework allows researchers to consider the negative effect of personnel focused on achieving their goals. These personnel seem so focused on being successful that they push their psychological health to the side and focus solely on the goals they have set out. Organizations must consider the impact of high-stress work environments on personnel with high conscientiousness traits. This study will investigate the impact of religiosity on personnel who score high on the

conscientiousness trait along with the intent of an employee to stay within an organization.

Conscientiousness has also been found to predict religiosity (Schuurmans-Stekhoven, 2018). Provided the impact of religiosity on employees in the workforce, the personal resource allocation framework would provide vital information about the impact of personnel given the limitation of their personal resources and that effect on their job performance in the public sector.

## CHAPTER 3: RESEARCH METHOD

### Overview

This chapter describes this research study's procedures, design, and methods. The research questions and hypothesis of the study are presented in the next section of this study, followed by the research design and participants, which includes the study's population, population size, sampling type, and sample size. The study procedures are presented, followed by instrumentation and measurements, operationalization of variables, data analysis, delimitations, assumptions, limitations, and finally, the summary of this chapter.

This study attempts to expand the knowledge of existing literature on the conscientiousness personality trait in the public servant workforce. The purpose of this study will be to investigate public service employees' personality traits, demographic traits, retention, job performance, and the impact of religiosity. These variables will play a vital role in better understanding the acquisition of more talented public service employees as well as the retention of these personnel. The personal resource allocation framework was selected because while performing the duties of a public servant, there may be competing needs and priorities that may affect various types of personality traits, and understanding the impact of the conscientiousness personality trait of the big five traits may have an instrumental outcome for public service organizations.

### Research Questions and Hypotheses

#### Research Questions

RQ1: Does conscientiousness and personal resources predict job performance in public service employees?

RQ2: Does conscientiousness and personal resources predict the retention of public service employees?

RQ3: Does religiosity predict positive job performance and retention of public service employees?

### **Hypotheses**

Null Hypothesis 1: Conscientiousness and personal resources does not predict job performance in public service employees.

Hypothesis 1: At least one of the predictor variables will significantly predict positive job performance in public service employees.

Null Hypothesis 2: Conscientiousness and personal resources does not predict the retention of public service employees.

Hypothesis 2: At least one of the predictor variables will significantly predict the retention of public service employees.

Null Hypothesis 3: Religiosity does not predict positive job performance and retention of public service employees

Hypothesis 3: Religiosity predicts positive job performance and retention of public service employees.

### **Research Design**

Quantitative methodology was most appropriate for this study. It will be used to measure if any relationships are present between job performance, religiosity, retention, and conscientiousness personality traits. The study will use a non-experimental quantitative method to determine if a relationship exists between the variables of this study, and the utilization of numerical data is essential to understand the nature of

founded relationships better and also to increase knowledge in this area due to the lack of research on the public service demographic (Rutberg & Bouikidis, 2018). Many of the instruments utilized in this study, including the TIS, DUREL, Personal Resource Questionnaire (PRQ85), and BFI, utilize Likert-style questioning. The data collected from these scales are ideal for quantitative studies.

The quantitative cross-sectional survey design will be used to investigate the relationship between the conscientiousness personality trait and personnel retention and job performance as mediated by religiosity. A multiple linear regression model approach will be used to investigate the relationship between the independent variables of conscientiousness and religiosity and the dependent variables of job performance and personnel retention. Other relationships, such as the various acquired demographic data, will be evaluated.

## **Participants**

### **Population**

The purpose of this study is to investigate the predictive abilities of conscientiousness personality traits on job performance and retention with the mediating effects of religiosity on public service employment. The population that will be used for this study includes public service employees from all fields of work aged 18 to 75 years of age. Participants will be recruited through online surveys developed for this study, found in Appendix E. Making this survey available online would benefit the potential cost of identifying specific public service areas with a broader reach.

**Population Size**

At the time of this study, according to USAFacts.org, there were 23.7 million full-time and part-time public service employees, with 4 million federal employees, 5.5 million state employees, and 14.2 million local government employees.

**Sampling Type**

This study utilized convenience purposive sampling in its data collection. The sample solely relied on completing a survey found in Appendix E through online platforms most accessible to individuals. The inclusion criteria for this study are current public service employees with a minimum of one year of work history and at least one performance appraisal completed.

**Sample Size**

This quantitative study utilized the G\* Power version 3.1.9.7 to determine the adequate sample size for this study using multiple linear regression. Based on the G\*Power software provided with the effect size of .15, a  $p < .05$  err, a .8 power, and three predictors calculated, the sample size was determined to be needed for this study as calculated by the G\*Power was 74 (Appendix F).

**Study Procedures**

This study utilized an online survey format to gather data. A study link was included in all correspondence from governmental organizations for their participation so that this link may be forwarded to potential study participants. The survey had an informed consent on the initial page, followed by screening demographic questions informing participants of the study's nature and also providing the participants with an assurance of privacy, including personally identifiable information. The survey was open



for 54 days. The researcher sent an additional email to potential survey participants, notifying them of this participation deadline. The study's data was exported to SPSS after data collection had been completed.

### **Instrumentation and Measurement**

The measures that were used in this study were the Big Five Inventory, which measures the conscientiousness personality trait. The turnover intention scale is used to measure retention, and the Duke University Religion Index is used to measure religiosity and self-reported performance appraisal results are used to measure employees' job performance.

### **Demographic Variables**

Seven items were developed to capture the following demographic data: gender, level of education, age, ethnicity, job industry, hours worked per week, and length of current government service. Individuals in the study were provided a consent form for the collection of their demographic data for this study. This data will be pertinent in better understanding the conscientiousness personality trait of public service workers. The collection of gender data offered standard responses of males and females and an option for others, allowing participants to categorize how they identify themselves. Participants were able to type in their age within the survey, with a minimum age of 18 and a maximum age of 75. Participants must also identify their job industry through an open-ended option. The U.S. Census Bureau (2020) will represent the ethnicity responses. The survey also has participants select their highest completed education level, including Less than a high school degree, High School Diploma or equivalent (e.g., GED), Some College, No Degree, Associate Degree, Bachelor's Degree, Master's Degree, and Doctoral

Degree. The hours worked were closed-ended, and questioning was conducted with two options: asking participants whether they worked less than 40 hours per week or more than 40 hours per week. Lastly, an open-ended question asked how many years the participants have worked at their current government organization.

### **Big Five Inventory (BFI)**

The BFI (Benet-Martinez & John, 1998; John et al., 1991; John et al., 2008) was utilized to measure personality traits. This measure consisted of a 44-item personality instrument that measures the five factors in the Five Factor Model, including agreeableness, conscientiousness, neuroticism, openness, and extraversion. This measure has been shortened to capture only the conscientiousness personality trait, and only nine items from this scale were utilized for this study. This measure has been shortened to lessen the burden on participants and to potentially gain more responses from participants due to the shortened survey.

The BFI utilizes a 5-point Likert scale that ranges from “Disagree strongly - 1” to “Agree strongly - 5.” An example of a question from this scale begins with asking each participant a general question beginning with “How am I in general,” which is then followed by each question in this section as follows: ” \_\_\_\_\_ Is a reliable worker.” Benet-Martinez and John (1998) discussed the validity and reliability of the BFI measure and stated that the typical range was from .75 to .90 for alpha reliabilities and test-retest reliabilities that ranged between .80 and .90 in the United States and Canadian samples. The validity of the BFI measure was found to correlate with the means of .75 and .80, as well as Costa and McCrae’s and Goldberg’s (1992) Big Five instruments. This scale is

free to use for non-commercial research purposes, and no permission was needed to utilize this scale.

### **Turnover Intention Scale**

Retention was measured utilizing the Michaels and Spector (1982) turnover intention scale. The turnover intention scale is a 3-item scale that utilizes a 6-point Likert scale with the following choices: "strongly disagree," "moderately disagree," "slightly agree," "moderately agree," and "strongly agree." This scale has a Cronbach alpha score of .80 (Michaels & Spector, 1982).

The three items of the turnover intention scale are "(1) 'I often seriously consider leaving my current job; (2) 'I intend to quit my current job; (3) 'I have started to look for other jobs; this scale can significantly predict employees' turnover intention (Michaels & Spector, 1982). Michaels and Spector (1982) found that turnover and intent for employees to leave their organization were highly correlated. They also found that an employee's salary, tenure, and organizational level did not impact personnel turnover. The TIS may show promise by interpreting whether employees stay within their organizations. This scale is free to use for non-commercial research purposes, and permission was granted to utilize this scale from the developers of the TIS from paulspecter.com.

### **Duke University Religion Index (DUREL)**

Religiosity was measured utilizing the 5-item Duke University Religion Index (DUREL). This measure was initially designed to measure specific Western religions such as Christianity, Judaism, and Islam (Koenig & Bussing, 2010). However, this scale can be adapted to cater to many other religions with simple wording adjustments. The

DUREL scale has been found to have a Cronbach alpha between .78 and .91 with its assessment of the three significant dimensions of religion described as organizational, non-organizational, and intrinsic or subjective religiosity (Koenig & Bussing, 2010).

Question one measured organizational religion: “How often do you attend church or other religious meetings?” Nonorganizational religion was measured by question two, “How often do you spend time in private religious activities, such as prayer, meditation, or Bible study,” and intrinsic religion was measured by three questions “In my life, I experience the presence of the Divine (i.e., God),” “My religious beliefs are what really lie behind my whole approach to life,” and “I try hard to carry my religion over into all other dealings in life” (Koenig & Bussing, 2010). This scale is free to use under an open-access license, and no permission was needed to utilize this scale.

### **Performance Appraisals**

Job performance was measured utilizing the past and present annual performance appraisals of the study participants who had been employed at their current government organization within the last five years. Performance appraisals are critical performance evaluators and are the standard form of job performance measurement in the public sector (Kwon, 2020). Because of the differences in organizational performance measures, the value placed on an individual employee can be measured in public service through their annual performance appraisals (Christensen & Whiting, 2018).

### **Personal Resource Questionnaire (PRQ85)**

Personal resource allocation was measured with the Weinert (1987) 25-item part 2 of the PRQ85, and this scale measures five dimensions of support of worth, social integration, intimacy, nurturance, and assistance. The PRQ85 has a 7-point Likert scale

with the following choices: “strongly disagree,” “disagree,” “somewhat disagree,” “neutral,” “somewhat agree,” “agree,” and “strongly agree.” The scores for this scale range from 25 to 175, with higher scores indicating higher levels of perceived social support. The reliability of the PRQ85 has a Cronbach alpha score of .90 (Weinert, 1987). This scale is free to use, and permission was obtained to utilize the PRQ85 for this study (Appendix D).

### **Operationalization of Variables**

**Conscientiousness** – Conscientiousness is a ratio variable and was measured by the total score on the BFI questionnaire (John et al., 1991).

**Retention** – Retention is a ratio variable and was measured by the total score on the Turnover Intention Scale (Michaels & Spector, 1982).

**Religiosity** – Religiosity is a ratio variable and was measured by the total score on the Duke University Religion Index (DUREL) (Koenig & Bussing, 2010).

**Job Performance** – Job Performance is an interval variable and was measured by the average scores of employee performance appraisals.

**Personal Resource Allocation** – Personal Resources are a ratio variable and were measured by the total score on the Personal Resource Questionnaire (PRQ85) (Weinert, 1987).

### **Data Analysis**

SPSS version 29 was utilized to analyze the data. Multiple regression was used in this study to analyze the relationships between the predictor variable conscientiousness (X1) and the criterion variables of job performance (Y1) and retention (Y2), with a mediating variable religiosity (M1). This study's research questions would require a

linear regression model to be utilized. Since the variance of variables is essential to understanding the predictor variable, linear regression modality is vital, and the sample size must be adequate for proper analysis (Knofczynski & Mundfrom, 2008). The conscientiousness personality trait and the associations between job performance and retention and demographic variables were evaluated for their significance in a correlational analysis.

### **Delimitations, Assumptions, and Limitations**

#### **Delimitations and Assumptions**

Delimitations of this study include a primary focus on federal government workers of the public servant workforce to narrow the specified target of participants. This study focused solely on the big five personality traits of conscientiousness to understand further the impact of this personality trait on public servants' work performance and intent to stay within an organization (retention). Previous research has found that there has been a strong correlation between conscientiousness and work performance; however, specifying a specific workforce group may help to further this knowledge of public sector work.

The usage of online surveys was also a delimiting factor in this study's data collection. Utilizing online platforms vastly expands the reach of this study's survey and access to the survey. The focus of this study is also specific to individuals working within the United States government, excluding all other countries. The selection of instrumentation was also selective. Given that many instruments can measure this study's

variables, the instruments were reliable and valid to mitigate the impact of potential survey fatigue.

Questions of this study were developed to ensure that individuals were qualified to participate in the study, which focuses on United States federal government public servants. This study assumed that individuals would answer the questionnaire developed for this study honestly and represent themselves accurately. Since the survey was designed to be a self-report, the researcher did not interact with participants, so their responses have been assumed to be truthful. Participants of the study were provided informed consent, ensuring the confidentiality of their survey data and an assurance that their privacy was protected. Provided that the participants were given this disclosure, it is assumed that participants were more truthful with their questionnaire responses.

### **Limitations**

Slaughter et al. (2020) stated that self-report survey bias might occur when there is a social desire to respond a particular way. This study relies on the collection of self-reported data, and potential bias may occur, which may have a negative effect on the outcome of this study. Also, participants may have biased responses due to a lack of knowledge (Slaughter et al., 2020). Another limitation is the lack of previous research on public servants, specifically federal workers, which allows this study to have a solid foundation to evaluate further.

### **Summary**

Chapter 3 discussed the quantitative design of this study in evaluating the relationships between job performance and United States public service personnel retention based on an employee's higher level of conscientiousness as mediated by

religiosity. The predictor variable conscientiousness was defined by the FFM (McCrae & John, 1992) and measured by the conscientiousness subscale within the BFI (John et al., 1991). The criterion variable of retention was defined and measured utilizing the ITS (Michaels & Spector, 1982). Personal resource allocation was measured utilizing the PRQ85 (Weinert, 1987). The predictor variable of religiosity was defined and measured utilizing the DUREL (Koenig & Bussing, 2010). The criterion variable of job performance was measured utilizing performance appraisal values, with higher scores indicating higher job performance.

Assumptions, delimitations, and limitations were addressed for this study, discussing the assumed responses of participants' truth, delimitations of focusing on United States government federal public servants, and exclusion of all other countries. The specific instruments were discussed when selecting these measurements over others.



## CHAPTER 4: RESULTS

### Overview

The purpose of this quantitative correlational survey study was to examine how the conscientiousness personality trait and religiosity impact the relationship between job performance and retention of public service employees. Previous research has indicated that there are links between individuals with high levels of conscientiousness personality traits and job performance; however, there was a gap that needed to be explored with the retention of employees along with the specific demographic of federal employees and if religiosity or personal resources had any impact on these relationships. This chapter discusses the research questions and hypotheses, along with the study measures used and demographic information of the participants of this study. Data analysis and the study's findings are also discussed, and this chapter ends with a summary of the study's results.

### **Research Questions**

RQ1: Does conscientiousness and personal resources predict job performance in public service employees?

RQ2: Does conscientiousness and personal resources predict the retention of public service employees?

RQ3: Does religiosity predict positive job performance and retention of public service employees?

### **Hypotheses**

Null Hypothesis 1: Conscientiousness and personal resources does not predict positive job performance in public service employees.

Hypothesis 1: At least one of the predictor variables will significantly predict positive job performance in public service employees.

Null Hypothesis 2: Conscientiousness and personal resources does not predict the retention of public service employees.

Hypothesis 2: At least one of the predictor variables will significantly predict the retention of public service employees.

Null Hypothesis 3: Religiosity does not predict positive job performance and retention of public service employees

Hypothesis 3: Religiosity predicts positive job performance and retention of public service employees.

### **Protocol**

The data from respondents was collected using nonprobability purposive sampling through social media platforms, telephone, and email. Data was collected through the Google Forms platform, the data was converted to a comma-separated value (CSV) format and exported to a Statistical Package for the Social Sciences (SPSS, Version 28). Purposive sampling was utilized to obtain explicit information about the population of interest specifically (Andrade, 2021). The data was found to have incomplete surveys, which were removed before loading into SPSS. All incomplete surveys were removed prior to analyzing the sample data. The data collected from this study was then coded and transformed into usable data on the SPSS platform, and data was scored according to the given scoring methods. The G power analysis specified to

aim for a goal sample size of 74 participants; however, the sample size gathered was short of this mark with 40 usable respondents.

