Personality and Person/Organisation Fit of Aged Care Workers Within an Italian-specific Aged Care Environment

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Literature Review

Literature Review: Using Personality Assessments to Select Appropriate Aged Care Workers

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Abstract

Recent challenges for the Australian aged care industry emphasize the need to maintain a high quality of care, influenced by the effectiveness of aged care worker selection processes including personality assessments. This review of the literature explored existing empirical evidence for personality assessments and their utility as predictors of future job performance in applied settings. The outcome of this review suggests that personality assessments can provide useful insights into a candidate's personality in relation to future job performance. However, further research is required into the validation of personality assessments for selecting ideal aged care workers in diverse aged care settings.

Literature Review: Using Personality Assessments to Select Appropriate Aged Care Workers

Recruitment in the Aged Care Sector

The Australian aged care industry has been troubled by various service quality issues in recent times resulting in the establishment of The Royal Commission into Aged Care Quality and Safety in October 2018. Specifically, the elder abuse of ageing residents by aged care workers has received considerable public attention. For this reason, the recruitment processes of aged care workers needs to be rigorous, as staff with a greater person-organisation fit in terms of service values are more likely to care appropriately for ageing residents, are more likely to report abuse and have a greater desire for abuse to be addressed (Radermacher et al., 2018).

In addition to incidents of abuse, the high turnover of aged care workers in both residential and community care settings across Australia appears to be an ongoing challenge for the aged care industry (Angley & Newman, 2002). This high turnover may also be linked to the relative effectiveness of recruitment processes. If these processes are not appropriate, they may reduce the quality of care offered in aged care settings and the subsequent wellbeing of residents (Prieto-Flores et al., 2011).

The Culturally and Linguistically Diverse (CALD) Aged Care Community

While effective recruitment processes are critical within mainstream aged care organisations, such rigor is also needed in the selection of aged care workers within organisations that primarily service ageing migrants (referred to as culturally and linguistically diverse [CALD]). CALD individuals are defined as migrants who either came to Australia to live, or who had parents or ancestors born in countries where English is not the main language (Low et al., 2009). Since the Australian CALD community aged over 65 years of age is expected to increase by 66% from 2017 to 2032 and older adults from CALD backgrounds are

identified as a special needs group (Adebayo, Durey, & Slack-Smith, 2017), there is a growing need to ensure recruitment processes in the CALD aged care sector are effective and relevant.

Despite a 'cultural awareness aura' throughout the aged care sector, it appears that organisations are not preparing aged care workers adequately for the language and cultural awareness required (Goel & Penman, 2015). Moreover, the recruitment processes specific to the CALD aged care context is neglected in the literature. The additional challenges of working in a CALD aged care context may include language barriers, as well as diverse cultural and behavioural norms (Adebayo et al., 2017). This suggests that the needs of CALD individuals differ in at least some respects to those of 'Caucasian' individuals found in mainstream settings. The following section will explore selection processes as they relate to aged care.

Selection Processes for Aged Care

As good 'fit' has been linked to future job success and satisfaction, an effective selection process should identify an employee who not only 'fits' with the organisation, but where the organisation 'fits' with the goals and skills of the employee (Farooqui & Nagendra, 2014; Lin, Yu, & Yi, 2014). As such, both the individual's capabilities and psychological attributes are important considerations when estimating future job performance (Robertson & Smith, 2001). Consequently, the use of psychometric assessments to measure cognitive ability and personality have become fundamental tools and sources of information commonly utilised as part of the employee selection process (Robertson & Smith, 2001).

Specific to the aged care context, the aged care worker's personality is considered one of the most important factors to shape the interaction and quality of care between carers and residents (care recipients or clients; Richter, Astrom, & Isaksson, 2012). However, it is also recognised that the predictive power of psychological assessments is limited by the reliability and validity of the measure (Murphy & Davidshofer, 1994). Nevertheless, psychological assessments remain the most accurate and objective technology available to gain insights into

a candidate's personality as part of the selection process (Hausdorf & Risavy, 2010). This is primarily due to predictive validity evidence for psychological tests (Ones, Viswesvaran, Dilchert, & Judge, 2007; Tett & Christiansen, 2007) and, in particular, the relationship between psychological assessments and job performance (Burch & Anderson, 2008), which is discussed further in the following section.

Job Performance

Job performance has typically been considered in terms of an individual's work achievements and the outcomes delivered by that individual after exerting the required effort on the job (Pradhan & Jena, 2017). Despite this traditional notion that job performance is directly associated with task performance (i.e., the proficiency with which individuals perform activities that are recognised as part of their role), current literature suggests job performance is a much broader construct.

Pradhan and Jena (2017) suggest job performance is a multicomponent concept, comprised of task (i.e., the fulfilment of fundamental job responsibilities), adaptive (i.e., an ability to adapt to work-related change) and contextual performance (i.e., other non-job related factors such as prosocial behaviour and teamwork) components. Campbell (1990) also proposed a multicomponent model of job performance, which included additional factors such as personal effort, communication proficiency and leadership. Despite the various components of job performance, the literature is in broad agreement that the importance of various job performance components will vary across different occupations (Campbell, 1990) and according to industry context (Rotundo & Sackett, 2002).

Cognitive ability and job performance.

Cognitive ability is a construct that is thought to reflect an individual's ability to learn and is comprised of verbal, numerical and spatial aptitudes (Schmidt, 2002). In recruitment settings, cognitive ability assessments are frequently utilised by organisations to measure the

ability of candidates in domains directly related to the key aptitudes required for success in the job (e.g., a verbal reasoning assessment used to screen applicants in journalism or legal settings). Cognitive ability assessments have been shown to be the most reliable psychometric assessment to predict future job and training performance (Schmidt, 2002; Schmidt & Hunter, 1998).

The use of cognitive ability assessments to predict future job performance is associated with some contextual limitations. For example, cognitive ability assessments are unlikely to provide insight into the skills required beyond general intelligence, such as management experience and interpersonal skills. Cognitive ability assessments may also be influenced by cultural elements (Verney et al., 2005). For example, a meta-analysis of minority groups (i.e., racial or ethnic subgroups) demonstrated lower cognitive ability test validity when comparing the results to those of non-minority respondents, due to a weaker correlation between cognitive ability test scores and performance criteria (Berry, Clark, & McClure, 2011). Therefore, despite the evidence to support cognitive ability assessments as valid predictors of future job performance, the highly interpersonal nature of aged care work and the influence of cultural elements in CALD aged care settings, favours the use of personality assessments to predict job performance in these settings (Alsuwailem & Elnaga, 2016; Burch & Anderson, 2008).

Personality and job performance.

Personality is defined as the distinct set of individual cognitions, emotional patterns and behaviours (Corr & Matthews, 2009) which differentiate individuals from one another (Ones, Viswesvaran, & Dilchert, 2005). Trait based personality theories have long since defined personality in terms of variations in individual traits that predict a person's behaviour (Cattell, 1943), which assists in the explanation and prediction of behaviour in differing contexts (Christiansen & Tett, 2013).

The measurement of personality as it is known today, developed during the twentieth century, with personality assessments based on non-clinical normative samples beginning as early as the 1920s (Saccuzzo & Kaplan, 2009). More recently, two meta-analyses by Barrick and Mount (1991) and Tett, Jackson, and Rothstein (1991) concluded that meta-analytically corrected estimates of validity were meaningful and therefore, personality assessments are appropriate for use in selection contexts as valid predictors of job performance. Further, the systematic work of Cattell (1943) and years of factor analytic personality research, reduced many correlated variables to a few broader personality dimensions (Costa & McCrae, 1985; Norman, 1963), which resulted in the development of the Five Factor Model of Personality (FFM) (Digman, 1990).

These five overarching personality domains (or factors) together with their subfactors (or component facets), are now considered to contain most of the known personality traits and represent the basic structure of all personality (O'Connor, 2002). In addition, meta analyses have demonstrated greater criterion-based validity when predicting job performance using FFM personality inventories compared to non-FFM personality inventories (Salgado, 2003). The general definition of the five broad personality domains are: (i) Neuroticism (i.e., anxious and sensitive/emotional); (ii) Extraversion (i.e., socially outgoing); (iii) Openness to experience (i.e., seeking new experiences); (iv) Agreeableness (i.e., cooperative); and (v) Conscientiousness (i.e., acting carefully).

Broad agreement on the FFM of personality, the stability of personality across the lifespan (Costa & McCrae, 1992) and the relationship between personality and behaviour (Barrick & Mount, 2005) has led to increased validity when personality assessments are used to predict job performance across differing work contexts (Tett & Burnett, 2003; Tett, Jackson, & Rothstein, 1991). Tett and Burnett (2003) explained this trend as situational specificity and conceptualised the Person-Situation Interactionist model, where personality traits are activated

in response to situational cues. For example, in an aged care setting, an elderly resident having a serious fall would likely activate the trait of empathy in an aged care worker. A worker who has a high level of this personality trait may be more likely to respond in an effective manner and provide the required assistance, when compared to a worker who has a low level of this personality trait. O'Neill, Goffin and Rothstein (2013) suggested that in recruitment contexts there must be a link between personality traits and job requirements (i.e., content validity), as well as ensuring the traits identified as being important are related to relevant work performance outcomes (i.e., criterion validity). Specifically, the personality traits assessed must be matched to the requirements of the job role.

Predictive validity of the Big Five personality domains.

Meta-analyses have shown the big five personality traits to correlate significantly with job performance across various job contexts (Barrick & Mount, 1991; Salgado, 1997; Tett, Jackson, & Rothstein, 1991). The empirical evidence for the predictive validity of personality assessments has implications specific to each of the domains of the FFM. The following section will detail each of the five domains and the empirical evidence related to their relationship with job performance.

Emotional Stability (Neuroticism) and job performance.

Neuroticism has been found to be inversely related to job performance (Judge, Higgins, Thoreson, & Barrick, 1999; Salgado, 1997), as individuals with high neuroticism scores are less likely to control their impulses and tend to cope more poorly with stress (Rothmann & Coetzer, 2003). On the other end of the spectrum, emotional stability is indicative of individuals assessed to be low on neuroticism, who are typically considered to be calm, even-tempered and better equipped to manage stress (Rothmann & Coetzer, 2003).

Emotional stability has been shown to be positively related to job performance (Judge & Bono, 2001) across different roles (Barrick & Mount, 2005) and across cultures (Salgado,

1997). Importantly, the relationship between neuroticism and job performance is suggested to be moderated by job characteristics (Uppal, 2014). For example, the social contact required in a caring work context (e.g., aged care) may be more likely to strengthen the positive relationship between emotional stability (i.e., low neuroticism) and job performance (Dunn, Mount, Barrick, & Ones, 1995).

Conscientiousness and job performance.

There is broad agreement in the literature that conscientiousness is a valid predictor of job performance across all domains (Barrick, Mount, & Judge, 2001; Rynes, Colbert, & Brown, 2002; Schmidt, Shaffer, & Oh, 2008). Intuitively, this appears reasonable, as conscientious individuals are typically careful, reliable, thorough, disciplined and hardworking (Hurtz & Donovan, 2000), which are characteristics likely to result in higher job performance.

Conscientious individuals are likely to spend more time on a given task and pay more attention to detail, which may result in greater job knowledge and overall job performance (Viswesvaran, Ones, & Schmidt, 1996). With regards to differing cultural contexts, conscientiousness has been demonstrated as a valid predictor of performance across jobs and job criteria in various European community settings (Salgado, 1997). In socially demanding workplaces, conscientious individuals help to build trust, as they are perceived to be reliable and trustworthy (O'Neill & Allen, 2011).

Despite the meta-analytical evidence relating conscientiousness to job performance (Barrick & Mount, 2005; Tett et al., 1991), it is suggested that this positive relationship may in fact be non-linear (Curseu et al., 2018; Ones, Viswesvaran, Dilchert, & Judge, 2007). Specifically, Le et al. (2011) suggested that increased conscientiousness may lead to inflexibility and obsessiveness which in turn hinders job performance, which results in the asymptotic or inverted U-shape (i.e., non-linear) relationship between conscientiousness and job performance (Lahuis, Martin, & Avis, 2005). For example, if an individual’s low level of

conscientiousness increases, this will likely lead to an increase in an individual's job performance up to a certain point, after which job performance begins to peak and then decrease with high levels of conscientiousness. Importantly, job complexity is considered the moderating factor between conscientiousness and job performance (Le at al., 2011), as low complexity jobs are assumed to require a moderate level of conscientiousness for higher performance compared to high complexity jobs.

When related to carer jobs in an aged care setting, which are generally not considered cognitively demanding, it is likely that both low and high levels of conscientiousness will subsequently result in lower performance. In other words, low levels of conscientiousness might be associated with lack of sufficient concern for aged care residents while high levels might be associated with overly obsessive concern for them.

Agreeableness and job performance.

Agreeable individuals are generally considerate, kind, helpful and willing to comprise, as they typically have a desire for social harmony (Rothmann & Coetzer, 2003). Despite this, the relationship between agreeableness and job performance appears to be less consistent in the research findings. High levels of agreeableness are suggested to negatively correlate with job performance in certain work contexts, such as general leadership roles (Judge, Bono, Ilies, & Gerhardt, 2002). On the other hand, agreeableness has been proposed to predict effective leadership skills in transformational settings (Alsuwailem & Elnaga, 2016). However, the predictive validity of agreeableness appears highest in jobs requiring social interactions, specifically when the interaction requires assisting others (Mount, Barrick, & Stewart, 1998). Taken together with Cuperman and Ickes' (2009) suggestion that agreeableness is positively correlated with behaviours that express interpersonal warmth and positive affect, it is likely agreeableness is a valid predictor of socially interactive jobs that require caring for others.

Openness to Experience and job performance.

Openness to experience is characterised by independent thinking, creativity and a willingness to consider new ideas (Costa & McCrae, 1992). However, openness to experience has been suggested as the least predictive of the big five personality domains. For example, Barrick, Mount, and Judge's (2001) second order meta-analysis found that openness to experience had the lowest true score correlation with job performance of all the big five domains, across job criteria and occupational contexts. Despite the potential low criterion-related validity, openness to experience has demonstrated predictive validity in circumstances when relevant and specific job criteria have been chosen, such as training courses (Salgado, 1997; Vinchur, Schippmann, Switzer, & Roth, 1998). High levels of openness to experience have been correlated with higher job performance when considering management roles (Rothmann & Coetzer, 2003) and in social settings that require adaptability (Thoresen, Bradley, Bliese, & Thoresen, 2004).

Extraversion and job performance.

Extraversion has been found to predict job performance in various occupations (Vinchur et al., 1998) and is characterised by sociability, assertiveness and activity (Rothmann & Coetzer, 2003). Consequently, extraversion has been related to high performance in jobs requiring significant social interaction (Barrick & Mount, 1991). This relationship has been validated across various socially demanding work contexts, such as sales environments (Vinchur et al., 1998), leadership roles (Bono & Judge, 2004), and service-driven professions (Johnson, 1997). Some criticism exists surrounding the validity of extraversion as a predictor of general job performance. For example, extraversion may result in greater absenteeism when combined with low levels of conscientiousness (Alsuwailem & Elnaga, 2016) and extraversion may in fact be a more valid predictor of interpersonal success and not actual task competence (Van Scotter & Motowidlo, 1996). However, extensive meta-analytical support for

extraversion as a valid predictor of job performance exists in the literature and across various job criteria (Barrick et al., 2001; Barrick & Mount, 1991; Vinchur et al., 1998).

In summary, extensive empirical evidence exists for the five major personality domains as valid predictors of job performance. The extent to which each domain is related to performance outcomes (i.e., criterion-related validity) is contingent on matching personality domains to the relevant job criteria (Bartram, 2004), consideration of the situational context (Tett & Burnett, 2003) and an understanding of the required job outcomes (Pradhan & Jena, 2017). Careful consideration to each of the domains influencing the validity of personality assessments will likely enhance their effectiveness in selection and professional development settings.

Personality assessments and the faking issue.

A key criticism of personality assessments is that respondents can distort their answers (Arendasy, Sommer, & Schutzhofer, 2011), a process commonly known as 'faking'. In practice, faking represents any attempts made by respondents to provide more desirable responses or increase their scores on a personality assessment (Goffin & Boyd, 2009). Incidences of faking are greater in high-stakes environments, such as selection settings or when there is an incentive to present oneself in a favourable manner (Morgeson et al., 2007).