### **Descriptive Results**

Participants of this study were obtained from social media posts, telephone, and email notifications. Forty-one individuals completed the survey. However, only forty surveys from respondents were completed thoroughly and used for this study. Table 1 shows the frequency of gender regarding the sample (*n*). More than 65% of respondents in the sample population were reported as female, and only 32.5% of respondents were male. Participants were given the choice of Male, Female, or Other.

**Table 1**

#### **Gender of Participants**

Gender	Frequency	Percent
Male	13	32.5
Female	27	67.5

The reported race of participants in Table 2 was similar to the percentages of the reported 2020 census information, with 65% of participants reporting as White, 27.5% reporting as Black or African American, 5% reporting as Asian, and 1% reporting as Native Hawaiian or other Pacific Islander.

**Table 2**

#### **Race of Participants**

Race	Frequency	Percent
White	26	65.0
Black or African American	11	27.5
Asian	2	5
Native Hawaiian or other Pacific Islander	1	2.5

Next, participants were asked about their education level. Most of the participants in this group reported having a bachelor's degree with 35% of respondents and a master's degree with 27.5% of respondents. 20% of respondents reported having no degree and only a high school diploma or equivalent.

**Table 3**

**Education of Participants**

Education	Frequency	Percent
High School Diploma or equivalent (e.g., GED)	3	7.5
Some College, No Degree	5	12.5
Associate Degree	3	7.5
Bachelor Degree	14	35.0
Master Degree	11	27.5
Doctoral Degree	4	10.0

Another area of demographic information that was gathered was the various work industries of participants, as shown in Table 4. There were many professions represented in this data, with the most reported industry as information technology (IT) with 15% of respondents and the next highest with 7.5% of respondents reported working in the Department of Defense and Healthcare.

**Table 4**

**Job Industry of Participants**

Job Industry	Frequency	Percent
Accounting	1	2.5
Admin	1	2.5
Archives	1	2.5
Business	2	5.0
Delivery	1	2.5
Department of Defense	3	7.5
Education	1	2.5
Engineering	1	2.5
F&A	1	2.5

Finance	2	5.0
Foreign Affairs	1	2.5
Government	1	2.5
Health Care	3	7.5
Human Resource	1	2.5
International Affairs	1	2.5
IT	6	15.0
Legal	2	5.0
Mental Health	2	5.0
Military	2	5.0
Social Work	2	5.0
Still in school	1	2.5
Student and part-time	1	2.5
Transportation	1	2.5
U.S Army	1	2.5
U.S. Dept of Agriculture	1	2.5

Participants were asked about their employment status; 15% of respondents reported working only part-time with 1-39 hours per week, and 85% reported working full-time with at least 40 hours or more per week.

**Table 5**

**Employment Status of Participants**

Employment Status	Frequency	Percent
Part-Time, working 1-39 hours per week	6	15.0
Full-time, working 40 or more hours per week	34	85.0

The years an employee has worked at their organization were also collected. Most participants in this demographic reported working between 1 and 5 years at their organization, with 32.5% of respondents reporting this. Next, there was a tie between employees who had worked at their organization for one year or less and those who had

worked at their organization between 6 and 10 years, with 25% of respondents. Only 17.5% of respondents reported working at their organization for more than 11 years.

**Table 6**

**Years Worked by Participants**

Years Worked	Frequency	Percent
Less than one year	10	25.0
Between one and five years	13	32.5
Between six to ten years	10	25.0
More than 11 years	7	17.5

Table 7 shows the frequency of participants in different age groups. Most respondents were between the ages of 36 and 40, with 25% reporting in this age group. The next closest age group was the range of 31 to 35 years old participants at 20%.

**Table 7**

**Age of Participants**

Age Range	Frequency	Percent
18-24	5	12.5
25-30	4	10.0
31-35	8	20.0
36-40	10	25.0
41-45	5	12.5
46-50	2	5.0
51-55	1	2.5
56 and up	5	12.5

**Study Findings**

Pearson's correlational statistics were used to determine if any relationship exists between the conscientiousness personality trait, retention, and job performance. The conscientiousness personality trait was measured utilizing the total score of the nine conscientiousness questions of the Big Five Inventory. BFI\_TOT represented the study variable for the conscientiousness personality trait. Retention was measured using the

intent to leave scale and defined by the variable ITL\_TOT. Job performance was measured utilizing the average of participants' last five performance appraisals and was represented by the variable PER\_AVG. Religiosity was measured using the Duke University Religion Index and its three subscales: subscale 1 was organizational religiosity with 1 question, defined by the variable S1DUREL; subscale 2 was nonorganizational religiosity with two questions, characterized by the variable S2DUREL; and subscale 3 was intrinsic religiosity with three questions, represented by the variable S3DUREL. Each religiosity scale was measured independently with separate regression models. Personal resources were measured with the personal resource questionnaire (PRQ85) with twenty-five questions and were represented with the variable PRQ\_TOT.

### **Research Question 1**

Research Question 1 aimed to understand if there was a relationship between the conscientiousness personality trait and the job performance of public service employees. The question went further to understand better if job performance could be predicted by an employee's personal resources and conscientiousness. The Pearson product-moment correlation coefficient measured the linear relationship between conscientiousness and job performance of full-time and part-time employees. The two variables of the full-time employees were found to have a significantly weak positive relationship, as seen in Figure 3,  $r(30) = .489$ ,  $p = .003$ . The null hypothesis was rejected. Figure 1 shows a significant relationship between variables.

Multiple regression was also run to predict job performance from conscientiousness personality traits and personal resources. These variables statistically

predicted job performance,  $F(2, 27) = 4.248$ ,  $p = .025$ .  $R^2 = .239$ . The individual predictors were examined further, and only the conscientiousness variable was a significant predictor ( $t = 2.773$ ,  $P = .010$ ), and personal resources was not ( $t = -.052$ ,  $p = .959$ ). When checking assumptions, the job performance average variable with the Shapiro-Wilk was found to be significant, signifying that the performance average variable was not normally distributed. Figure 2 shows a histogram of the regression standardized residual showing an absence of normal distribution. Only the predictor variable of BFI\_TOT correlated with the outcome variable above .3, and that assumption was not made with the PRQ85Total variable. A linear relationship is shown through the probability plot, as seen in Figure 3. The scatter plot shown in Figure 4 shows the scatter plot of the regression standardized predicted value and the standardized residual, and no point falls out of the range of -3 to 3. Durbin-Watson statistic was assessed, and it was found that the statistic value was in the normal range at 2.152. There is also a linear relationship with the independent variable of conscientiousness. The homoscedasticity of these variables seems to have no apparent pattern. No multicollinearity was present between variables as the predictor variables were less than .7, as shown in Table 9, with .489 for BFI\_TOT and .151 for PRQ85Total and the VIF values of 1.118 indicate a moderate correlation between predictor variables in the model.

**Table 8**

**Correlations for Average Performance Appraisal and Total Conscientiousness of Full-Time Employees**

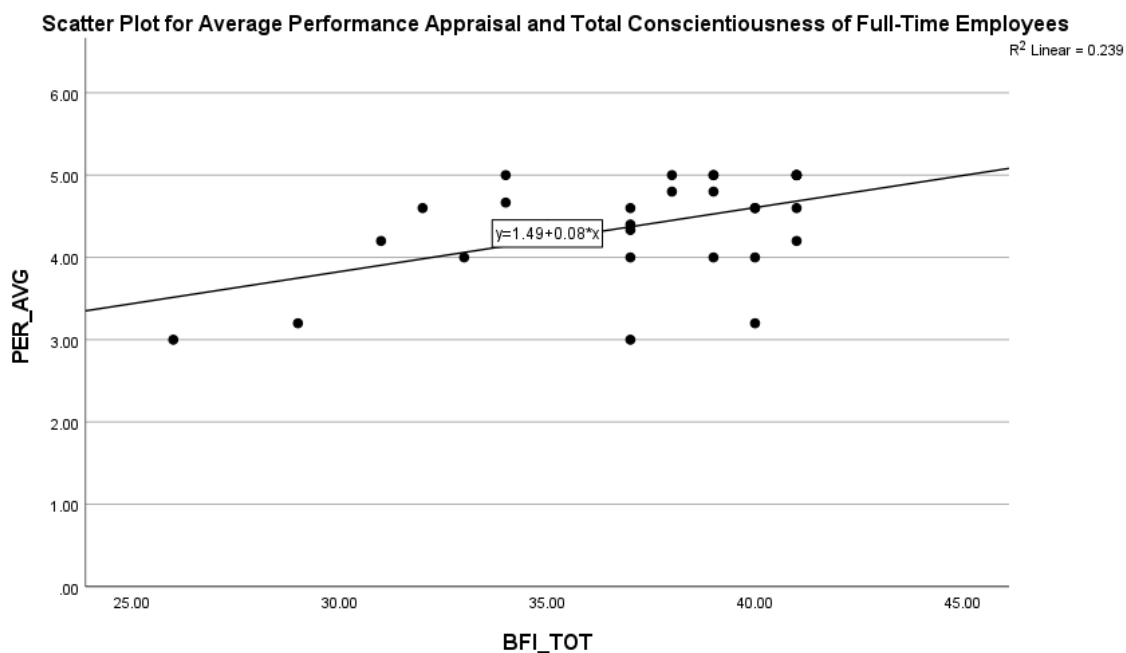
		PER_AVG	BFI_TOT
Pearson Correlation	PER_AVG	1.000	.489
	BFI_TOT	.489	1.000
Sig. (1-tailed)	PER_AVG		.003
	BFI_TOT	.003	
N	PER_AVG	30	30



BFI_TOT	30	30
*. Correlation is significant at the 0.05 level (2-tailed).		

**Figure 1**

*Scatter Plot for Average Performance Appraisal and Total Conscientiousness of Full-Time Employees*

**Table 9**

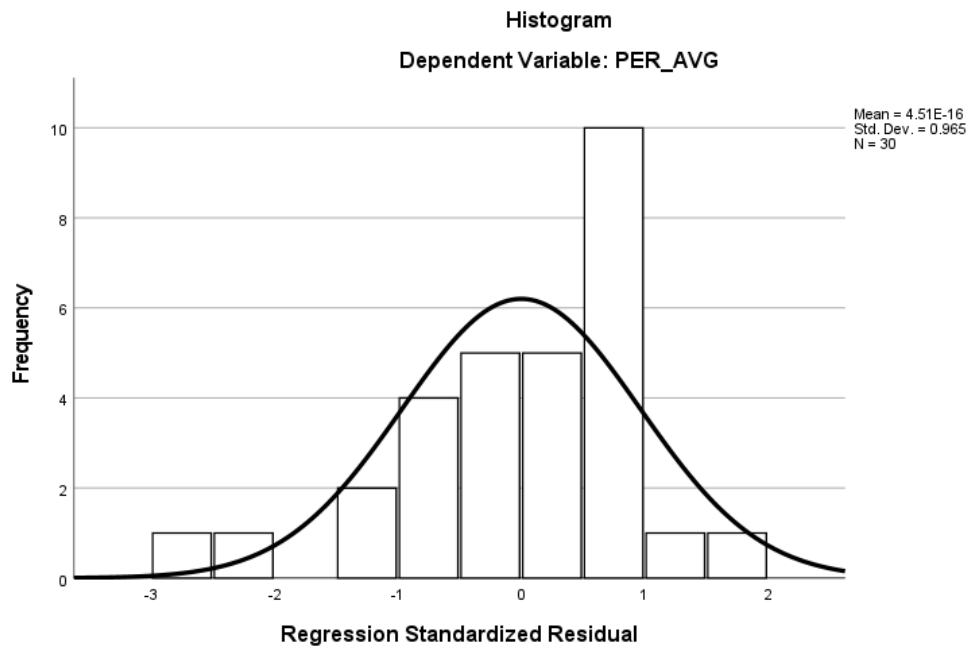
**Correlations for Average Performance Appraisal, Total Conscientiousness, and Personal Resources of Full-Time Employees**

		PER_AVG	BFI_TOT	PRQ85Total
Pearson Correlation	PER_AVG	1.000	.489	.151
	BFI_TOT	.489	1.000	.325
	PRQ85Total	.151	.325	1.000
Sig. (1-tailed)	PER_AVG		.003	.213
	BFI_TOT	.003		.040
	PRQ85Total	.213	.040	
N	PER_AVG	30	30	30
	BFI_TOT	30	30	30
	PRQ85Total	30	30	30

\*. Correlation is significant at the 0.05 level (2-tailed).

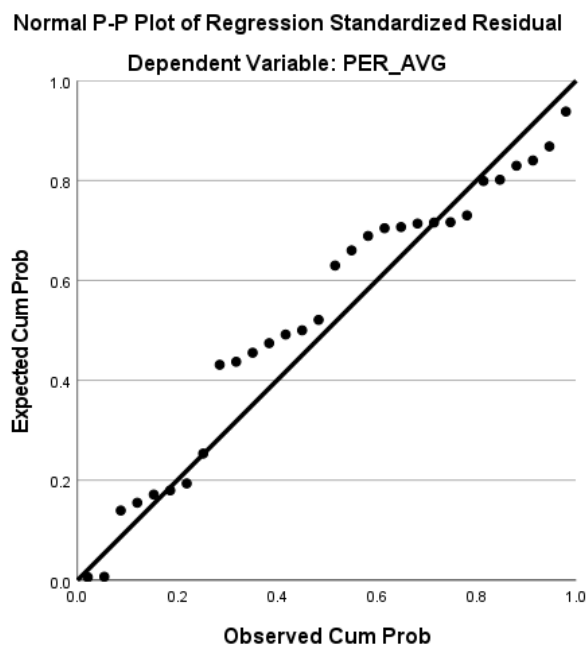
**Figure 2**

*Histogram of the regression standardized residual.*



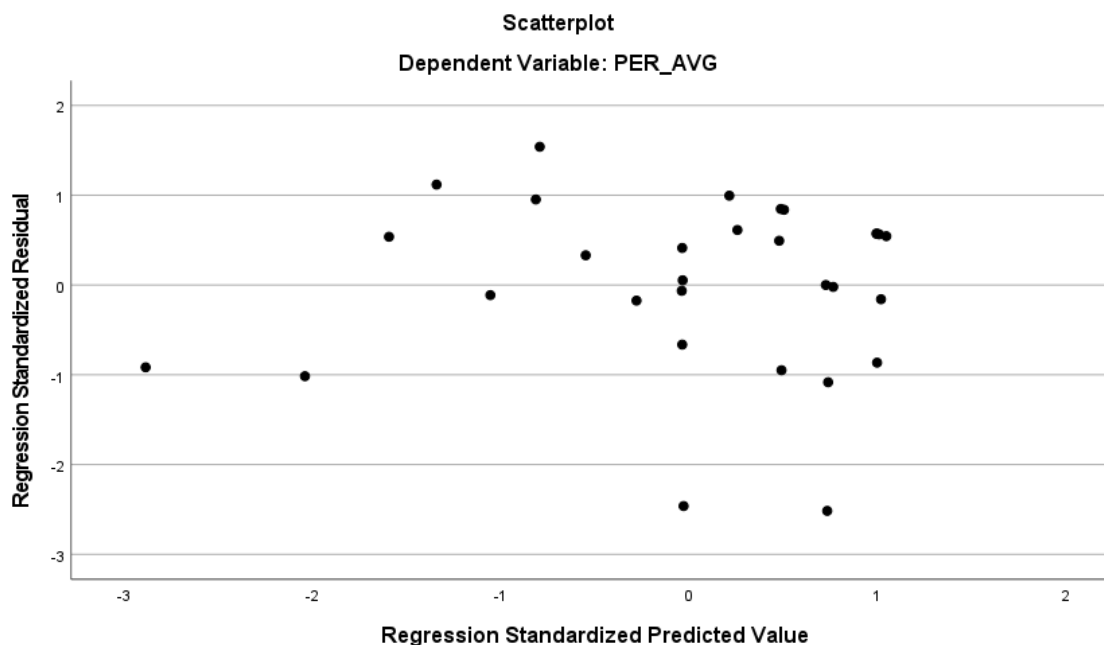
**Figure 3**

*P-P plot of the regression standardized residual.*



**Figure 4**

*Scatterplot of the regression standardized residual*



## Research Question 2

Research Question 2 aimed to understand if there was a relationship between conscientiousness personality traits and retention of public service employees. This question was also taken a step further to understand better if personnel retention could be predicted by conscientiousness and the personnel's personal resources. The linear relationship between conscientiousness and retention of full-time and part-time employees was measured utilizing the Pearson correlation coefficient. Full-time employees were found to have a weak negative correlation and part-time employees were found to have a weak positive correlation between them, with full-time workers having an  $r(30) = -.181$ ,  $p = .201$ , and part-time workers having an  $r(4) = .053$ ,  $p = .460$ , as shown in Figure 5. However, when removing a single outlier, part-time employees were found to have a statistically significant strong positive correlation between them,  $r(3) =$

.914,  $p = .015$ , as shown in Table 12. When testing for normality, the Shapiro-Wilk was found to be significant, signifying that the intent to leave variable was not normally distributed. The null hypothesis was not rejected. Figure 3 shows the absence of a relationship between variables.