The research findings vary on whether faking generally effects the validity of personality assessments. Rosse, Stecher, Miller, and Levin (1998) found that faking did affect criterion-related validity, by demonstrating it to be significantly greater amongst job applicants than amongst job incumbents (i.e., individuals already in the job) when using the NEO Personality Inventory. However, Morgeson et al.'s (2007) review of personality assessments used in personnel selection contexts, found an equivalent number of studies indicating that faking both did and did not appear to reduce the criterion-related validity of personality assessments. Despite the uncertainty of whether faking may weaken criterion related validity,

it nonetheless has the potential to result in bad hiring decisions (Christiansen, Goffin, Johnston, & Rothstein, 1994; Rosse et al., 1998).

Several preventative strategies exist to reduce faking; some personality assessments utilise warnings to indicate the test can detect faking (Pace & Borman, 2006); alternatively, the use of forced choice item formats as opposed to Likert formats require individuals to select alternatives of equal social desirability (Pavlov, Maydeu-Olivares, & Fairchild, 2019); technology has been used to reduce the response time on online assessments and thus reduce the time available to consider more socially desirable responses (Holden, Wood, Tomashewski, 2001); and Item Response Theory (IRT) approaches have been shown to successfully identify item response profiles that flag faking respondents (Stark, Chernyshenko, & Drasgow, 2011). Aside from the strategies to reduce faking, existing literature indicates that we cannot completely mitigate against distortion (Morgeson et al., 2007) and so it is unlikely that faking behaviour will be completely eradicated. This said, the insight provided by using personality assessments currently prevails over the risks associated with faking. Until greater certainty exists regarding faking's effect on criterion-related validity, personality assessments remain a useful tool to gain insight to an individual's personality.

Personality assessments and legal considerations.

The use of personality assessments in applied contexts may affect a respondent's life and career trajectory, emphasizing the need to consider legal and ethical implications. The core challenge for practitioners when utilising personality assessments has been described as maintaining "the appropriate use of psychological science to make decisions with full recognition of its limitations and the legal and human rights of the people whose lives are influenced" (Koocher & Rey-Casserly, 2003, p. 165). One issue to be avoided is the use of personality assessments deemed inappropriate for a specific testing context. For example, the use of the Myers–Briggs Type Indicator (MBTI) personality questionnaire to screen applicants

in selection settings, due to its lack of scientific and predictive validity (Gardner & Martinko, 1996).

The effective interpretation of personality assessment data is also required to mitigate against negative legal and ethical implications. For example, test administrators must consider sub-group differences when interpreting personality data in selection settings. Several meta-analyses have documented gender differences across personality in assessments measuring the FFM (Costa, Terracciano, & McCrae, 2001; Feingold, 1994), such as higher extraversion and agreeableness scores in women when compared to men (Weisberg, Deyoung, & Hirsh, 2011).

Finally, the potential non-linear relationship between personality domains and job performance, such as conscientiousness (Curseu et al., 2018; Ones, Viswesvaran, Dilchert, & Judge, 2007), may have implications for test interpretation and result in incorrect selection decisions (Lahuis, Martin, & Avis, 2005). If the relationship between personality domains and job criteria is not understood, candidates who are likely to become high performers may not be selected based on their moderate personality scores, which are in fact most relevant to the specific job context. However, this issue can be dealt with by an organisation developing its own normed-based personality profile for high performing employees, rather than using test norms.

Importance of Personality in Helping Professions

Personality is believed to influence an individual's choice of work (Kennedy, Curtis, & Waters, 2014) and clusters of similar personality profiles have been demonstrated in certain helping professions, such as nursing (McPhail, 2002). The nature of job tasks performed in helping professions, such as assisting the elderly, are invariably different from tasks found in other workplace settings and therefore, likely to explain the difference in attracting a specific cohort of individuals (Richter et al., 2012).

Richter et al. (2012) compared the personality characteristics of staff in elderly care with individuals from the general population and demonstrated that carers: (i) are slower tempered, more stoic and reflective, tolerant to monotony, and more systematic in their work approach; (ii) are found to exhibit lower harm avoidance, implying greater confidence and optimism in uncertain or stressful situations; and (iii) are more mature, self-sufficient, empathetic and compassionate due to higher levels of self-directedness and cooperativeness. Other studies focusing on helping professions such as nursing, have demonstrated consistent personality characteristics, such as high levels of introversion across samples, which suggests these individuals are generally task-orientated, independent and diligent (Atkins & Piazza, 1987; Bean & Holcombe, 1992).

In addition to playing a part in attracting individuals to caring roles, certain personality characteristics may also create a better person-job fit and result in higher job performance (Richter et al., 2012). The FFM of personality has been used with some success to conceptualise the personality characteristics of ‘ideal’ (i.e., very good) aged care workers across some recent studies. Kirby, Guscia, Wilson, and Harries (2014) assessed the personality profiles of care workers providing services for the elderly and compared this with their managers’ ratings of ideal aged care worker personality characteristics. The results of this study indicated that the ideal aged care worker was seen to be average or below average on neuroticism; average or above average on extraversion and openness to experience; and above average on agreeableness and conscientiousness. The results for subfactors (i.e., facets) were similar to the corresponding domain results, other than excitement seeking (extraversion) where managers wanted slightly lower ratings.

Most recently, Yan (2015) examined the relationship between assessments of aged care workers’ personality profiles and individual performance assessments completed by their managers across various job-related criteria. The results indicated linear relationships between

the domains and/or related subfactors of Neuroticism, Extraversion, Openness and Agreeableness and performance criteria. Specifically, neuroticism scores correlated negatively with overall job performance, as well as relationship management which is consistent with previous research relating to service roles (Mount et al., 1998). Extraversion did not significantly correlate with the overall performance criteria, yet the subfactors of Warmth and Gregariousness were positively correlated with the interpersonal aspect of job performance. This finding is of particular importance because it suggests that subfactors of the domains should be considered since certain subfactors may be more relevant for some types of jobs than the domains. Openness was not found to significantly predict overall performance, which is consistent with the findings of Barrick et al. (2001) and Mount et al. (1998) for jobs involving interpersonal interactions. However, Agreeableness was shown to positively associate with relationship management, which is consistent with previous literature regarding its concurrent validity in predicting successful interpersonal skills (Mount et al., 1998). Importantly, an inverted U-shape relationship was found between Conscientiousness and job performance for work which involved low job complexity. In particular, it was found that individuals who had an average level of conscientiousness were more likely to have higher performance ratings than people with either low or high levels of conscientiousness.

Collectively, Kirby et al. (2014) and Yan (2015) demonstrated a consistent pattern of correlations when conceptualising an ideal aged care worker personality profile. However, the small sample sizes utilised in both studies warrants further exploration of the lower level subfactors as well as broad domains using larger samples. In addition, both studies utilised samples in mainstream (e.g., English as a first language) environments, with no current research to date specific to a CALD setting, which brings the mentioned challenges of language barriers, as well as diverse cultural and behavioural norms.

When assessing job performance, Kirby et al. (2014) did survey managers to provide their 'ideal profiles', yet limited research exists to provide a comprehensive perspective of what other stakeholders (e.g., family members) regard as the most important characteristics of an ideal aged care worker. For example, managers might be more interested in the conscientiousness of aged care workers with respect to getting their work done, whereas family members might be more interested in how friendly (extraverted) aged care workers are towards their relatives in care. Subsequently, insufficient concern of managers with selecting aged care workers for their friendliness might result in more negative assessments by relatives of their aged care facility. Recently, Wilson and Kirby's (2005) study on 'actual' and 'ideal' organisational climate differences, demonstrated significantly different perspectives when deriving these organisational climate ratings from residents and carers, due to their diverse wishes and concerns. Therefore, greater understanding of what different stakeholders believe to be the most important personality characteristics is likely to better inform the basis for an ideal aged care worker personality profile.

Using Personality Questionnaires in Practice

In order to determine the personality characteristics of an ideal aged care worker, assessments of personality requirements and job performance are needed. Costa (1996) proposed the empirical strategy of administering a personality questionnaire to a group of individuals and thereafter evaluating their performance. However, when assessing performance in an aged care context, the standard techniques of job analysis may be less relevant, as the interpersonal and 'emotional' nature of the work is likely to result in less 'objective' data (Beck, Ortigara, Mercer, & Shue, 1999; Kovach et al., 2010). In these settings, an alternative solution is to consult with local experts, such as supervisors and co-workers to determine the characteristics of a very good worker (Costa, 1996). This approach has been demonstrated

successfully by Kirby et al. (2014) and Yan (2015) using managers' ratings of ideal aged care worker personality characteristics and supervisor performance assessments respectively.

To effectively predict job performance via stakeholder consultation, statistical analyses (e.g., multiple regression) generally apply a prediction equation to the personality domain scores of respondents (Yan, 2015). Personality assessments using the five-factor model of personality have been suggested for this approach due to the comprehensiveness of the five major domains and their six subfactor scales (i.e., 30 total subfactor scales) and their relevance to job performance (Costa, 1996). The 240-item NEO-PI-R (an FFM based personality assessment) was suggested for this approach (Costa, 1996), with revised editions such as the 300-item IPIP-NEO (Goldberg, 1999) and the 240-item NEO-PI-3 (McCrae, Costa, & Martin, 2005) being used successfully with evidence for both reliability and validity (Goldberg, 1999; McCrae, Costa, & Martin, 2005). However, the length and cost of these assessments are considered major shortcomings. The IPIP-NEO-120 (Johnson, 2014) personality questionnaire was recently developed as a much briefer online and public domain version of the NEO-PI-3, with its psychometric properties comparing favourably to the properties of the longer formats (Johnson, 2014). The accessibility of this assessment also increases the opportunity to develop local test norms for the positions being tested over time, which will hopefully lead to higher IPIP-NEO-120 test validity specific to aged care worker roles.

Conclusions and Recommended Research Directions

Given the current climate, this literature review highlights the importance of effective recruitment processes in an aged care setting, as well as the utility of psychological assessments to gain insight into a candidate's personality and future job performance. Despite the challenges of faking, legal and ethical considerations, empirical evidence supports the FFM of personality as a comprehensive and valid predictor of job performance. In addition, the accessibility of the IPIP-NEO-120 makes it an ideal assessment of personality in an applied setting.

More specifically, this review demonstrates that the promising preliminary findings of Yan (2015) warrant further exploration, with Yan (2015) recommending the use of a larger sample size to validate the use of personality assessment in her study. Taken together with the use of a CALD sample and increased stakeholder perspectives, additional research should address these existing research gaps. By doing so, it will contribute to the local validation of personality assessment to ensure criterion related validity for the future screening of aged care roles. It will also extend our understanding of the use of personality assessment within a CALD setting and develop local norms to assist CALD-specific organisations with future selection decisions. Finally, it will improve our knowledge about the personality characteristics of an ideal aged care worker to increase the likelihood of filling these roles with individuals who are more suited to the work and more likely to perform at a high level.

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Personality and Person/Organisation Fit of Aged Care Workers Within an Italian-specific Aged Care Environment

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DECLARATION

I hereby declare that this report contains no material which has been accepted for the award of another degree or diploma in any University, and, to the best of my knowledge, this report contains no materials previously published, except where due reference is made.

Signature of Student

XXX

Signature of Principal Supervisor

XXX

October 2019

NOTE ON FORMAT

The research thesis presented is written in accordance with the *Guidelines for Submission of a Regular Research Paper to the Journal of Organisational Behaviour (JOB) Manuscript Submission* (see Appendix A). The author was advised to place tables on separate pages after the reference list and have an anonymised main document for double blind review purposes. All other formatting is covered in the *Guidelines for Submission of a Regular Research Paper to the Journal of Organisational Behaviour (JOB) Manuscript Submission*.

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Abstract

Recent challenges for the Australian aged care industry emphasise the need to maintain a high quality of care. This is influenced by the effectiveness of care worker selection processes, including personal suitability as indicated by personality assessments. Previous research suggests that personality assessments provide useful insights into a candidate's personality in relation to future job performance. This study surveyed managers (n = 13), aged care workers (n = 24) and residents' family members (n = 14) in an Italian-specific (culturally and linguistically diverse [CALD]) aged care environment to develop 'ideal' aged care worker personality profiles. A normed-based personality profile of an average existing aged care worker was also developed based on 26 aged care workers completing the IPIP-NEO-120 personality assessment. The stakeholder preferences were very similar indicating that their combined 'ideal' aged care worker personality profile would have above average to well above average Agreeableness and Conscientiousness; average to above average Extraversion and Openness; and average to well below average Neuroticism. The IPIP-NEO-120 normed-based personality profile of the existing group of aged care workers demonstrated a similar balance of personality characteristics to the stakeholder preferences. Further validation of the 'ideal' aged care worker personality characteristics is required utilising a larger sample size, diverse stakeholder perspectives and sampling from diverse CALD environments.

Key Words: personality; aged care; culturally diverse; job performance

Personality and Person/Organisation Fit of Aged Care Workers Within an Italian-specific Aged Care Environment

The Australian aged care industry has been troubled by various service quality issues in recent times resulting in the establishment of The Royal Commission into Aged Care Quality and Safety in October 2018. Specifically, the elder abuse of ageing residents by aged care workers has received considerable public attention. For this reason, the recruitment processes of aged care workers needs to be rigorous, as staff with a greater person-organisation fit in terms of service values are more likely to care appropriately for ageing residents, are more likely to report abuse and have a greater desire for abuse to be addressed (Radermacher et al., 2018). If recruitment processes are not appropriate, they may reduce the quality of care offered in aged care settings and the wellbeing of residents (Prieto-Flores et al., 2011).

The rigor of recruitment processes is equally as important in mainstream organisations as it is for organisations that primarily service ageing migrants (referred to as culturally and linguistically diverse [CALD]). CALD individuals are defined as migrants who either came to Australia to live, or who had parents or ancestors born in countries where English is not the main language (Low et al., 2009). Since the Australian CALD community aged over 65 years of age is expected to increase by 66% from 2017 to 2032 and older adults from CALD backgrounds are identified as a special needs group (Adebayo, Durey, & Slack-Smith, 2017), there is a growing need to ensure recruitment processes in the CALD aged care sector are effective and relevant. The additional challenges of working in a CALD aged care context may include language barriers, as well as diverse cultural and behavioural norms (Adebayo et al., 2017), which suggests that the needs of elderly CALD individuals differ to those of ‘Caucasian’ individuals found in mainstream aged care settings.

Selection Processes and Job Performance

Effective selection processes identify employees who are a good fit for the organisation and can be placed in the roles for which they are best suited, as good ‘fit’ has been linked to future job performance and satisfaction (Farooqui & Nagendra, 2014; Lin, Yu, & Yi, 2014). As such, the individual’s capabilities and psychological attributes including their personality are important considerations when estimating future job performance (Robertson & Smith, 2001); job performance being work achievements and the job-related outcomes delivered by that individual (Pradhan & Jena, 2017). Broadly speaking, the importance of various job performance components will vary across different occupations (Campbell, 1990) and according to industry context (Rotundo & Sackett, 2002).

Specific to the aged care context, the aged care worker’s personality is considered one of the most important factors to shape the interaction and quality of care between carers and residents (care recipients or clients; Richter, Astrom, & Isaksson, 2012). Although personality assessments may sometimes be limited by the reliability and validity of the measure (Murphy & Davidshofer, 1994), they remain the most accurate and objective technology available to gain insights into a candidate’s personality as part of the selection process (Hausdorf & Risavy, 2010).

Personality and Job Performance

Personality is defined as the distinct set of individual cognitions, emotional patterns and behaviours (Corr & Matthews, 2009) which differentiate individuals from one another (Ones, Viswesvaran, & Dilchert, 2005). The Five Factor Model (FFM) (Digman, 1990) is the most commonly accepted personality model (Digman, 1990; Salgado, 2003). Its five overarching personality domains (or major factors) together with their subfactors (or component facets), are considered to contain most of the known personality traits and represent the basic structure of all personality (O'Connor, 2002). The five broad personality domains are: (i) Neuroticism (i.e., anxious and sensitive/emotional); (ii) Extraversion (i.e., socially outgoing); (iii) Openness to

experience (i.e., seeking out new experiences); (iv) Agreeableness (i.e., cooperative); and (v) Conscientiousness (i.e., acting carefully).