A multiple regression was also run to predict intent to leave from conscientiousness personality traits and personal resources. These variables did not statistically predict intent to leave,  $F(2, 29) = .505$ ,  $p = .609$ .  $R^2 = .034$ . Assumptions were checked, and the Shapiro-Wilk was found to be significant, signifying that the intent to leave variable was not normally distributed; this can be seen in Figure 8. Next, linear regression showed that there was no multicollinearity between variables as the predictor variables were less than .7, as shown in Table 11, with  $-.181$  for BFI\_TOT and  $-.009$  for PRQ85Total. However, the predictor variables did not correlate with the outcome variables above .3, and that assumption was not made. A linear relationship is shown through the probability plot, as seen in Figure 9. The scatter plot shown in Figure 10 shows the scatter plot of the regression standardized predicted value and the standardized residual, and no point falls out of the range of  $-3$  to  $3$ .

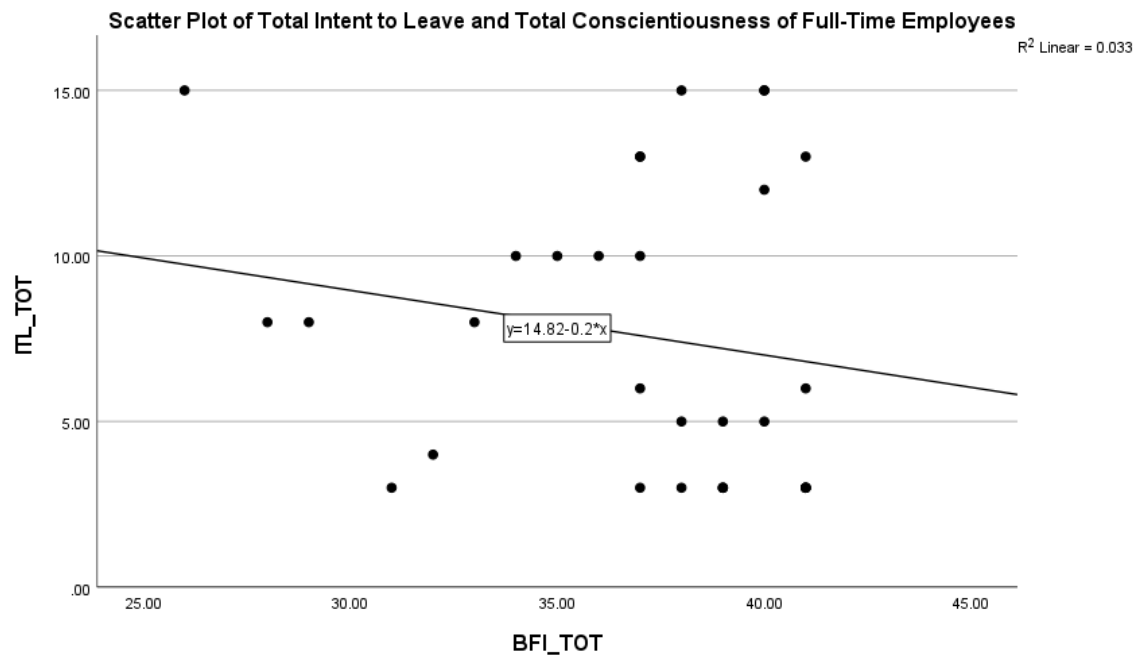
**Table 10**

**Correlations for Total Intent to Leave and Total Conscientiousness for Full-Time Employees**

		PER_AVG	BFI_TOT
Pearson Correlation	ITL_TOT	1.000	-.181
	BFI_TOT	-.181	1.000
Sig. (1-tailed)	ITL_TOT		.201
	BFI_TOT	.201	
N	ITL_TOT	32	32
	BFI_TOT	32	32

**Figure 5**

*Scatter Plot for Total Intent to Leave and Total Conscientiousness of Full-Time Employees.*



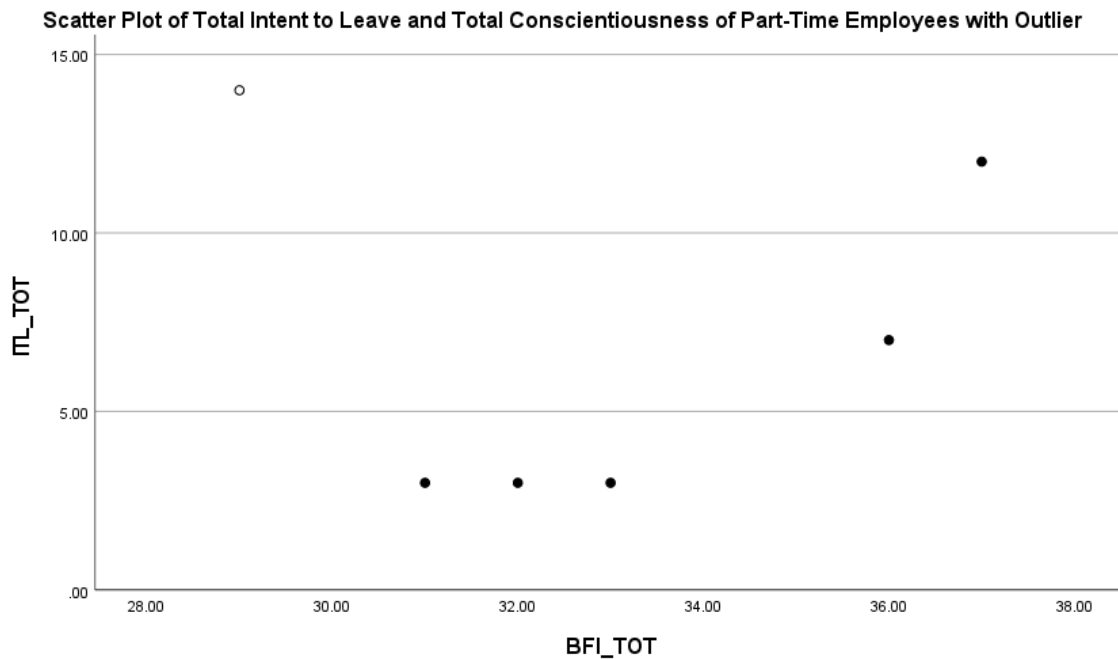
**Table 11**

**Correlations for Total Conscientiousness and Intent to Leave for Part-Time Employees**

		PER_AVG	BFI_TOT
Pearson Correlation	ITL_TOT	1.000	.053
	BFI_TOT	.053	1.000
Sig. (1-tailed)	ITL_TOT		.460
	BFI_TOT	.460	
N	ITL_TOT	6	6
	BFI_TOT	6	6

**Figure 6**

*Scatter Plot for Total Intent to Leave and Total Conscientiousness of Part-Time Employees.*

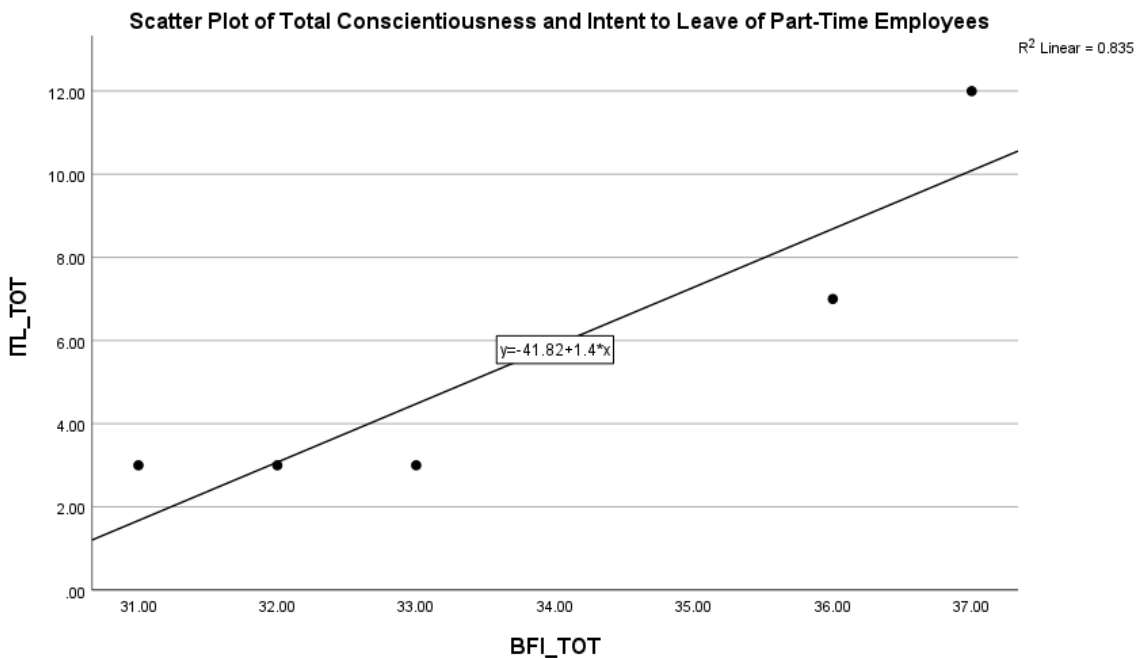
**Table 12**

**Correlations for Total Conscientiousness and Intent to Leave for Part-Time Employees without Outlier**

		PER_AVG	BFI_TOT
Pearson Correlation	ITL_TOT	1.000	.914
	BFI_TOT	.914	1.000
Sig. (1-tailed)	ITL_TOT		.015
	BFI_TOT	.015	
N	ITL_TOT	5	5
	BFI_TOT	5	5

**Figure 7**

Scatter Plot for Total Intent to Leave and Total Conscientiousness of Part-Time Employees



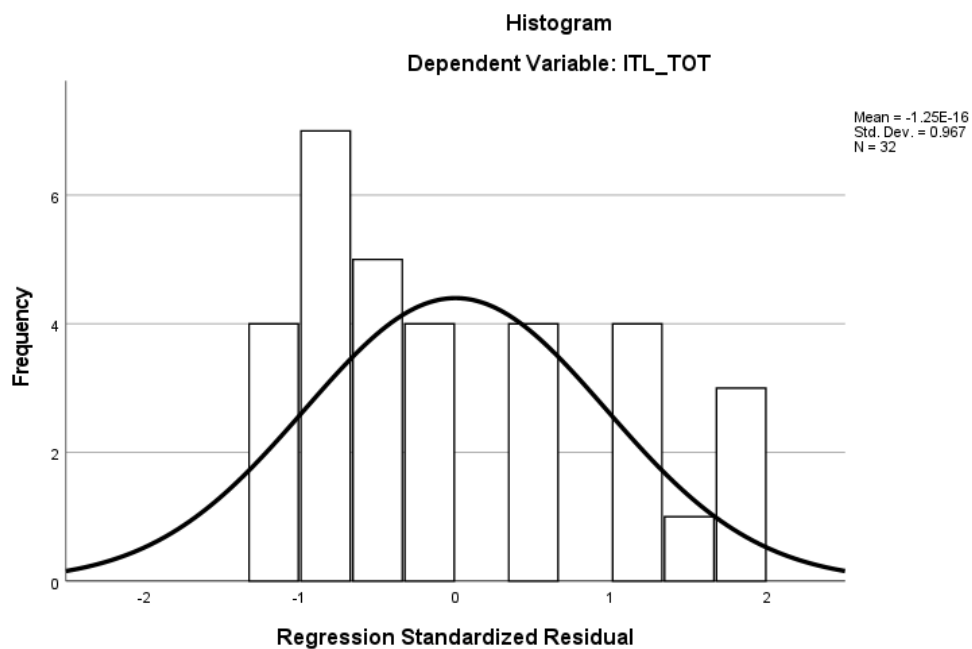
**Table 13**

**Correlations for Total Intent to Leave, Total Conscientiousness, and Total Personal Resources**

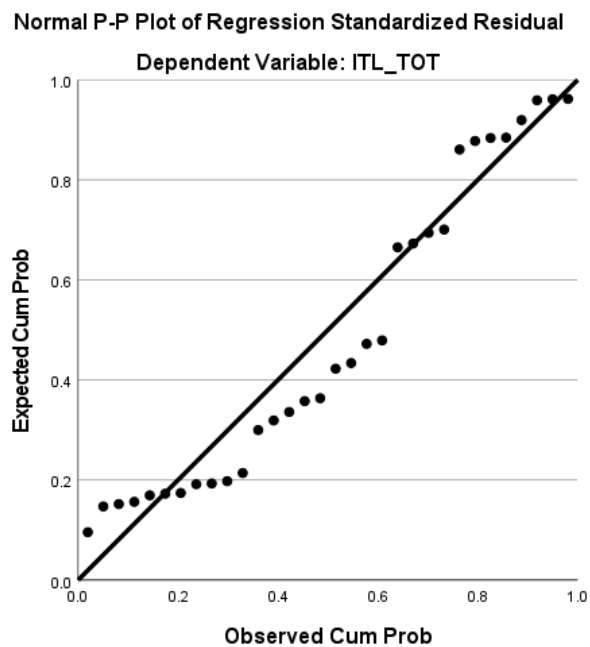
		PER_AVG	BFI_TOT	PRQ85Total
Pearson Correlation	ITL_TOT	1.000	-.181	-.009
	BFI_TOT	-.181	1.000	.201
	PRQ85Total	-.009	.201	1.000
Sig. (1-tailed)	ITL_TOT		.160	.481
	BFI_TOT	.160		.135
	PRQ85Total	.481	.135	
N	ITL_TOT	32	32	32
	BFI_TOT	32	32	32
	PRQ85Total	32	32	32

**Figure 8**

*Histogram of the regression standardized residual.*

**Figure 9**

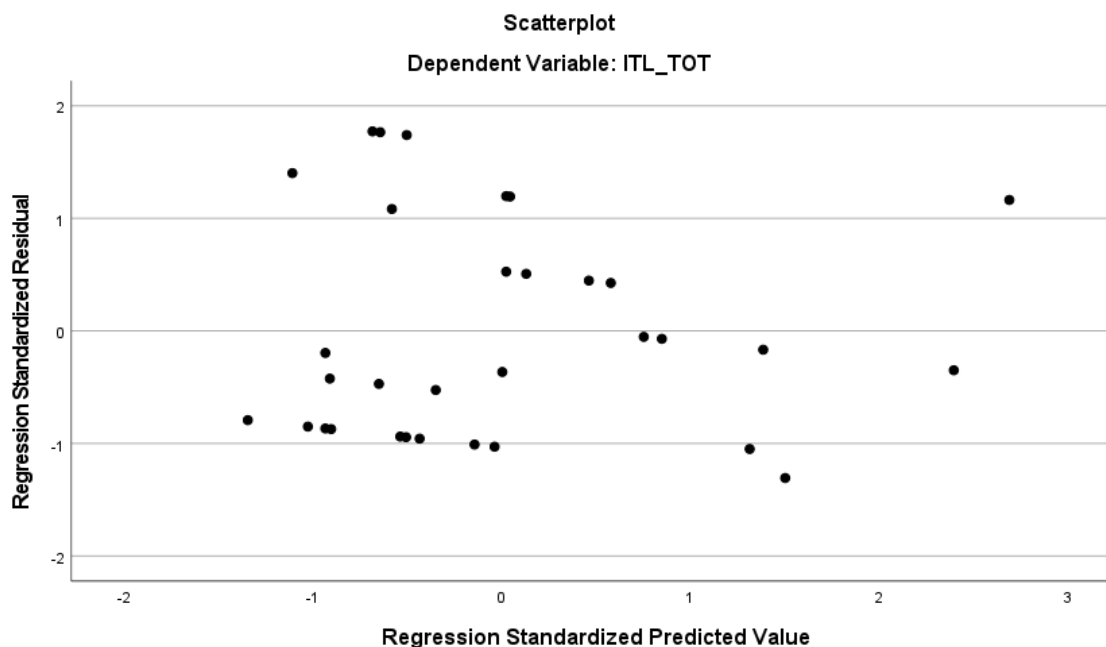
*P-P plot of the regression standardized residual.*