The usefulness of personality assessments to predict future job performance has been shown to have high predictive validity, which has been demonstrated in various work contexts (Tett & Burnett, 2003; Tett, Jackson, & Rothstein, 1991). Tett and Burnett (2003) suggest the usefulness of personality assessments is dependent on 'situational specificity'. Specifically, this refers to the idea that certain personality traits (i.e., domains and subfactors) are activated in response to different situational cues. For example, in an aged care setting, an elderly resident having a serious fall would likely activate the trait of empathy in an aged care worker. A worker who has a relatively high level of empathy may be more likely to respond in an effective manner, when compared to a worker who has a low level of this personality trait. In other contexts, such as a data-entry environment this personality trait would be less relevant to performance outcomes. O'Neill, Goffin, and Rothstein (2013) suggest that in recruitment contexts there must be a link between the desired personality traits and job requirements (i.e., content validity), as well as ensuring the relevant traits are related to work performance outcomes (i.e., criterion validity). Therefore, the personality domains and subfactors assessed must be matched to the requirements of the job role.

Predictive Validity of the Big Five Personality Factors

Meta-analyses have shown the big five personality domains to correlate significantly with job performance across various job contexts (Barrick & Mount, 1991; Salgado, 1997; Tett, Jackson, & Rothstein, 1991), with conscientiousness appearing to have the strongest link to job performance across all jobs (Barrick, Mount, & Judge, 2001; Rynes, Colbert, & Brown, 2002; Schmidt, Shaffer, & Oh, 2008). This appears somewhat intuitive, as conscientious individuals are typically careful, reliable, thorough, disciplined and hardworking (Hurtz & Donovan, 2000), which are characteristics likely to result in higher job performance in almost all jobs.

Conscientious individuals have been shown to be effective team members (Mount, Barrick, & Stewart, 1998) and in socially demanding workplaces, they are perceived to be reliable and trustworthy (O'Neill & Allen, 2011). In differing European and cultural contexts, conscientiousness has also been demonstrated as a valid predictor of performance across jobs and job criteria (Salgado, 1997).

Importantly, the positive relationship between conscientiousness and job performance may in fact be non-linear (Curseu et al., 2018; Ones, Viswesvaran, Dilchert, & Judge, 2007), with an asymptotic or inverted U-shape relationship (i.e., a single bend or curve in the regression line) (Lahuis, Martin, & Avis, 2005). Le et al. (2011) suggested that job complexity may in fact be the moderating factor between the conscientiousness and job performance relationship. For example, in low complexity jobs, if an individual's low level of conscientiousness increases gradually, this is likely to lead to an increase in an individual's job performance up to a certain point, after which job performance begins to peak and then decrease with higher levels of conscientiousness. In an aged care setting, where carer jobs are generally not considered cognitively demanding, it is likely that both low and high levels of conscientiousness will subsequently result in lower performance. Therefore, low levels of conscientiousness might be associated with lack of concern for aged care residents, while high levels might be associated with overly obsessive concern for them.

Neuroticism has been shown to inversely relate to job performance (Judge, Higgins, Thoreson, & Barrick, 1999; Salgado, 1997), where highly neurotic individuals are less likely to control their impulses and tend to cope poorly with stress (Rothmann & Coetzer, 2003). Conversely, emotionally stable individuals (i.e., those low on neuroticism) are calm, even-tempered and better equipped to manage stress (Rothmann & Coetzer, 2003). Emotional stability has been positively related to job performance (Judge & Bono, 2001), across different roles (Barrick & Mount, 2005) and across cultures (Salgado, 1997).

Agreeableness, on the other hand, has been positively related to job performance. Agreeable individuals are generally considerate, kind, helpful and willing to comprise (Rothmann & Coetzer, 2003). It is unsurprising that agreeableness has been shown to predict training success (Salgado, 1997), teamwork and customer service (Judge et al., 1999). The predictive validity of agreeableness appears highest in jobs requiring social interactions to assist others (Mount, Barrick, & Stewart, 1998) and when requiring the expression of interpersonal warmth and positive affect (Cuperman & Ickes, 2009).

Openness to experience has been suggested as the least predictive of the big five personality domains and is characterised by independent thinking, creativity and a willingness to consider new ideas (Costa & McCrae, 1992). However, openness has been correlated with higher job performance when considering management roles (Rothmann & Coetzer, 2003) and in social settings requiring adaptability (Thoresen, Bradley, Bliese, & Thoresen, 2004).

Extraversion has been found to predict job performance in various occupations (Vinchur, Schippmann, Switzer, & Roth, 1998), across various job criteria (Barrick et al., 2001; Barrick & Mount, 1991) and is characterised by sociability, assertiveness and activity (Rothmann & Coetzer, 2003). Consequently, those individuals high in extraversion tend to demonstrate greater performance in jobs requiring significant social interaction (Barrick & Mount, 1991), such as service-driven professions (Johnson, 1997).

Considerable empirical evidence exists to support the five major personality domains as valid predictors of job performance. This said, the extent to which each personality domain is effective in predicting performance outcomes (i.e., criterion-related validity) is contingent on matching personality domains to the relevant job criteria (Bartram, 2004), consideration of the situational context (Tett & Burnett, 2003) and an understanding of the required job outcomes (Pradhan & Jena, 2017).

Personality in Helping Professions

Personality is believed to influence an individual's choice of work (Kennedy, Curtis, & Waters, 2014) and clusters of similar personality profiles have been demonstrated across different helping professions (McPhail, 2002). The nature of job tasks performed in helping professions, such as assisting the elderly, are invariably different from tasks found in other workplace settings and therefore, certain personality characteristics may create a better person-job fit and result in higher job performance (Richter et al., 2012). Recently, the FFM of personality has been used with success to conceptualise the personality characteristics of an ideal (i.e., very good) aged care worker. Kirby, Guscia, Wilson, and Harries (2014) assessed the personality profiles of aged care workers and compared this with their managers' ratings of the personality characteristics of an ideal aged care worker. The findings indicated that the managers' ideal aged care worker was seen to be average or below average on Neuroticism; average or above average on Extraversion and Openness; and above average on Agreeableness and Conscientiousness. The results for subfactors were similar to the corresponding domain results, other than Excitement Seeking (Extraversion) where managers desired employees with slightly lower ratings.

Most recently, Yan (2015) examined the relationship between an FFM-based personality profile assessment of aged care workers and their managers completion of a performance appraisal across various job-related criteria. The results indicated linear relationships between the domains and/or related subfactors of Neuroticism, Extraversion, Openness and Agreeableness and various performance criteria. Specifically, Neuroticism scores correlated negatively with overall job performance. Extraversion overall did not significantly correlate with the performance criteria. However, its subfactors of Warmth and Gregariousness were positively correlated with the interpersonal aspect of job performance, emphasising the need to closely consider subfactors and their relationship with job performance. Openness did predict some aspects of job performance criteria, but was not found

to significantly predict overall performance. Agreeableness was shown to positively associate with relationship management performance criteria. Importantly, an inverted U-shape relationship was found between Conscientiousness and job performance for work which involved low job complexity. Specifically, individuals with an average level of Conscientiousness were more likely to have higher performance ratings than people with either low or high levels of Conscientiousness.

The Present Study

Kirby et al. (2014) and Yan (2015) have demonstrated similar personality profiles when conceptualising the ideal aged care worker. However, the small sample sizes utilised in both studies warrants further exploration of the domains and lower level subfactors using larger samples. In addition, both studies utilised samples in mainstream (e.g., English as a first language) settings, with no current research specific to a CALD aged care environment.

Further, Kirby et al. (2014) and Yan (2015) surveyed managers, yet a more comprehensive understanding is required to assess what other stakeholders (i.e., aged care workers and family members) regard as the most important personality characteristics of an ideal aged care worker. These preferences may differ, as managers might prefer a higher level of Conscientiousness so that workers are more likely to get their work done, whereas family members might prefer higher Friendliness (Extraversion), which directly benefits their relatives in care. This assumption is consistent with Wilson and Kirby (2005), who demonstrated significantly different perspectives when deriving ‘ideal’ organisational climate ratings from residents and carers, due to their diverse wishes and concerns. In addition, it should be noted that in other recruitment contexts such as unstructured interviews, interviewers have been demonstrated to prefer candidates that display similar personality characteristics to their own (Cook, 2016). Therefore, greater understanding of different stakeholder preferences will

more accurately inform the basis for an ideal aged care worker personality profile and consequently, improve care worker selection procedures.

In order to determine the personality characteristics of an ideal aged care worker, Costa (1996) proposed the empirical strategy of administering a personality questionnaire to a group of individuals and identifying the personality profile of those with the highest job performance. However, in the current research context evaluation of the aged care workers' performance was not possible, so consultation with stakeholders (i.e., supervisors, co-workers and residents' family members) was utilised to assess their preferences regarding the personality characteristics of an ideal (i.e., very good) aged care worker. In addition to assessing stakeholder preferences, an assessment of aged care workers' personality profiles using an FFM-based tool was used to understand the current workforce's personality profile. The FFM-based assessment was deemed appropriate for this approach due to the comprehensiveness of the five major domains and their six subfactor scales (i.e., 30 total subfactor scales) and their relevance to job performance (Costa, 1996). Recently, the IPIP-NEO-120 (Johnson, 2014) FFM-based personality questionnaire was developed as a much briefer online and free public domain version of the 240-item NEO-PI-3 (McCrae, Costa, & Martin, 2005).

The present study will further explore the promising preliminary findings of Kirby et al. (2014) and Yan (2015), with the use of a larger sample size, diverse stakeholder perspectives and sampling from within a CALD aged care environment. There were two specific aims of the study. The first aim of the study was to create an 'ideal' aged care worker personality profile based on aged care facility managers (or supervisors), aged care co-workers and family members' perceptions, which could be useful in the selection of aged care workers. The second aim was to create a normed-based personality profile of 'actual' aged care workers. This profile could then be compared with the aged care workers' personality preferences for an 'ideal' aged care worker, which would better inform future personnel selection of aged care workers.

In previous research the ‘ideal’ aged care worker has been seen to be average or above average on Extraversion and Openness to experience; and above average on Agreeableness and Conscientiousness (Kirby et al., 2014). Therefore, it was hypothesised that stakeholders (i.e., managers, aged care workers and family members) would prefer the ‘ideal’ aged care worker profile to demonstrate average to well above average ratings (i.e., positive ratings) for the domains of Agreeableness (Hypothesis 1a; H1a), Conscientiousness (Hypothesis 1b; H1b), Extraversion (Hypothesis 1c; H1c) and Openness (Hypothesis 1d; H1d).

Current empirical evidence supports the negative linear relationship between Neuroticism and job performance (Barrick & Mount, 1991; Tett, Jackson, & Rothstein, 1991; Yan, 2015), with aged care workers preferred to have low levels of Neuroticism (Kirby et al., 2014). Consequently, it was hypothesised that stakeholders (i.e., managers, aged care workers and family members) would indicate their preference for ‘ideal’ aged care workers who demonstrate average to well below average ratings (i.e., negative ratings) for the domain of Neuroticism (Hypothesis 2; H2).

Stakeholder preferences regarding the personality characteristics of an ‘ideal’ aged care worker are expected to differ somewhat between groups (Wilson & Kirby, 2005). This said, there does not appear to be enough evidence in the literature to predict a precise relationship. Therefore, an exploratory hypothesis predicted that significant differences would exist between stakeholder preferences (i.e., managers, aged care workers and family members) for the personality characteristics (i.e., domains and/or subfactors) of an ‘ideal’ aged care worker (Hypothesis 3; H3).

Finally, given the tendency for interviewers to favour applicants that are personally similar to themselves (Cook, 2016), it is therefore likely that aged care workers will prefer the ‘ideal’ aged care worker personality profile to be similar to their own personality profile. Therefore, a second exploratory hypothesis predicted that a significant relationship would exist

between aged care worker preferences for certain personality characteristics (i.e., domains and/or subfactors) of an ‘ideal’ aged care worker and their own personality characteristics (Hypothesis 4; H4).

Method

Research Context

This study partnered with a not-for-profit organisation, which was established over 40 years ago to provide aged care services for the ageing Italian migrant community in South Australia. More recently, the organisation has continued to maintain its strong Italian roots, but now supports the lives of South Australians from all backgrounds and walks of life. Despite the broadening of its resident (care recipient or client) base, many residents are of an Italian origin, which emphasises the need to ensure its services remain appropriate for a culturally and linguistically diverse (CALD) cohort.

The School of Psychology, University of Adelaide approached the organisation to partner in the research project with the goal of providing insights into the actual personality profile of its aged care workers and the ideal profile from the perspective of different stakeholders, including managers of the service, the aged care workers themselves and the family members of residents. The aim of the project was to contribute to an improved recruitment process for the selection of the organisation’s aged care workers, by helping to ensure that the staff chosen for the job have the appropriate personal characteristics for this kind of work in a CALD setting.

Participants and Procedures

Potential participants were sent an email about the study directly from the organisation’s Manager of People and Performance. The email stated the purpose of the study, the benefits of participating, and information about the anonymity and confidentiality of the data. Participation was on a voluntary basis and the opportunity to win a $50 VISA card

voucher was offered, based on a lottery draw, as an incentive to each group of participants (i.e., managers and/or supervisors, aged care workers and residents' family members). Specifically, the entire organisation's aged care worker labour force (i.e., residential care workers, community care workers, registered nurses and lifestyle assistants) was invited to participate and received an online link to complete the personality questionnaire together with the 'ideal' aged care worker personality profile survey. In addition, all managers and/or supervisors received an online link to complete the 'ideal' aged care worker personality profile survey only, as did all residents' family members with an active email account. The structure of the two surveys is illustrated in Figure 1.

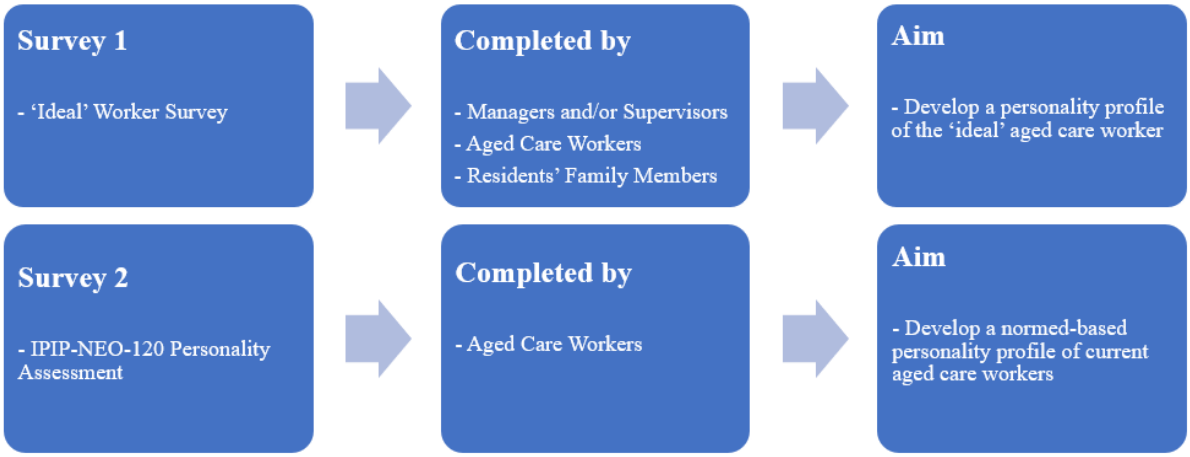

Figure 1. Structure of surveys.

Individuals who were interested in participating followed the link in the email and were invited to complete the survey online. The online survey front page included an information form and a consent form. The information form provided a description of the study and its purpose and what participants would be asked to do. The consent form assured participants that all information provided would be confidential and that only group results would be reported. It also advised that by proceeding with the survey after reading this information, participants were providing consent to participate in the study and that the study had received ethics approval.

In addition to the email contact made via the Manager of People and Performance, additional contact with potential participants occurred during several information sessions at two of the organisation's separate residential care sites. These sessions were facilitated by the student researcher and his primary supervisor who distributed information flyers about the project and spoke to interested aged care workers and family members.