**Figure 10**

*Scatterplot of the regression standardized residual*



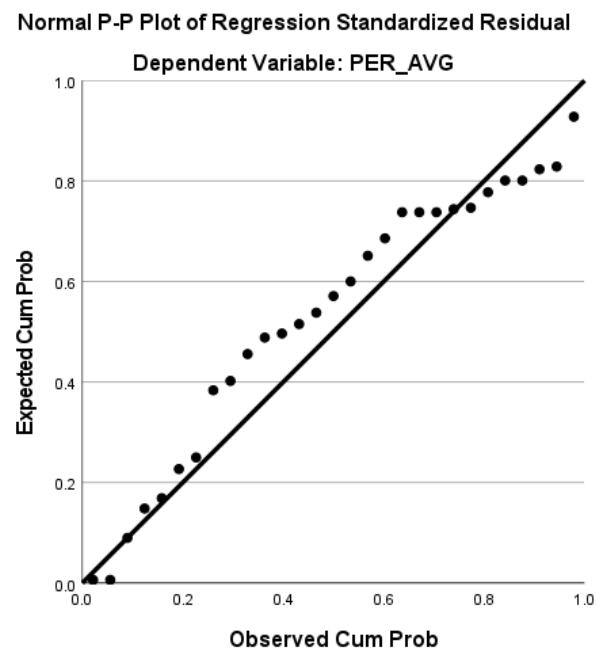
### **Research Question 3**

Research Question 3 aimed to understand if job performance and retention could be predicted based on higher levels of conscientiousness and religiosity. Multiple regression was run to predict job performance from conscientiousness personality traits and organizational religiosity (subscale 1). Assumptions were evaluated, and the dependent variable of job performance was a continuous variable. Both independent variables of conscientiousness and organizational religiosity were also on a continuous scale. Durbin-Watson statistic was assessed, and it was found that the statistic value was in the normal range at 2.196. There is also a linear relationship with the independent variable of conscientiousness. The homoscedasticity of these variables seems to have no apparent pattern. No multicollinearity was present, and the VIF values of 1.030 indicate a moderate correlation between predictor variables in the model. Figure 11 P-P plot

substantiates the non-normal distribution goes against the normality of errors assumption. Figure 12 shows a histogram of the regression standardized residual, showing that there is no normal distribution. Table 13 shows these variables were not statistically significant in predicting job performance,  $F(2, 26) = 1.732$ ,  $p = .197$ .  $R^2 = .118$ .

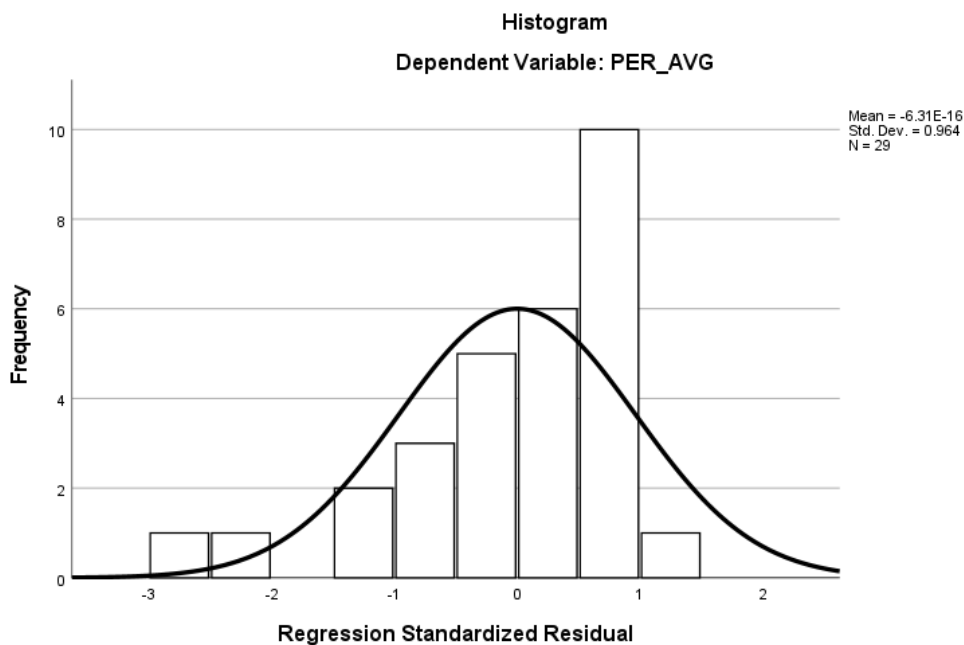
**Figure 11**

*P-P plot of the regression standardized residual.*



**Figure 12**

*Histogram of the regression standardized residual.*

**Table 14**

**Anova for Average Performance Appraisal with Organizational Religiosity and Total Conscientiousness**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.065	2	.532	1.732	.197
Residual	7.989	26	.307		
Total	9.053	28			

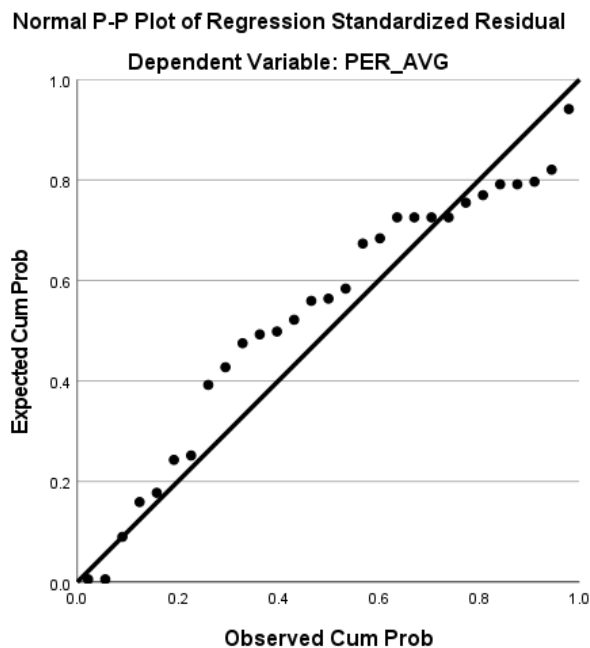
a. Dependent Variable: PER\_AVG  
b. Predictors: (Constant), S1DUREL, BFI\_TOT

Multiple regression was run to predict job performance from conscientiousness personality traits and non-organizational religiosity (subscale 2). Assumptions were assessed, and the dependent variable of job performance was a continuous variable. Both independent variables of conscientiousness and non-organizational religiosity were also on a continuous scale. The Durbin-Watson statistic was assessed, and it was found that

the statistic value was in the normal range at 2.202. There is also a linear relationship with the independent variable of conscientiousness. The homoscedasticity of these variables seems to have no apparent pattern. No multicollinearity was present, and the VIF values of 1.000 indicate there is no correlation between predictor variables in the model. Figure 13 P-P plot validates the non-normal distribution goes against the normality of errors assumption. Figure 14 shows a histogram of the regression standardized residual, showing that there is no normal distribution. Table 14 shows these variables did not statistically predict job performance,  $F(2, 26) = 1.825$ ,  $p = .181$ .  $R^2 = .123$ .

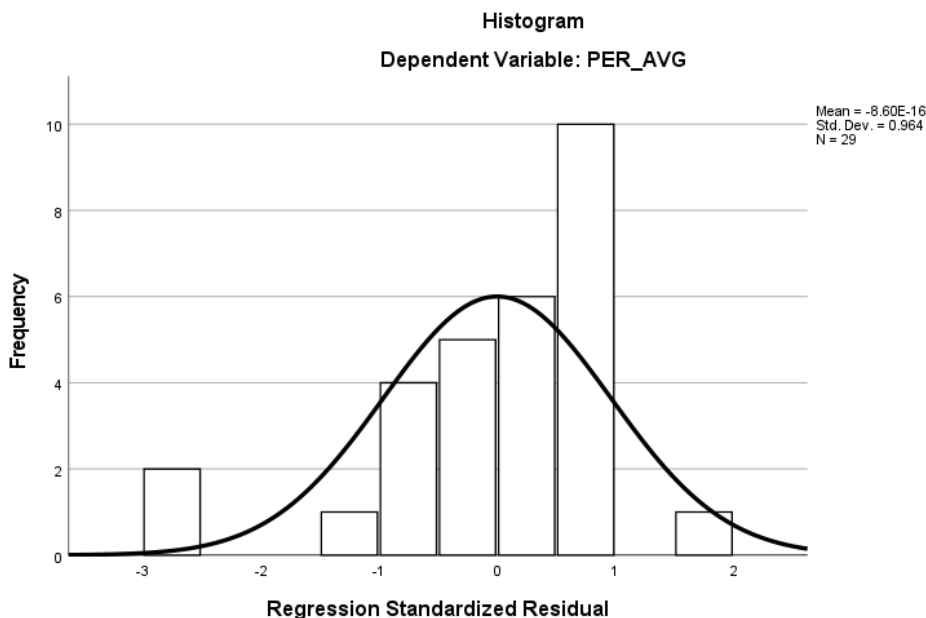
### Figure 13

*P-P plot of the regression standardized residual.*



**Figure 14**

*Histogram of the regression standardized residual.*

**Table 15**

**Anova for Average Performance Appraisal with Non-Organizational Religiosity and Total Conscientiousness**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.114	2	.557	1.825	.181
	Residual	7.939	26	.305		
	Total	9.053	28			

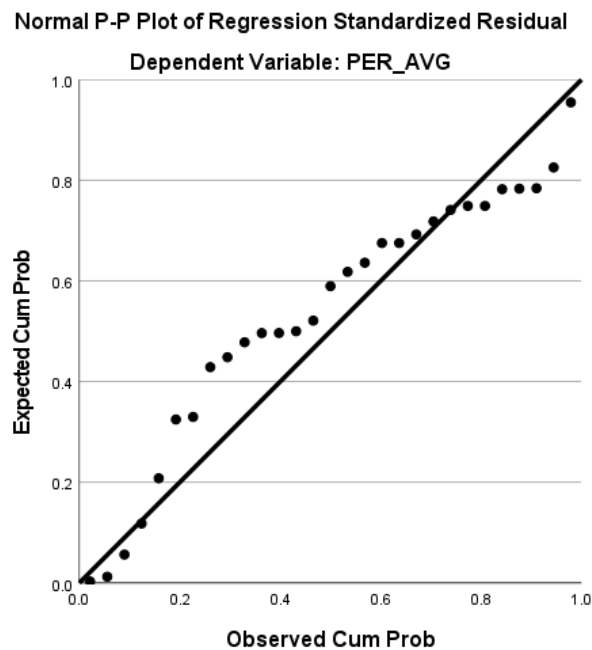
a. Dependent Variable: PER\_AVG  
b. Predictors: (Constant), S2DUREL, BFI\_TOT

Multiple regression was run to predict job performance from conscientiousness personality traits and intrinsic religiosity (subscale 3). Assumptions were evaluated, and the dependent variable of job performance was a continuous variable. Both independent variables of conscientiousness and intrinsic religiosity were also on a continuous scale. Durbin-Watson statistic was assessed, and it was found that the statistic value was in the normal range at 2.079. There is also a linear relationship with the independent variable of

conscientiousness. The homoscedasticity of these variables seems to have no apparent pattern. No multicollinearity was present, and the VIF values of 1.000 indicate no correlation between predictor variables in the model. Figure 15 P-P plot substantiates the non-normal distribution goes against the normality of errors assumption. Figure 16 shows a histogram of the regression standardized residual, showing that there is no normal distribution. Table 15 shows these variables did not statistically predict job performance,  $F(2, 26) = 2.612$ ,  $p = .093$ .  $R^2 = .167$ .

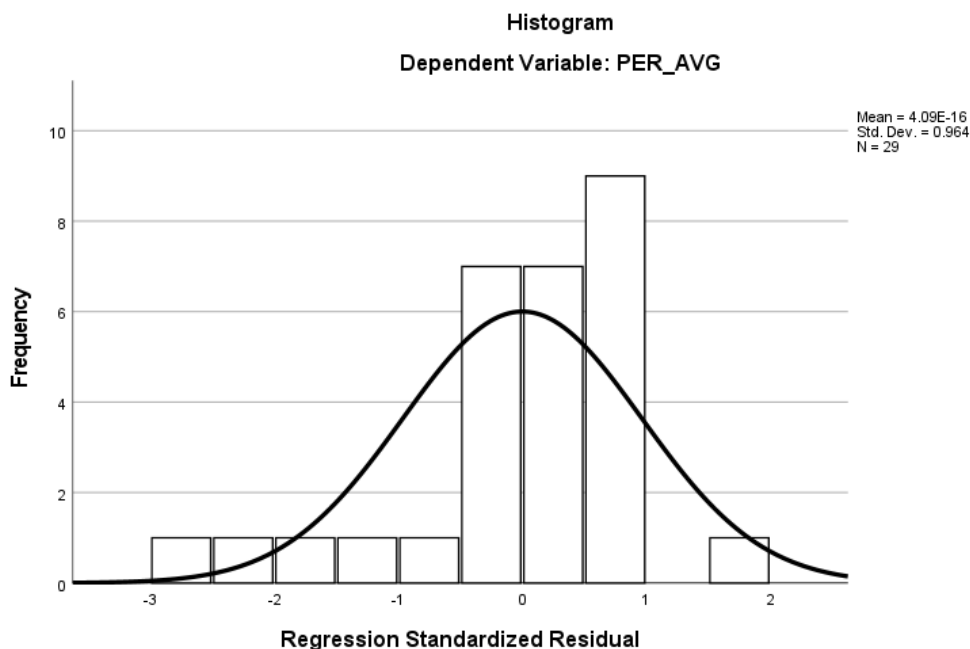
### Figure 15

*P-P plot of the regression standardized residual.*



**Figure 16**

*Histogram of the regression standardized residual.*

**Table 16**

**Anova for Average Performance Appraisal with Intrinsic Religiosity and Total Conscientiousness**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.514	2	.757	2.612	.093
Residual	7.539	26	.290		
Total	9.053	28			

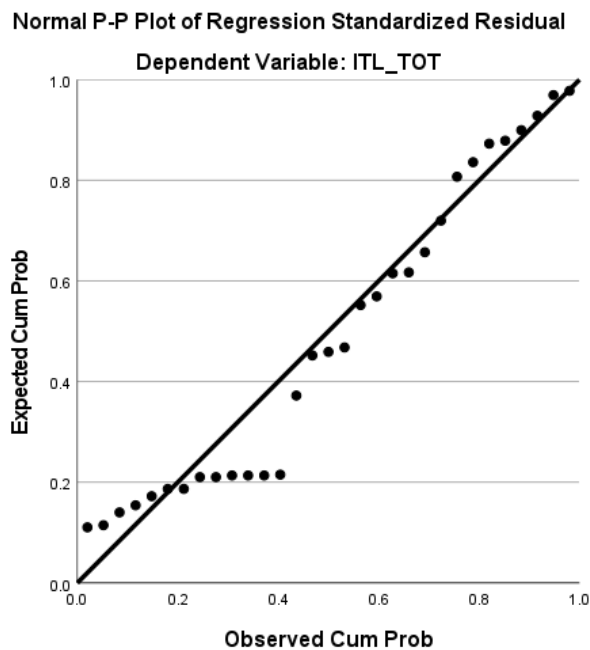
a. Dependent Variable: PER\_AVG  
b. Predictors: (Constant), S3DUREL, BFI\_TOT

Multiple regression was run to predict retention from conscientiousness personality traits and organizational religiosity (subscale 1). Assumptions were evaluated, and the dependent variable of retention was a continuous variable. Both independent variables of conscientiousness and organizational religiosity were also on a continuous scale. The Durbin-Watson statistic was assessed, and it was found that the statistic value was in the normal range at 1.424. There is also a linear relationship with the independent

variable of conscientiousness. The homoscedasticity of these variables seems to have no apparent pattern. No multicollinearity was present, and the VIF values of 1.060 indicate a moderate correlation between predictor variables in the model. Figure 17 P-P plot substantiates the non-normal distribution goes against the normality of errors assumption. Figure 18 shows a histogram of the regression standardized residual, showing that there is no normal distribution. Table 16 shows these variables were not statistically significant in predicting retention,  $F(2, 28) = .906$ ,  $p = .416$ .  $R^2 = .061$ .

**Figure 17**

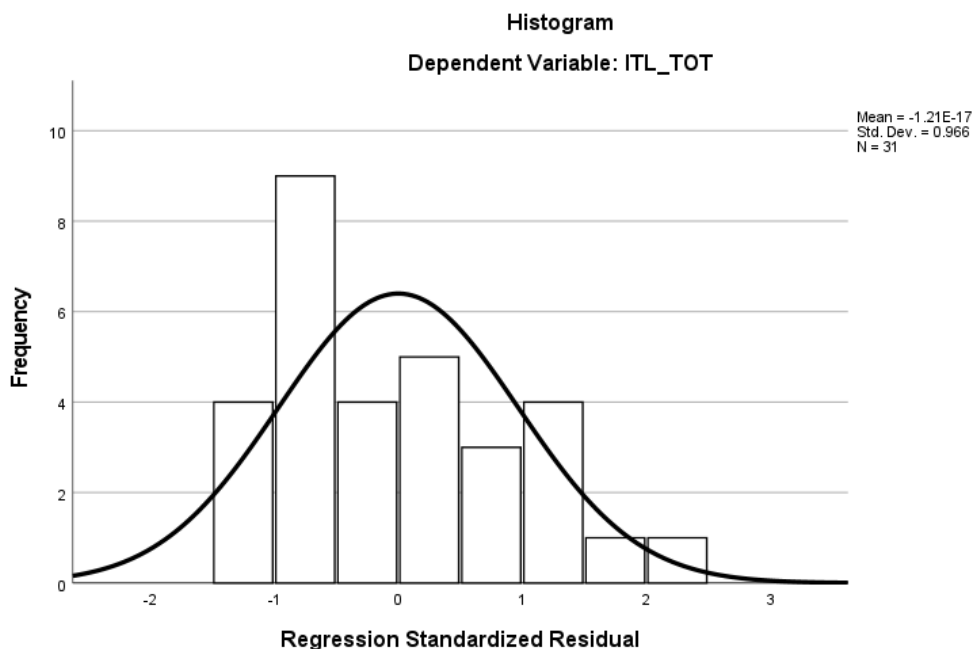
*P-P plot of the regression standardized residual.*





**Figure 18**

*Histogram of the regression standardized residual.*

**Table 17**

**Anova for Total Intent to Leave with Organizational Religiosity and Total Conscientiousness**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.012	2	16.506	.906	.416
	Residual	510.343	28	18.227		
	Total	543.335	30			

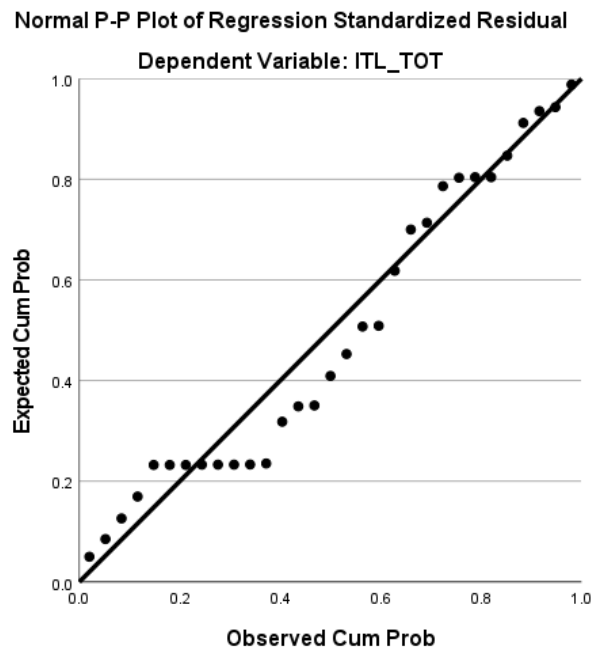
a. Dependent Variable: ITL\_TOT  
b. Predictors: (Constant), S1DUREL, BFI\_TOT

Multiple regression was run to predict retention from conscientiousness personality traits and non-organizational religiosity (subscale 2). Assumptions were evaluated, and the dependent variable of retention was a continuous variable. Both independent variables of conscientiousness and non-organizational religiosity were also on a continuous scale. Durbin-Watson statistic was assessed, and it was found that the

statistic value was in the normal range at 1.333. There is also a linear relationship with the independent variable of conscientiousness. The homoscedasticity of these variables seems to have no apparent pattern. No multicollinearity was present, and the VIF values of 1.011 indicate a moderate correlation between predictor variables in the model. Figure 19 P-P plot substantiates the non-normal distribution goes against the normality of errors assumption. Figure 20 shows a histogram of the regression standardized residual, showing that there is no normal distribution. Table 17 shows these variables did not statistically predict retention,  $F(2, 28) = 2.958$ ,  $p = .068$ ,  $R^2 = .174$ .

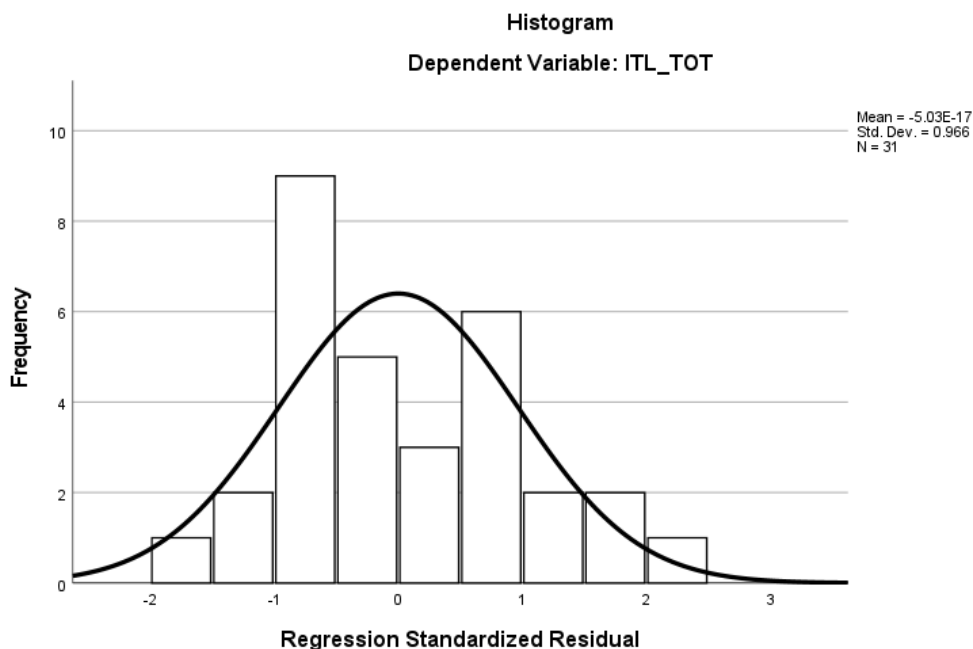
### Figure 19

*P-P plot of the regression standardized residual.*



**Figure 20**

*Histogram of the regression standardized residual.*

**Table 18**

**Anova for Total Intent to Leave with Non-Organizational Religiosity and Total Conscientiousness**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.773	2	47.386	2.958	.068
	Residual	448.582	28	16.021		
	Total	543.355	30			

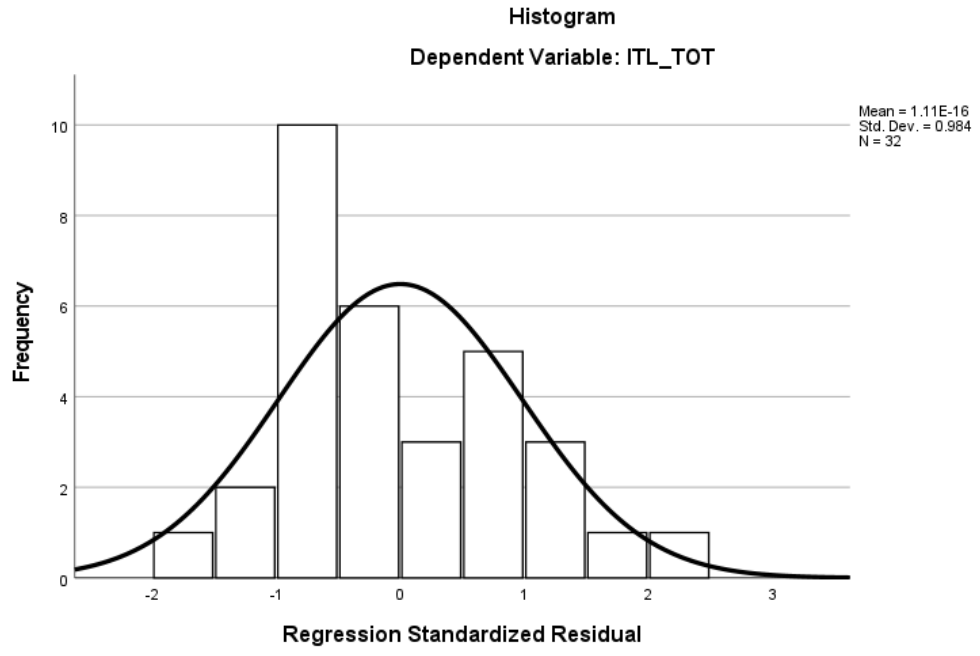
a. Dependent Variable: ITL\_TOT  
b. Predictors: (Constant), S2DUREL, BFI\_TOT

Linear regression was run to predict retention from non-organizational religiosity (subscale 2). Assumptions were evaluated, and the dependent variable of retention was a continuous variable. Intrinsic religiosity was also on a continuous scale. The Durbin-Watson statistic was assessed, and it was found that the statistic value was in the normal range at 1.267. There is also a linear relationship with the independent variable of

conscientiousness. The homoscedasticity of these variables seems to have no apparent pattern. No multicollinearity was present, and the VIF values of 1.000 indicate a moderate correlation between predictor variables in the model. Figure 23 P-P plot substantiates the non-normal distribution goes against the normality of errors assumption. Figure 24 shows a histogram of the regression standardized residual, showing that there is no normal distribution. Table 18 shows that these variables did not statistically predict retention,  $F(1, 30) = 6.001, p = .020. R^2 = .167.$

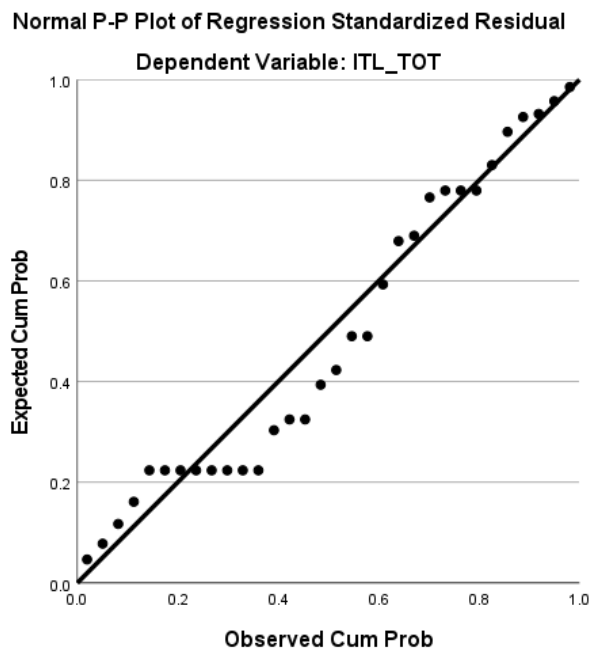
**Figure 21**

*Histogram of the regression standardized residual.*



**Figure 22**

*P-P plot of the regression standardized residual.*

**Table 19**

**Anova for Total Intent to Leave and Non-Organizational Religiosity**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	99.932	1	99.932	6.001	.020
	Residual	499.568	30	16.652		
	Total	599.500	31			

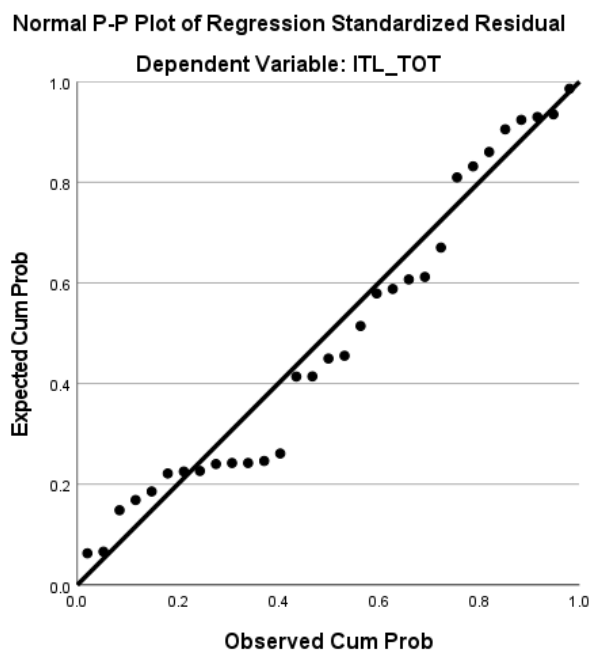
a. Dependent Variable: ITL\_TOT  
b. Predictors: (Constant), S2DUREL

Multiple regression was run to predict retention from conscientiousness personality traits and intrinsic religiosity (subscale 3). Assumptions were evaluated, and the dependent variable of retention was a continuous variable. Both independent variables of conscientiousness and intrinsic religiosity were also on a continuous scale. The Durbin-Watson statistic was assessed, and it was found that the statistic value was in the

normal range at 1.433. There is also a linear relationship with the independent variable of conscientiousness. The homoscedasticity of these variables seems to have no apparent pattern. No multicollinearity was present, and the VIF values of 1.003 indicate a moderate correlation between predictor variables in the model. Figure 21 P-P plot substantiates the non-normal distribution goes against the normality of errors assumption. Figure 22 shows a histogram of the regression standardized residual, showing that there is no normal distribution. Table 18 shows that these variables did not statistically predict retention,  $F(2, 28) = 1.760$ ,  $p = .191$ .  $R^2 = .112$ .