Table 1 summarises the demographic data of the participant sample. The participants who completed the 'ideal' worker survey were: 13 managers/supervisors, aged between 30 and 70 years old (M = 52.15, SD = 11.57); 14 family members (including spouses, sons and daughters), aged between 30 and 81 years old (M = 58.14, SD = 11.35); and 24 aged care co-workers, aged between 22 and 62 years old (M = 40.71, SD = 11.35). In total, 51 participants completed the 'ideal' worker survey, aged between 22 and 81 years old (M = 48.41, SD = 14.17). In addition, a total of 26 current aged care workers completed the IPIP-NEO-120 personality questionnaire, aged between 22 and 62 years old (M = 40.69, SD = 11.85). The representativeness of the aged care worker sample across key demographic data such as age, gender and length of employment was confirmed by the organisation's Manager of People and Performance.

Measures

'Ideal' Worker Survey (Survey 1).

To establish the 'ideal' aged care worker profile, all three groups of participants (i.e., managers, aged care workers, and residents' family members) were asked to complete a survey online, which comprised three sections: a demographics section, a qualitative section and a personality profile section (Appendix B). The demographics section requested information from participants including age, gender, country of birth, preferred language, current job title, highest education level and experience in aged care (years). The qualitative section included one open-ended question that asked participants to *describe what characteristics you (i.e., they)*

believe make a very good aged worker (e.g., skills, attitudes, behaviours and / or attributes). This question was included to check that there weren't important personal characteristics that were not covered by the domains and subfactors of the 'ideal' worker survey.

The final personality profile section was concerned with the desirable personality characteristics of a 'very good' care worker in aged care, with the term 'very good' used to ensure that responses were a realistic version of the 'ideal'. This section of the survey was based on the IPIP-NEO-120 and asked participants to rate how they thought a very good worker in aged care would score using a five-option Likert rating scale, as either: (1) well below average, (2) below average, (3) average, (4) above average, or (5) well above average. Ratings were made by participants for each of the five major personality domains identical to those used in the IPIP-NEO-120, which included Anxiety (i.e., anxious and sensitive/emotional), Extraversion (i.e., socially outgoing), Openness to Experience (i.e., seeking new experiences), Agreeableness (i.e., cooperative) and Conscientiousness (i.e., acts carefully). Ratings were then made for each of the six subfactors for each of these five major personality domains. Importantly, the nature of the Likert rating scale meant that on this questionnaire more positive characteristics were associated with lower scores (i.e. more below average ratings) on the Anxiety domain (and it's five subfactors) whereas for the other four major domains (and their associated subfactors) positive characteristics were associated with higher scores (i.e., more above average ratings). Therefore, participants provided ratings for a total of 35 personality items.

Some of the terms used to describe the domains and subfactors were made less clinical by the researcher and his supervisors, such as Anxiety rather than Neuroticism, to ensure that responses were considered within the normal range of personality characteristics. The final ratings gathered across the 35 personality items demonstrated what the three groups of participants considered to be the desirable personality characteristics of an 'ideal' aged care

worker, which were compared between each group to identify similarities and differences. On average, the three components of the 'ideal' worker survey took participants 10-15 minutes to complete.

Ideal Worker Survey plus IPIP-NEO-120 Personality Assessment (Survey 2).

In addition to completing the same version of the 'ideal' worker survey, one group of participants (aged care workers) were asked to complete the IPIP-NEO-120 personality questionnaire (Johnson, 2014). Therefore, the aged care workers completed the ideal worker survey (i.e., demographics section, a qualitative section, a personality profile of a 'very good worker' in terms of the domains and subfactors of the IPI-NEO-120) *and* the IPIP-NEO-120 with reference to themselves. The demographics section requested additional information from care workers by asking them about their intention to stay in aged care (i.e., years) and their current job satisfaction using a six-option Likert rating scale, by selecting either: (1) not satisfied, (2) slightly satisfied, (3) moderately satisfied, (4) very satisfied, (5) extremely satisfied or alternatively, (6) don't know. The qualitative section included an additional open-ended question which asked care workers to *describe any characteristics that make someone less suited to the role of an aged care worker*. The personality profile section was identical to the survey completed by managers and family members.

The IPIP-NEO-120 used in this study is a briefer online and public domain version of the NEO-PI-3 (Appendix C). The IPIP-NEO-120 includes 120 self-reflective statements and participants were asked to rate their level of agreement with each statement using a five-point scale ranging from, (1) very inaccurate, (2) moderately inaccurate, (3) neither inaccurate nor accurate, (4) moderately accurate and (5) very accurate. The 120 self-reflective statements (items) relate to each of the six subfactors within each of the five major personality domains (i.e., 30 total subfactors), with four statements included for each subfactor (i.e., 120 total statements). Example statements included: 'I worry about things' (Anxiety), 'I love

excitement' (Extraversion), 'I prefer variety to routine' (Openness to Experience), 'I trust others' (Agreeableness), and 'I complete tasks successfully' (Conscientiousness). On average, the IPIP-NEO-120 took participants 15-20 minutes to complete and as aged care workers completed the 'ideal' worker survey and IPIP-NEO-120 in one sitting, the total time taken to complete both tasks was 25-35 minutes. Collectively, the IPIP-NEO-120 major domains and subfactors provide an assessment of personality, which compares favourably to the properties of the longer 300-item NEO-PI-3 (Johnson, 2014).

Psychometric Properties of the IPIP-NEO-120.

The IPIP-NEO-120 has been demonstrated to reliably and validly represent the five major domains and 30 subfactors of the five-factor model. Johnson (2014) employed large participant samples to develop the four-item subfactor scales used in the IPIP-NEO-120, taken from the original 10-item scales used in the NEO-PI-3 in order to maintain its internal consistency. One such internet sample (N = 619,150) demonstrated alpha reliability coefficients ranging from .81 to .90 across the five broad domains (Johnson, 2014). Maples, Guan, Carter, and Miller (2014) demonstrated strong reliability and correlations of .97 across the criterion variables of the IPIP-NEO-120 when testing an undergraduate sample. Support for the validity of the IPIP-NEO-120 as an assessment tool for the measurement of the five-factor model was also supported by Johnson (2014). Since the NEO-PI-3 was designed to measure constructs identical to the original NEO-PI-R (Costa & McCrae, 1992), the primary validity of the IPIP-NEO-120 relates to the correlation between its scales and those of the NEO-PI-R. Johnson (2014) demonstrated a correlation of .66 (.91 corrected for attenuation) for the 4-item scales from the IPIP-NEO-120. This correlation between the IPIP-NEO-120 and the NEO PI-R scales is only slightly lower to that of the NEO-PI-3 and the NEO-PI-R, which average .73 (.94 corrected for attenuation due to unreliability). Importantly, this demonstrates

that the IPIP-NEO-120 scales appear to work as well as the original and longer NEO-PI-R scales.

Data Analyses

Quantitative data analyses were conducted using SPSS software Version 25. Normality of measures was investigated visually and using the Shapiro-Wilk test. All 'ideal worker profile' variables were considered to violate the assumptions of normality as did a quarter of the IPIP-NEO-120 personality questionnaire variables. Thus, Spearman rank correlation analyses were utilised to investigate the relationship between the ideal and actual care worker personality profiles. In view of the small sample sizes of each participant group, a priori power analysis was conducted using G*Power (3.1.9.4) to compute required sample sizes for analyses using a power level of 0.80 and a significance criterion of .05 in order to detect a medium effect size (d = 0.5). These analyses showed the sample size was insufficient to conduct between group comparisons using parametric analyses; consequently, non-parametric analyses were utilised including Mann-Whitney U tests and Kruskal-Wallis tests with paired samples post-hoc comparisons conducted using Dunn's tests with Bonferroni corrections.

Results

'Ideal' Aged Care Worker Personality Profile

'Ideal' aged care worker personality profile survey data.

Table 2 shows the descriptive statistics including means and standard deviations for each group of participants who responded to the 'ideal' aged care worker personality profile survey (i.e., managers, care workers and family members), for all 35 personality domains and subfactors. Additional descriptive statistics including the medians and interquartile ranges for each participant group were visually inspected and were consistent with the mean values reported, as shown in Appendix D. For this reason, the means and standard deviations shown

in Table 2 have been used to explore the stakeholders' aged care worker personality preferences.

Consistent with H1a and the findings of Kirby et al. (2014), participants preferred aged care workers to have above average or higher levels of Agreeableness; ranging from above average for managers (M = 4.38, SD = 0.77) to well above average for family members (M = 4.64, SD = 0.63) and care workers (M = 4.62, SD = 0.58). The preference levels for the Agreeableness subfactors were generally consistent with the overall domain score, with only Trust appearing to differ slightly, with preference levels between average to above average for managers (M = 3.54, SD = 0.66), family members (M = 3.86, SD = 0.77) and care workers (M = 3.62, SD = 1.06).