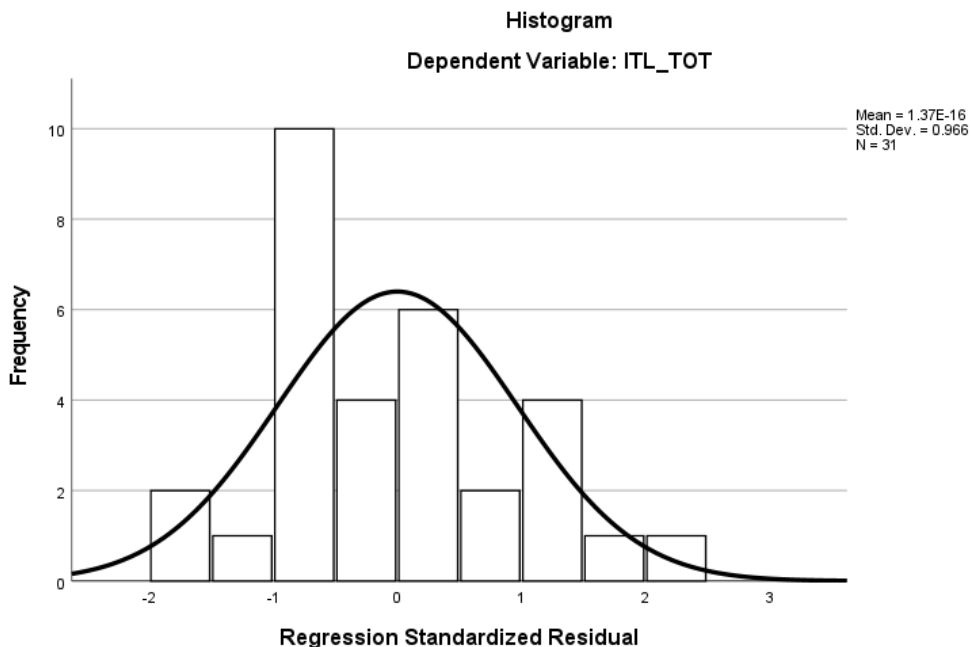
### Figure 23

*P-P plot of the regression standardized residual.*



**Figure 24**

*Histogram of the regression standardized residual.*



**Table 20**

**Anova for Total Intent to Leave with Intrinsic Religiosity and Total Conscientiousness**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.667	2	30.334	1.760	.191
	Residual	482.688	28	17.239		
	Total	543.355	30			

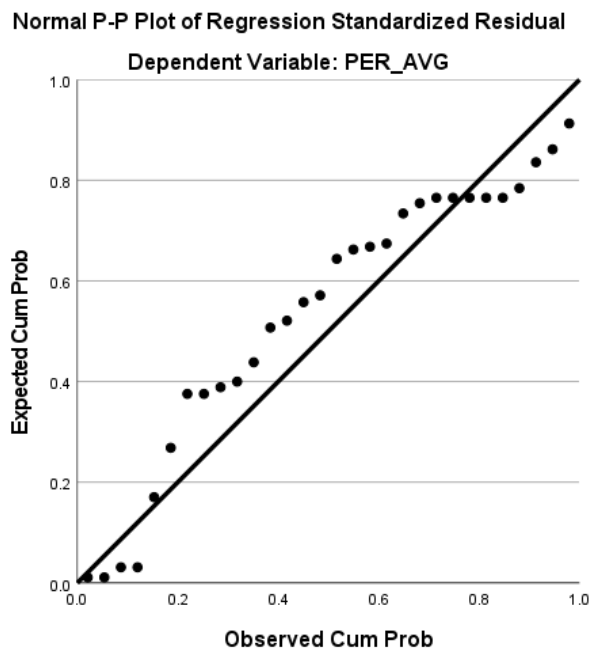
a. Dependent Variable: ITL\_TOT  
b. Predictors: (Constant), S3DUREL, BFI\_TOT

Linear regression was run to predict retention from intrinsic religiosity (subscale 3). Assumptions were evaluated, and the dependent variable of retention was a continuous variable. Intrinsic religiosity was also on a continuous scale. The Durbin-Watson statistic was assessed, and it was found that the statistic value was in the normal range at 1.386. There is also a linear relationship with the independent variable of

conscientiousness. The homoscedasticity of these variables seems to have no apparent pattern. No multicollinearity was present, and the VIF values of 1.000 indicate a moderate correlation between predictor variables in the model. Figure 23 P-P plot substantiates the non-normal distribution goes against the normality of errors assumption. Figure 24 shows a histogram of the regression standardized residual, showing that there is no normal distribution. Table 18 shows that these variables did not statistically predict retention,  $F(1, 30) = 5.129$ ,  $p = .031$ .  $R^2 = .146$ .

### Figure 25

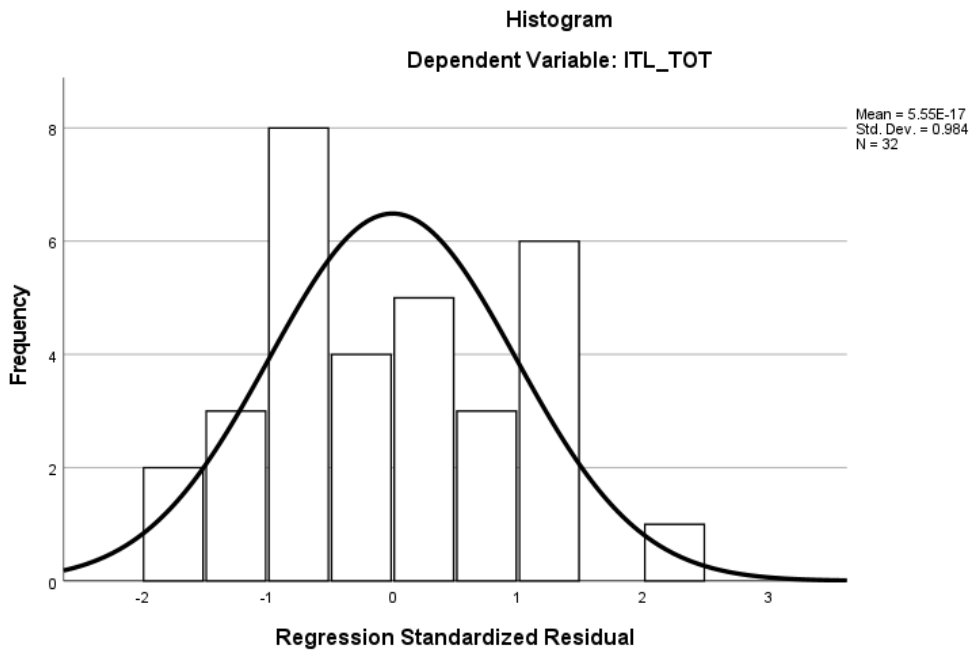
*P-P plot of the regression standardized residual.*





**Figure 26**

*Histogram of the regression standardized residual*



**Table 21**

**Anova for Total Intent to Leave and Intrinsic Religiosity**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	87.532	1	87.532	5.129	.031
Residual	511.968	30	17.066		
Total	599.500	31			

a. Dependent Variable: ITL\_TOT  
b. Predictors: (Constant), S3DUREL

**Summary**

Important implications of this study show positive correlations between conscientiousness personality traits and the job performance of public service employees. For Research Question 1, the conscientiousness personality trait was found to have a significant relationship with the job performance of public service employees. The measured personal resources of employees showed no significance in the prediction of

job performance of public service employees. Retention and conscientiousness of personnel did not show any significant findings among study participants. Religiosity and conscientiousness also have not been shown to have any significant impact on the retention or job performance of public service employees. Two subscales of the Duke Religion Index showed a significant effect on the retention of personnel in this study. Employees' personal resources also did not impact their job performance or retention within the work environment.

Chapter 4 discussed the results of the study. The following chapter starts with a summary of the outcomes of this study. This study information will be followed by a discussion of the findings of this study, what inferences can be made from these findings, and how these findings compare to past research studies on these constructs. The limitations and future recommendations concerning retention, conscientiousness, job performance, and personal resources are discussed at the end of the chapter.

## CHAPTER 5: DISCUSSION

### Overview

The purpose of this quantitative correlational survey study was to examine how conscientiousness personality traits and religiosity impact the relationship between job performance and retention of public service employees. Previous research has indicated that there are links between individuals with high levels of conscientiousness personality traits and job performance; however, a gap needed to be explored regarding employee retention along with the specific demographic of federal employees and whether religiosity or personal resources had any impact on these relationships.

This study collected self-report data from employees of the federal government in the United States. This data included measures to capture the conscientiousness personality trait, intent to leave their organization, religiosity, personal resources, and average job performance of each participant. The findings of this study reinforce the literature on job performance and the conscientiousness personality trait, and other findings contribute towards the empirical evidence of a lack of relationships between religiosity, job performance, and retention of federal employees.

This chapter discusses the research questions and hypotheses, along with the study measures used and demographic information of the participants of this study. Data analysis and the study's findings are also discussed, and this chapter ends with a summary of the study's results.

### Summary of Findings

While investigating this research study, not much information could be found on the constructs of retention, religiosity, job performance, conscientiousness personality

trait, and personal resources of the demographic of federal government employees. The purpose of this quantitative correlational study was to determine if there was a relationship between these variables, and three research questions were developed to determine whether relationships existed.

Participants of this study answered survey questions through self-reported measures, and the data was transformed in order to analyze these findings properly. Pearson's correlation was initially utilized for research questions 1 and 2; multiple regression was used for the second part of both research questions and research question 3. Results from this study found that previous research has found that there is a relationship between the conscientiousness personality trait and job performance; however, no relationship was found between retention and conscientiousness or an individual's religiosity combined with a conscientiousness personality trait and job performance.

### **Discussion of Findings**

Based on previous research, links have been established between the conscientiousness personality trait and employees' job performance (Pletzer et al., 2021; Wilmot & Ones, 2019). This section focuses on assessing and interpreting the three research questions and hypotheses.

#### **Research Question 1.**

RQ1: Does conscientiousness and personal resources predict job performance in public service employees?

H01: Conscientiousness and personal resources does not predict job performance in public service employees.

HA1: At least one of the predictor variables will significantly predict positive job performance in public service employees.

Pearson's correlation found a significant positive relationship between conscientiousness and job performance from the elements of the BFI and average performance appraisals of public service employees with  $r(30) = .489, p = .003$ . This finding has a medium effect size of .489, indicating that there is a positive correlation between these variables. However, this finding does not infer that the conscientiousness personality trait causes higher job performance.

The null hypothesis H01 was rejected for Research Question 1, and the alternate hypothesis HA1 was accepted. A significant relationship was found between the variables of conscientiousness and job performance. This finding aligns with previous research on these constructs, as Chapter Two discussed based on those specific findings of Pletzer et al. (2021), finding that task performance and conscientiousness are positively associated as well as Wilmot & Ones, 2019 finding that conscientiousness and job performance have a strong relationship and that the conscientiousness trait has predictive measurability of job performance.

### **Research Question 2.**

RQ2: Does conscientiousness and personal resources predict the retention of public service employees?

H02: Conscientiousness and personal resources does not predict the retention of public service employees.

HA2: At least one of the predictor variables will significantly predict the retention of public service employees.

Pearson's correlation did not find a significant relationship between conscientiousness and retention from the elements of the BFI and the ITL of public service employees with  $r(32) = .012$ ,  $p = .474$ . This finding failed to reject the null hypothesis. Previous research by Abbas and Raja (2019) had shown that individuals who scored high in conscientiousness also had a negative association with retention or intent of an employee to leave the organization when faced with increased challenge stressors. This finding may indicate that individuals within this study may not have met the criteria of increased challenge stressors. Future research may further explore this finding with an additional measure of seeking challenge stressors of public service employees.

### **Research Question 3.**

RQ 3: Does religiosity predict positive job performance and retention of public service employees?

H03: Religiosity does not predict positive job performance and retention of public service employees

HA3: Religiosity predicts positive job performance and retention of public service employees.

Multiple regression did not statistically predict job performance and the three subscales of religiosity (organizational, non-organizational, intrinsic); however, it did predict retention with the non-organizational and intrinsic religiosity subscales. These findings partially reject the null hypothesis.

Conscientiousness and job performance were found to have positive correlations, and these findings were expected as previous research has found that these variables are highly correlated across many studies. The finding in this study suggests that individuals

with higher levels of conscientiousness personality traits also had higher levels of job performance. Retention of employees was measured with the intent to leave scale, and it was found that full-time employees showed no significant correlation with conscientiousness; however, there was a slight negative correlation indicating that the higher the conscientiousness personality trait, the lower the intent to leave their current organization; there was only a significant finding with part-time employees. Part-time employees showed a strong positive correlation, indicating that individuals with higher levels of conscientiousness also had higher levels of intention to leave their current employment.

Biblical foundations discussed in Chapter 2 indicated that individuals with higher levels of conscientiousness had no correlations with higher levels of religiosity (Entringer et al., 2022); this study confirms that there were no significant correlations between the three subscales of religiosity with organizational, non-organizational, and intrinsic religiosity utilizing the DUREL and conscientiousness. This study only found significant positive correlations between the intent to leave and non-organizational religiosity and the intent to leave and intrinsic religiosity. Non-organizational religiosity was measured with a single question: “How often do you spend time in private religious activities, such as prayer, meditation, or Bible study?” This finding indicates that individuals with higher levels of non-organizational religiosity also had a higher intent to leave their organization. Subscale three of intrinsic religiosity was measured with three questions, and this finding indicated that individuals with higher levels of intrinsic religiosity had a higher intent to leave their organization. Federal employees with higher levels of intrinsic and nonorganizational religiosity may exemplify Philippians 4:13 and Deuteronomy 31:6

with their empowerment as their faith may strengthen their resolve to leave an organization for their reasons.

### **Implications**

This study finds that individuals with higher levels of conscientiousness are essential within the workforce as these individuals have higher performance levels. Organizations may be able to continually thrive with personnel who provide the necessary functions and the drive to do well in their work environment. Part-time employees with higher levels of conscientiousness were found to have a higher chance of leaving their organization. These results may indicate that employees not wholly vested in their organization may be better equipped to leave their organization to find more gainful employment with full-time tenure. Employees with higher levels of conscientiousness and who are part-time may provide employers with the ability to forecast possible attrition to their workforce. Employers may have the ability to know with higher distinction that employees will essentially leave their organization, perhaps without the ability to eventually become full-time employees or prospects of advancing within their organization. This study also finds that individuals with higher levels of intrinsic and nonorganizational religiosity may be more likely to have the strength to leave their organization with the assistance of their faith.

### **Theoretical Implications**

The theory of personal resource allocation was utilized to assist in guiding this research study, which sought to determine whether employees with adequate resources had any impact on their job performance and intent to leave their organization. This study



found no significant relationship between personal resources and job performance and the intent of personnel to leave their organization.

### **Practical Implications**

Federal employees and organizations may find value in this study's practical implications. The statistically significant relationship between nonorganizational religiosity and intent to leave and intrinsic religiosity and the intent to leave may provide employers with the awareness to better ensure that their employees are adequately satisfied in the workforce, as they may be more equipped to leave their organization.

### **Future Implications**

Future research on these constructs of job performance, retention, religiosity, and conscientiousness shall focus on gaining more participation to increase the concreteness of the findings of this study. This study's sample size was inadequate to make many tangible correlations. Opening the ability for more participation with employees of not just federal but also other governmental entities such as local and state government may garner more results and allow the comparison of the differences between the governmental entities.

### **Strengths & Limitations**

A strength of this study is that it utilized a quantitative correlational design to understand the relationships between the research variables. This study also utilized valid and reliable scales for variable measurements.

This study had several limitations to discuss. First, this study did not garner an adequate sample size. Even though this study survey was open for nearly two months, participation was scarce. Better recruitment methods may need to be utilized to gather

sufficient responses from the targeted demographic. Many individuals questioned the intent of the survey due to its collection of data from individuals on online platforms, and individuals questioned the legitimacy of the study, which may have increased the concern of other potential participants of the study. The small sample size reduced the ability to generalize the results of this study to federal employees.

Convenience sampling was also utilized to target the specified demographic of this study survey, which impacts the generalizability of the study. Individuals were recruited through online platforms specifically catered to federal government employees for more success in getting the required personnel for the survey.

### **Recommendations for Future Research**

Future research should focus on explicitly reaching out to government organizations to get their commitment to their potential participation. Due to the bureaucratic, hierarchical entity of the government, there are many obstacles in place to get adequate approvals to gain permission to send out surveys to government personnel. Other recommendations for future research would be to have an alternate measuring tool for the job performance of personnel with a year of public service. This study focused on average performance appraisals, which meant that individuals within a year could not provide those performance measures because they had not been employed long enough for a performance review.

### **Summary**

This study found a moderate positive correlation between conscientiousness and job performance, a mild positive correlation between nonorganizational religiosity and the intent to leave, and a mild positive correlation between intrinsic religiosity and the

intent to leave. Other findings of this study were that part-time employees with higher levels of conscientiousness were correlated with a higher intent to leave their organization. Continual study of religiosity among federal employees may provide further insight into the will of employees and their strength to move on from employment with part-time employees.

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## APPENDIX A: CONSENT

**Consent**

**Title of the Project:** Conscientiousness Personality Trait On Job Performance And Retention Of Public Service Employees

**Principal Investigator:** Arsenio Scott, Doctoral Candidate, Liberty University

**Invitation to be Part of a Research Study**

You are invited to participate in a research study. To participate, you must be 18 years of age or older, and a full-time federal employee with at least one year of service in the federal government. Taking part in this research project is voluntary.

Please take time to read this entire form and ask questions before deciding whether to take part in this research.

**What is the study about and why is it being done?**

The purpose of the study is to examine how the conscientiousness personality trait and religiosity impact the relationship between job performance and retention of public service employees.

**What will happen if you take part in this study?**

If you agree to be in this study, I will ask you to do the following:

1. Complete an anonymous online survey with essential demographic information to assess conscientiousness personality trait, job performance, religiosity, retention, and social support that will take no more than 15 minutes.

**How could you or others benefit from this study?**

Participants should not expect to receive a direct benefit from taking part in this study. Benefits to society include helping organizations in discovering relevant information about the impact that religiosity and the conscientiousness personality trait may have with the retention and performance of employees.

**What risks might you experience from being in this study?**

The expected risks from participating in this study are minimal, which means they are equal to the risks you would encounter in everyday life.

**How will personal information be protected?**

The records of this study will be kept private. Research records will be stored securely, and only the researchers will have access to the records.

- Participant responses will be anonymous.
- Data will be stored on a password-locked computer/in a locked file cabinet. After five years, all electronic records will be deleted.

### **Is study participation voluntary?**

Participation in this study is voluntary. Your decision whether to participate will not affect your current or future relations with Liberty University. If you decide to participate, you are free to not answer any question or withdraw at any time prior to submitting the survey without affecting those relationships.

### **What should you do if you decide to withdraw from the study?**

If you choose to withdraw from the study, please exit the survey and close your internet browser. Your responses will not be recorded or included in the study.

### **Whom do you contact if you have questions or concerns about the study?**

The researcher conducting this study is Arsenio Scott. You may ask any questions you have now. If you have questions later, **you are encouraged** to contact them at [REDACTED]. You may also contact the researcher's faculty sponsor, Gilbert Franco, Ph.D. at [REDACTED].

### **Whom do you contact if you have questions about your rights as a research participant?**

If you have any questions or concerns regarding this study and would like to talk to someone other than the researchers, **you are encouraged** to contact the IRB. Our physical address is Institutional Review Board, 1971 University Blvd., Green Hall Ste. 2845, Lynchburg, VA, 24515; our phone number is 434-592-5530, and our email address is [irb@liberty.edu](mailto:irb@liberty.edu).

*Disclaimer: The Institutional Review Board (IRB) is tasked with ensuring that human subjects research will be conducted in an ethical manner as defined and required by federal regulations. The topics covered and viewpoints expressed or alluded to by student and faculty researchers are those of the researchers and do not necessarily reflect the official policies or positions of Liberty University.*

### **Your Consent**

Before agreeing to be part of the research, please be sure that you understand what the study is about. You can print a copy of the document for your records. If you have any

questions about the study later, you can contact the researcher using the information provided above.

*I have read and understood the above information. I have asked questions and have received answers. I consent to participate in the study.*

## APPENDIX B: BIG FIVE INVENTORY

**How I am in general**

Here are a number of characteristics that may or may not apply to you. For example, do you agree that you are someone who *likes to spend time with others*? Please write a number next to each statement to indicate the extent to which **you agree or disagree with that statement.**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Disagree strongly	Disagree a little	Neither agree nor disagree	Agree a little	Agree strongly

**I am someone who...**

- |  |   |
|--|---|
| <p>_____ Is talkative</p> <p>_____ Tends to find fault with others</p> <p>_____ Does a thorough job</p> <p>_____ Is depressed, blue</p> <p>_____ Is original, comes up with new ideas</p> <p>_____ Is reserved</p> <p>_____ Is helpful and unselfish with others</p> <p>_____ Can be somewhat careless</p> <p>_____ Is relaxed, handles stress well.</p> <p>_____ Is curious about many different things</p> <p>_____ Is full of energy</p> <p>_____ Starts quarrels with others</p> <p>_____ Is a reliable worker</p> | <p>_____ Can be tense</p> <p>_____ Is ingenious, a deep thinker</p> <p>_____ Generates a lot of enthusiasm</p> <p>_____ Has a forgiving nature</p> <p>_____ Tends to be disorganized</p> <p>_____ Worries a lot</p> <p>_____ Has an active imagination</p> <p>_____ Tends to be quiet</p> <p>_____ Is generally trusting</p> <p>_____ Tends to be lazy</p> <p>_____ Is emotionally stable, not easily upset</p> <p>_____ Is inventive</p> <p>_____ Has an assertive personality</p> <p>_____ Can be cold and aloof</p> <p>_____ Perseveres until the task is finished</p> |
|--|---|

- |  |   |
|--|---|
| _____ Can be moody                               | _____ Is sometimes rude to others                   |
| _____ Values artistic, aesthetic experiences     | _____ Makes plans and follows through with them     |
| _____ Is sometimes shy, inhibited                | _____ Gets nervous easily                           |
| _____ Is considerate and kind to almost everyone | _____ Likes to reflect, play with ideas             |
| _____ Does things efficiently                    | _____ Has few artistic interests                    |
| _____ Remains calm in tense situations           | _____ Likes to cooperate with others                |
| _____ Prefers work that is routine               | _____ Is easily distracted                          |
| _____ Is outgoing, sociable                      | _____ Is sophisticated in art, music, or literature |

### SCORING INSTRUCTIONS

To score the BFI, you'll first need to **reverse-score** all negatively-keyed items:

Extraversion: 6, 21, 31  
 Agreeableness: 2, 12, 27, 37  
 Conscientiousness: 8, 18, 23, 43  
 Neuroticism: 9, 24, 34  
 Openness: 35, 41

To recode these items, you should subtract your score for all reverse-scored items from 6. For example, if you gave yourself a 5, compute 6 minus 5 and your recoded score is 1. That is, a score of 1 becomes 5, 2 becomes 4, 3 remains 3, 4 becomes 2, and 5 becomes 1.

Next, you will create scale scores by **averaging** the following items for each B5 domain (where R indicates using the reverse-scored item).

Extraversion: 1, 6R 11, 16, 21R, 26, 31R, 36  
 Agreeableness: 2R, 7, 12R, 17, 22, 27R, 32, 37R, 42  
 Conscientiousness: 3, 8R, 13, 18R, 23R, 28, 33, 38, 43R  
 Neuroticism: 4, 9R, 14, 19, 24R, 29, 34R, 39  
 Openness: 5, 10, 15, 20, 25, 30, 35R, 40, 41R, 44

John, O. P., Donahue, E. M., & Kentle, R. L. (1991). *The Big Five Inventory--Versions 4a and 54*. Berkeley, CA: University of California, Berkeley, Institute of Personality and Social Research.

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## APPENDIX C: TURNOVER INTENTIONS

**Michaels and Spector 1982 3-Item Scale**

	Strongly disagree	Moderately disagree	Slightly disagree	Slightly agree	Moderately agree	Strongly agree
I often seriously consider leaving my current job.						
I intend to quit my current job.						
I have started to look for other jobs.						

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Michaels, C. E., & Spector, P. E. (1982). Causes of employee turnover: A test of the Mobley, Griffeth, Hand, and Meglino model. *Journal of Applied Psychology*, 67(1), 53-59. doi:<http://dx.doi.org/10.1037/0021-9010.67.1.53>



## APPENDIX D: Duke University Religion Index (DUREL)

(1) How often do you attend church or other religious meetings? (ORA)

1 - Never; 2 - Once a year or less; 3 - A few times a year; 4 - A few times a month; 5 - Once a week; 6 - More than once/week

(2) How often do you spend time in private religious activities, such as prayer, meditation or Bible study? (NORA)

1 - Rarely or never; 2 - A few times a month; 3 - Once a week; 4 - Two or more times/week; 5 - Daily; 6 - More than once a day

The following section contains 3 statements about religious belief or experience. Please mark the extent to which each statement is true or not true for you.

(3) In my life, I experience the presence of the Divine (*i.e.*, God) - (IR)

1 - Definitely not true; 2 - Tends not to be true; 3 - Unsure; 4 - Tends to be true; 5 - Definitely true of me

(4) My religious beliefs are what really lie behind my whole approach to life - (IR)

1 - Definitely not true; 2 - Tends not to be true; 3 - Unsure; 4 - Tends to be true; 5 - Definitely true of me

(5) I try hard to carry my religion over into all other dealings in life - (IR)

1 - Definitely not true; 2 - Tends not to be true; 3 - Unsure; 4 - Tends to be true; 5 - Definitely true of me

Koenig, H. G., & Bussing, A. (2010). The Duke University Religion Index (DUREL): A five-item measure for use in epidemiological studies. *Religions*, 1(1), 78–85

## APPENDIX E: PERSONAL RESOURCE QUESTIONNAIRE (PRQ85)

Approval to use the PRQ was received on 5/1/2023

5/2/2024

TO: Arsenio Scott



FR: Clarann Weinert, SC,PhD,RN,FAAN

Please let this letter serve as your permission to use the PRQ85 or PRQ2000. Any changes to question stems or answer sets must be approved in advance. Translation of the PRQ into other languages is acceptable and encouraged. Please send me a copy of the translated tool. If you do, in fact, use the PRQ for data collection in your study, I ask that you send me an abstract of your findings. Should you have any questions or need clarification, kindly e-mail [cweinert@montana.edu](mailto:cweinert@montana.edu). I will try to respond in a timely manner.

Thank you for your interest in the PRQ. I hope that our social support measure will be helpful in your research.

Sincerely,



Clarann Weinert, SC,PhD,RN,FAAN  
Professor Emerita  
[cweinert@montana.edu](mailto:cweinert@montana.edu)  
[www.montana.edu/cweinert](http://www.montana.edu/cweinert)

**PERSONAL RESOURCE QUESTIONNAIRE (PRQ85)**

In our everyday lives there are personal and family situations or problems that we must deal with. Some of these are listed below. Please consider each statement in light of your own situation. **CIRCLE** the number before the person(s) that you could count on most in each situation that is described. You may circle more than one number if there is more than one source of help that you count on. In addition, we would like to know if you have had this situation or a similar one in the past SIX MONTHS, and how satisfied you are with the help you received.

Q-1a. If you were to experience urgent needs (crisis), who would you turn to for help?  
(Please **CIRCLE** all that apply.)

- 1 PARENT
- 2 CHILD OR CHILDREN
- 3 SPOUSE OR PARTNER OR SIGNIFICANT OTHER
- 4 A RELATIVE OR FAMILY MEMBER
- 5 FRIEND
- 6 NEIGHBOR OR CO-WORKER
- 7 SPIRITUAL ADVISOR (minister, priest, etc.)
- 8 PROFESSIONAL (nurse, counselor, social worker, employer, etc.)
- 9 AGENCY
- 10 SELF-HELP GROUP
- 11 NO ONE (No one available)
- 12 NO ONE (Prefer to handle it alone)
- 13 OTHER (Please explain) \_\_\_\_\_

b. Have you had urgent needs (crisis) in the past SIX MONTHS?

- 1 YES
- 2 NO (If NO, skip to Q-2a.)

c. If you have experienced urgent needs (crisis) in the past SIX MONTHS, to what extent do you feel satisfied with the help you received?

- 1 VERY DISSATISFIED
- 2 FAIRLY DISSATISFIED
- 3 A LITTLE DISSATISFIED
- 4 A LITTLE SATISFIED
- 5 FAIRLY SATISFIED
- 6 VERY SATISFIED

Q-2a. If you needed help for an extended period of time in caring for a family member who is sick or handicapped, who would you turn to for help? (Please **CIRCLE** all that apply.)

- 1 PARENT
- 2 CHILD OR CHILDREN
- 3 SPOUSE OR PARTNER OR SIGNIFICANT OTHER
- 4 A RELATIVE OR FAMILY MEMBER
- 5 FRIEND
- 6 NEIGHBOR OR CO-WORKER
- 7 SPIRITUAL ADVISOR (minister, priest, etc.)
- 8 PROFESSIONAL (nurse, counselor, social worker, employer, etc.)
- 9 AGENCY
- 10 SELF-HELP GROUP
- 11 NO ONE (No one available)
- 12 NO ONE (Prefer to handle it alone)
- 13 OTHER (Please explain) \_\_\_\_\_

b. Have you needed help in caring for a sick or handicapped family member in the past SIX MONTHS?

- 1 YES
- 2 NO (If NO, skip to Q-3a)

c. If you have needed help in caring for a sick or handicapped family member in the past SIX MONTHS, to what extent do you feel satisfied with the help you received?

- 1 VERY DISSATISFIED
- 2 FAIRLY DISSATISFIED
- 3 A LITTLE DISSATISFIED
- 4 A LITTLE SATISFIED
- 5 FAIRLY SATISFIED
- 6 VERY SATISFIED

Q-3a. If you were concerned about your relationship with your spouse, partner, or intimate other, who would you turn to for help?

- 1 PARENT
- 2 CHILD OR CHILDREN
- 3 SPOUSE OR PARTNER OR SIGNIFICANT OTHER
- 4 A RELATIVE OR FAMILY MEMBER
- 5 FRIEND

- 6 NEIGHBOR OR CO-WORKER
- 7 SPIRITUAL ADVISOR (minister, priest, etc.)
- 8 PROFESSIONAL (nurse, counselor, social worker, employer, etc.)
- 9 AGENCY
- 10 SELF-HELP GROUP
- 11 NO ONE (No one available)
- 12 NO ONE (Prefer to handle it alone)
- 13 OTHER (Please explain) \_\_\_\_\_

b. Have you had concerns about your relationship with your spouse, partner, or intimate other in the past SIX MONTHS?

- 1 YES
- 2 NO (If NO, skip to Q-4a)

c. If you have had concerns about your relationship with your spouse, partner, or intimate other in the past SIX MONTHS, to what extent do you feel satisfied with the help you received?

- 1 VERY DISSATISFIED
- 2 FAIRLY DISSATISFIED
- 3 A LITTLE DISSATISFIED
- 4 A LITTLE SATISFIED
- 5 FAIRLY SATISFIED
- 6 VERY SATISFIED

Q-4a. If you needed help or advice for a problem with a family member or friend who would you turn to for help? (Please **CIRCLE** all that apply.)

- 1 PARENT
- 2 CHILD OR CHILDREN
- 3 SPOUSE OR PARTNER OR SIGNIFICANT OTHER
- 4 A RELATIVE OR FAMILY MEMBER
- 5 FRIEND
- 6 NEIGHBOR OR CO-WORKER
- 7 SPIRITUAL ADVISOR (minister, priest, etc.)
- 8 PROFESSIONAL (nurse, counselor, social worker, employer, etc.)
- 9 AGENCY
- 10 SELF-HELP GROUP
- 11 NO ONE (No one available)
- 12 NO ONE (Prefer to handle it alone)

13 OTHER (Please explain) \_\_\_\_\_

- b. Have you needed help or advice regarding a problem with a family member or friend in the past SIX MONTHS?
- 1 YES
  - 2 NO (If NO, skip to Q-5a)
- c. If you have needed help or advice in the past SIX MONTHS regarding a problem with a member or friend, to what extent do you feel satisfied with the help you received?
- 1 VERY DISSATISFIED
  - 2 FAIRLY DISSATISFIED
  - 3 A LITTLE DISSATISFIED
  - 4 A LITTLE SATISFIED
  - 5 FAIRLY SATISFIED
  - 6 VERY SATISFIED

Q-5a. If you were having financial problems, who would you turn to for help? (Please **CIRCLE** all that apply.)

- 1 PARENT
- 2 CHILD OR CHILDREN
- 3 SPOUSE OR PARTNER OR SIGNIFICANT OTHER
- 4 A RELATIVE OR FAMILY MEMBER
- 5 FRIEND
- 6 NEIGHBOR OR CO-WORKER
- 7 SPIRITUAL ADVISOR (minister, priest, etc.)
- 8 PROFESSIONAL (nurse, counselor, social worker, employer, etc.)
- 9 AGENCY
- 10 SELF-HELP GROUP
- 11 NO ONE (No one available)
- 12 NO ONE (Prefer to handle it alone)
- 13 OTHER (Please explain) \_\_\_\_\_

- b. Have you had financial problems in the past SIX MONTHS?
- 1 YES
  - 2 NO (If NO, skip to Q-6a)

- c. If you have had financial problems in the past SIX MONTHS to what extent do you feel satisfied with the help you received?

- 1 VERY DISSATISFIED
- 2 FAIRLY DISSATISFIED
- 3 A LITTLE DISSATISFIED
- 4 A LITTLE SATISFIED
- 5 FAIRLY SATISFIED
- 6 VERY SATISFIED

- Q-6a. If you felt lonely, who would you turn to? (Please **CIRCLE** all that apply.)

- 1 PARENT
- 2 CHILD OR CHILDREN
- 3 SPOUSE OR PARTNER OR SIGNIFICANT OTHER
- 4 A RELATIVE OR FAMILY MEMBER
- 5 FRIEND
- 6 NEIGHBOR OR CO-WORKER
- 7 SPIRITUAL ADVISOR (minister, priest, etc.)
- 8 PROFESSIONAL (nurse, counselor, social worker, employer, etc.)
- 9 AGENCY
- 10 SELF-HELP GROUP
- 11 NO ONE (No one available)
- 12 NO ONE (Prefer to handle it alone)
- 13 OTHER (Please explain) \_\_\_\_\_

- b. Have you felt lonely in the past SIX MONTHS?

- 1 YES
- 2 NO (If NO, skip to Q-7a)

- c. If you have felt lonely, in the past SIX MONTHS, to what extent do you feel satisfied with the help you received?

- 1 VERY DISSATISFIED
- 2 FAIRLY DISSATISFIED
- 3 A LITTLE DISSATISFIED
- 4 A LITTLE SATISFIED
- 5 FAIRLY SATISFIED
- 6 VERY SATISFIED

Q-7a. If you were sick and not able to carry out your usual activities for a week or so, who would you turn to for help? (Please **CIRCLE** all that apply.)

- 1 PARENT
- 2 CHILD OR CHILDREN
- 3 SPOUSE OR PARTNER OR SIGNIFICANT OTHER
- 4 A RELATIVE OR FAMILY MEMBER
- 5 FRIEND
- 6 NEIGHBOR OR CO-WORKER
- 7 SPIRITUAL ADVISOR (minister, priest, etc.)
- 8 PROFESSIONAL (nurse, counselor, social worker, employer, etc.)
- 9 AGENCY
- 10 SELF-HELP GROUP
- 11 NO ONE (No one available)
- 12 NO ONE (Prefer to handle it alone)
- 13 OTHER (Please explain) \_\_\_\_\_

b. During the past SIX MONTHS, have you been sick for a week and not able to carry out your usual activities?

- 1 YES
- 2 NO (If NO, skip to Q-8a)

c. If you have been sick for a week in the past SIX MONTHS to what extent do you feel satisfied with the help you received?

- 1 VERY DISSATISFIED
- 2 FAIRLY DISSATISFIED
- 3 A LITTLE DISSATISFIED
- 4 A LITTLE SATISFIED
- 5 FAIRLY SATISFIED
- 6 VERY SATISFIED

Q-8a. If you were upset and frustrated with the conditions of your life, who would you turn to for help? (Please **CIRCLE** all that apply.)

- 1 PARENT
- 2 CHILD OR CHILDREN
- 3 SPOUSE OR PARTNER OR SIGNIFICANT OTHER
- 4 A RELATIVE OR FAMILY MEMBER
- 5 FRIEND



- 6 NEIGHBOR OR CO-WORKER
- 7 SPIRITUAL ADVISOR (minister, priest, etc.)
- 8 PROFESSIONAL (nurse, counselor, social worker, employer, etc.
- 9 AGENCY
- 10 SELF-HELP GROUP
- 11 NO ONE (No one available)
- 12 NO ONE ( Prefer to handle it alone)
- 13 OTHER (Please explain) \_\_\_\_\_

b. Have you been upset and frustrated with the conditions of your life in the past SIX MONTHS?

- 1 YES
- 2 NO (If NO, skip to Q-9a)

c. If you have been upset and frustrated with the conditions of your life in the past SIX MONTHS, to what extent do you feel satisfied with the help you received?

- 1 VERY DISSATISFIED
- 2 FAIRLY DISSATISFIED
- 3 A LITTLE DISSATISFIED
- 4 A LITTLE SATISFIED
- 5 FAIRLY SATISFIED
- 6 VERY SATISFIED

Q-9a. If you were having problems with your work at home or at you place of employment, who would you turn to for help? (Please **CIRCLE** all that apply.)

- 1 PARENT
- 2 CHILD OR CHILDREN
- 3 SPOUSE OR PARTNER OR SIGNIFICANT OTHER
- 4 A RELATIVE OR FAMILY MEMBER
- 5 FRIEND
- 6 NEIGHBOR OR CO-WORKER
- 7 SPIRITUAL ADVISOR (minister, priest, etc.)
- 8 PROFESSIONAL (nurse, counselor, social worker, employer, etc.
- 9 AGENCY
- 10 SELF-HELP GROUP
- 11 NO ONE (No one available)
- 12 NO ONE ( Prefer to handle it alone)

13 OTHER (Please explain) \_\_\_\_\_

b. Have you had problems related to your work in the past SIX MONTHS?

- 1 YES
- 2 NO (If NO, skip to Q-10a)

c. If you have had problems with your work situation in the past SIX MONTHS, to what extent do you feel satisfied with the help you received?

- 1 VERY DISSATISFIED
- 2 FAIRLY DISSATISFIED
- 3 A LITTLE DISSATISFIED
- 4 A LITTLE SATISFIED
- 5 FAIRLY SATISFIED
- 6 VERY SATISFIED

Q-10a. If you needed someone to talk to about your day-to-day personal concerns, who would you turn to for help? (Please **CIRCLE** all that apply.)

- 1 PARENT
- 2 CHILD OR CHILDREN
- 3 SPOUSE OR PARTNER OR SIGNIFICANT OTHER
- 4 A RELATIVE OR FAMILY MEMBER
- 5 FRIEND
- 6 NEIGHBOR OR CO-WORKER
- 7 SPIRITUAL ADVISOR (minister, priest, etc.)
- 8 PROFESSIONAL (nurse, counselor, social worker, employer, etc.)
- 9 AGENCY
- 10 SELF-HELP GROUP
- 11 NO ONE (No one available)
- 12 NO ONE (Prefer to handle it alone)
- 13 OTHER (Please explain) \_\_\_\_\_

b. Have you needed someone to talk to about day-to-day personal concerns in the past SIX MONTHS?

- 1 YES
- 2 NO (If NO, skip to Q-11a)

- c. If you have needed someone to talk to about day-to-day personal concerns in the past SIX MONTHS, to what extent do you feel satisfied with the help you received?

- 1 VERY DISSATISFIED
- 2 FAIRLY DISSATISFIED
- 3 A LITTLE DISSATISFIED
- 4 A LITTLE SATISFIED
- 5 FAIRLY SATISFIED
- 6 VERY SATISFIED

- Q-11. Below are some statements with which some people agree and others disagree. Please read each statement and **CIRCLE** the response most appropriate for you. There is not right or wrong answer.

- 1 = STRONGLY DISAGREE
- 2 = DISAGREE
- 3 = SOMEWHAT DISAGREE
- 4 = NEUTRAL
- 5 = SOMEWHAT AGREE
- 6 = AGREE
- 7 = STRONGLY AGREE

- |  |   |   |   |   |   |   |   |
|--|---|---|---|---|---|---|---|
| a. There is someone I feel close to who makes me feel secure                         | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| b. I belong to a group in which I feel important..                                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| c. People let me know that I do well at my work (job, homemaking).                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| d. I can't count on my relatives and friends to help me with my problems..           | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| e. I have enough contact with the person who makes me feel special....               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| f. I spend time with others who have the same interests I do.....                    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| g. There is little opportunity in my life to be giving and caring to another person. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| h. Others let me know that they enjoy working with me (job, committees, projects)..  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

i. There are people who are available if I needed help over an extended period of time.	1	2	3	4	5	6	7
j. There is no one to talk to about how I am feeling..	1	2	3	4	5	6	7
k. Among my group of friends we do favors for each other..	1	2	3	4	5	6	7
l. I have the opportunity to encourage others to develop their interests and skills...	1	2	3	4	5	6	7
m. My family lets me know that I am important for keeping the family running..	1	2	3	4	5	6	7
n. I have relatives or friends that will help me out even if I can't pay them back.....	1	2	3	4	5	6	7
o. When I am upset there is someone I can be with who lets me be myself..	1	2	3	4	5	6	7
p. I feel no one has the same problems as I ...	1	2	3	4	5	6	7
q. I enjoy doing little "extra" things that make another person's life more pleasant....	1	2	3	4	5	6	7
r. I know that others appreciate me as a person.	1	2	3	4	5	6	7
s. There is someone who loves and cares about me.	1	2	3	4	5	6	7
t. I have people to share social events and fun activities with..	1	2	3	4	5	6	7
u. I am responsible for helping provide for another person's needs.	1	2	3	4	5	6	7
v. If I need advice there is someone who would assist me to work out a plan for dealing with the situation...	1	2	3	4	5	6	7
w. I have a sense of being needed by another person	1	2	3	4	5	6	7
x. People think that I'm not as good a friend as I should be.....	1	2	3	4	5	6	7
y. If I got sick, there is someone to give me advice about caring for myself	1	2	3	4	5	6	7

Weinert, C. (1987). A social support measure: PRQ85. *Nursing research*, 36(5), 273-277.

## APPENDIX F: STUDY SURVEY

I am asking you to complete this survey as part of the requirements for my dissertation in my graduate-level psychology coursework at Liberty University. Your answers will remain completely anonymous. No personal information about you will be linked to this survey. Please do not put your name or any other identifying information on the survey. The results of this survey will be used only for educational purposes and will be published or released to the public as my dissertation study. You must be 18 years old or older in order to complete this survey.

**1. What is your gender?**

Male, Female or Other (Specify) \_\_\_\_\_

**2. What is your highest level of education?**

- Less than high school degree
- High School Diploma or equivalent (e.g., GED)
- Some College, No Degree
- Associate Degree
- Bachelor Degree
- Masters Degree
- Doctoral Degree

**3. What is your age? \_\_\_\_\_**

**4. Are you White, Black or African-American, American Indian or Alaskan Native, Asian, Native Hawaiian or other Pacific Islander?**

- White
- Black or African-American
- American Indian or Alaskan Native
- Asian
- Native Hawaiian or other Pacific islander

**5. What industry do you work in? (Example: IT, Agriculture, Education...)**

\_\_\_\_\_

**6. Which of the following categories best describes your employment status?**

- Employed, working 1-39 hours per week \_\_\_\_\_
- Employed, working 40 or more hours per week \_\_\_\_\_

**7. How many years have you worked in your current government organization?**

\_\_\_\_\_

Here are a number of characteristics that may or may not apply to you. For example, do you agree that you are someone who *likes to spend time with others*? Please write a number next to each statement to indicate the extent to which **you agree or disagree with that statement.**

1	2	3	4	5
Disagree Strongly	Disagree a little	Neither agree nor disagree	Agree a little	Agree strongly

8. \_\_\_\_\_ Does a thorough job  
 9. \_\_\_\_\_ Can be somewhat careless  
 10. \_\_\_\_\_ Is a reliable worker  
 11. \_\_\_\_\_ Tends to be disorganized  
 12. \_\_\_\_\_ Tends to be lazy  
 13. \_\_\_\_\_ Perseveres until the task is finished  
 14. \_\_\_\_\_ Does things efficiently  
 15. \_\_\_\_\_ Makes plans and follows through with them  
 16. \_\_\_\_\_ Is easily distracted

17. How often do you attend church or other religious meetings?

1 - Never	2 - Once a year or less	3 - A few times a year	4 - A few times a month	5 - Once a week	6 - More than once/week
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18. How often do you spend time in private religious activities, such as prayer, meditation or Bible study?

1 - Rarely or never	2 - A few times a month	3 - Once a week;	4 - Two or more times/week;	5 - Daily	6 - More than once a day
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19. In my life, I experience the presence of the Divine (i.e., God) –

1 - Definitely not true	2 - Tends not to be true	3 - Unsure	4 - Tends to be true	5 - Definitely true of me
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20. My religious beliefs are what really lie behind my whole approach to life –

1 - Definitely not true	2 - Tends not to be true	3 - Unsure	4 - Tends to be true	5 - Definitely true of me
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21. I try hard to carry my religion over into all other dealings in life –

1 - Definitely not true	2 - Tends not to be true	3 - Unsure	4 - Tends to be true	5 - Definitely true of me
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22. I often seriously consider leaving my current job.

Strongly Disagree	Moderately Disagree	Slightly Agree	Moderately Agree	Strongly Agree
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23. I intend to quit my current job.

Strongly Disagree	Moderately Disagree	Slightly Agree	Moderately Agree	Strongly Agree
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24. I have started to look for other jobs.

Strongly Disagree	Moderately Disagree	Slightly Agree	Moderately Agree	Strongly Agree
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25. What rating did you receive on your last five performance appraisals starting from your most recent?

- Appraisal 1

5 - Outstanding	4 – Exceeds Fully Successful	3 – Fully Successful	2 – Minimally Satisfactory	1 - Unsatisfactory
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- Appraisal 2

5 - Outstanding	4 – Exceeds Fully Successful	3 – Fully Successful	2 – Minimally Satisfactory	1 - Unsatisfactory	NA
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- Appraisal 3

5 - Outstanding	4 – Exceeds Fully Successful	3 – Fully Successful	2 – Minimally Satisfactory	1 - Unsatisfactory	NA
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- Appraisal 4

5 - Outstanding	4 – Exceeds Fully Successful	3 – Fully Successful	2 – Minimally Satisfactory	1 - Unsatisfactory	NA
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- Appraisal 5

5 - Outstanding	4 – Exceeds Fully Successful	3 – Fully Successful	2 – Minimally Satisfactory	1 - Unsatisfactory	NA
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Below are some statements with which some people agree and others disagree.

Please read each statement and **select** the response most appropriate for you.

There is not right or wrong answer.

1 Strongly Disagree	2 Disagree	3 Somewhat Disagree	4 Neutral	5 Somewhat Agree	6 Agree	7 Strongly Agree
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26. There is someone I feel close to who makes me feel secure \_\_\_\_\_
27. I belong to a group in which I feel important \_\_\_\_\_
28. People let me know that I do well at my work (job, homemaking) \_\_\_\_\_
29. I can't count on my relatives and friends to help me with my problems \_\_\_\_\_
30. I have enough contact with the person who makes me feel special \_\_\_\_\_
31. I spend time with others who have the same interests I do \_\_\_\_\_
32. There is little opportunity in my life to be giving and caring to another person  
\_\_\_\_\_
33. Others let me know that they enjoy working with me (job, committees, projects)  
\_\_\_\_\_
34. There are people who are available if I needed help over an extended period of  
time \_\_\_\_\_
35. There is no one to talk to about how I am feeling \_\_\_\_\_
36. Among my group of friends we do favors for each other \_\_\_\_\_
37. I have the opportunity to encourage others to develop their interests and skills  
\_\_\_\_\_
38. My family lets me know that I am important for keeping the family running  
\_\_\_\_\_
39. I have relatives or friends that will help me out even if I can't pay them back  
\_\_\_\_\_
40. When I am upset there is someone I can be with who lets me be myself \_\_\_\_\_
41. I feel no one has the same problems as I \_\_\_\_\_
42. I enjoy doing little "extra" things that make another person's life more pleasant  
\_\_\_\_\_
43. I know that others appreciate me as a person \_\_\_\_\_
44. There is someone who loves and cares about me \_\_\_\_\_
45. I have people to share social events and fun activities with \_\_\_\_\_
46. I am responsible for helping provide for another person's needs \_\_\_\_\_
47. If I need advice there is someone who would assist me to work out a plan for  
dealing with the situation \_\_\_\_\_
48. I have a sense of being needed by another person \_\_\_\_\_
49. People think that I'm not as good a friend as I should be \_\_\_\_\_
50. If I got sick, there is someone to give me advice about caring for myself \_\_\_\_\_



## APPENDIX G: G\*POWER