Similar to Agreeableness, participants preferred aged care workers to have above average to well above average levels of Conscientiousness, which was consistent with H1b (managers: M = 4.38, SD = 0.77; family members: M = 4.57, SD = 0.76; care workers: M = 4.42, SD = 0.78). The preference levels for the Conscientiousness subfactors were again consistent with the overall domain score. Dutifulness appeared to be the mostly highly valued subfactor amongst managers (M = 4.38, SD = 0.51), family members (M = 4.57, SD = 0.51) and care workers (M = 4.46, SD = 0.66).

Participants preferred care workers to have average to above average levels of Extraversion (managers: M = 3.15, SD = 0.90; family members: M = 3.86, SD = 0.77; care workers: M = 3.50, SD = 0.88), which was consistent with H1c. The subfactor preference levels were consistent with the overall domain score. Similar to the findings of Kirby et al. (2014), all stakeholders wanted slightly lower levels of Excitement Seeking, closer to an average level (managers: M = 3.15, SD = 0.55; family members: M = 2.93, SD = 0.27; care workers: M = 3.37, SD = 0.77).

Openness to Experience was also preferred to range from average to above average levels for the three groups (managers: *M* = 3.69, *SD* = 1.18; family members: *M* = 3.36, *SD* = 0.50; care workers: *M* = 4.33, *SD* = 0.87), which supported H1d. All subfactors were consistent with the overall domain score. Not surprisingly, Intellect was the most highly desired subfactor for managers (*M* = 4.31, *SD* = 0.48), family members (*M* = 3.71, *SD* = 0.47) and care workers (*M* = 4.12, *SD* = 0.68).

Consistent with the prediction of H2, stakeholders preferred care workers to have average to well below average levels of Anxiety (Neuroticism), consistent with Kirby et al. (2014). All stakeholder subfactor preferences fell within this range (managers; *M* = 2.38, *SD* = 0.87; family members: *M* = 2.43, *SD* = 1.07; care workers: *M* = 2.17, *SD* = 1.30), with slightly lower levels of Immoderation preferred by all groups (managers: *M* = 1.85, *SD* = 0.55; family members: *M* = 1.57, *SD* = 0.51; care workers: *M* = 1.79, *SD* = 1.06).

'Ideal' aged care worker personality profile data comparisons.

Findings from Kruskal-Wallis tests with pairwise comparisons comparing the 'ideal' aged care worker personality profiles for the three participant groups for the five domains and each of the subfactors are shown in Table 3. As mentioned, due to a lack of empirical evidence in the literature to predict precise relationships, the analyses for H3 were exploratory in nature. At the domain level, Openness was the only domain on which the participant groups differed significantly, with a large between group effect obtained, *H*(2) = 10.63, *p*.=005, d =0.94. Post-hoc comparisons found significantly higher levels of Openness were preferred by care workers (*M* = 4.33) when compared to family members (*M* = 3.36). At the Openness subfactor level, only Intellect was found to differ significantly between groups, with a moderate between group effect. Post-hoc comparisons indicated higher levels of Intellect were preferred by managers (*M* = 4.31) when compared to family members (*M* = 3.71).

All other significant between group differences shown in Table 3 were at the subfactor level, with each having a moderate to large between group effect. Significant differences were obtained for two Anxiety (Neuroticism) subfactors: Depression [$H(2) = 7.44$, p.=024, d =0.72] and Self-consciousness [$H(2) = 6.36$, p.=042, d =0.63]. Post-hoc comparisons showed lower levels of Depression were preferred by care workers ($M = 1.87$) compared to managers ($M = 2.38$) and lower levels of Self-consciousness were preferred by care workers ($M = 2.00$) when compared to managers ($M = 2.54$).

Kruskal-Wallis tests showed two Extraversion subfactors, Friendliness [$H(2) = 2.23$, p.=042, d =0.63] and Cheerfulness [$H(2) = 6.36$, p.=042, d =0.63], differed significantly between groups. Post-hoc comparisons showed higher levels of Friendliness were preferred by care workers ($M = 4.56$) when compared to managers ($M = 3.77$). However, while the Kruskal-Wallis omnibus statistic showed a significant between group difference for Cheerfulness, following a Bonferroni adjustment for the number of post-hoc comparisons conducted, no significant between group differences remained.

The only Agreeableness subfactor that differed significantly between groups was Cooperation [$H(2) = 8.05$, p.=018, d =0.76], with post-hoc comparisons showing that, interestingly, care workers ($M = 4.54$) preferred workers to be more cooperative than did managers ($M = 4.08$). No significant differences in preference were found for the Conscientiousness subfactors. This said, the differences found between stakeholder preferences across some subfactors and the Openness domain is in support of H3.

Aged Care Worker IPIP-NEO-120 Personality Profile Self-Assessment Data

Table 4 shows the descriptive and reliability statistics for the aged care workers who completed the IPIP-NEO-120 Personality Questionnaire. As expected, the pattern of results was consistent with the findings of Kirby et al. (2014). The domain on which the aged care workers scored highest was Conscientiousness, followed by Agreeableness. Extraversion was

the third highest scoring domain, closely followed by Openness. Unsurprisingly, the lowest scoring domain was Anxiety (Neuroticism). The subfactors on which the aged care workers scored highest were Dutifulness and Achievement, both belonging to the Conscientiousness domain. The two lowest scoring subfactors were Depression and Anger, each from the Anxiety (Neuroticism) domain.

Aged care worker personality profile and 'ideal' preferences comparison.

Tables 5 to 9 shows Spearman rank correlations conducted to investigate the relationships between the IPIP-NEO-120 domains and subfactors and the aged care worker ratings on the 'ideal' aged care worker personality profile survey. Specifically, these findings demonstrate the extent to which workers identified 'ideal' personality characteristics consistent with their own personality characteristics. Overall, no strong relationship between the aged care worker 'ideal' ratings and assessed profiles on the IPIP-NEO-120 was evident, with only 27 (11%) of the correlations significant; twenty-five of which were moderate and two strong (both associated with the Adventurous IPIP-NEO subfactor). Twenty-two significant correlations were positive, which due to the scoring used for ideal worker ratings, suggests that there were some personality areas that workers recommended characteristics consistent with their own personality for the domain and/or its associated subfactors (e.g., those high on Openness would recommend that 'ideal' workers should be high on this domain, r_s = .50). The remaining five correlations were negative, suggesting that workers would recommend a profile that differed to their own on that domain or its associated subfactors (e.g., those low on Extraversion would recommend that 'ideal' workers should be very high on Assertiveness, r_s = -.43).

Whilst significant correlations were found in each domain, Openness had the highest number of significant correlations (10 correlations) between actual and 'ideal' profiles, followed by Agreeableness, with 7 significant correlations (see Tables 7 and 8). This suggests

that of all the domains, workers were more likely to recommend 'ideal' workers similar to themselves in terms of these domains and their subfactors. However, due to the number of correlations explored it is likely that some significant correlations were spurious and would need to be explored in a larger dataset. Therefore, these results partially support H4.

Discussion

The 'Ideal' Aged Care Worker Personality Profile

The present research study aimed to create an 'ideal' aged care worker personality profile based on different stakeholder preferences (i.e., for managers / supervisors, aged care workers and residents' family members). Overall, the outcome of the results was as expected and consistent with Kirby et al.'s (2014) findings on stakeholder preferences. Specifically, the 'ideal' aged care worker was seen to have an above average to well above average level of Conscientiousness (providing support for H1b). Further, Dutifulness was the mostly highly rated subfactor in this domain. These findings imply that stakeholders place a high importance on the Conscientiousness subfactors and their influence on behaviour, which for Dutifulness includes worker obedience and transparency (Chae, Park, & Choi, 2019). Consistent with the prediction of H1a, Agreeableness was rated similarly to Conscientiousness, which gives greater credibility to its predictive validity in jobs requiring social interaction and assisting others (Mount, Barrick, & Stewart, 1998).

Stakeholders indicated a preference for care workers with an average to above average level of Extraversion (providing support for H1c), which reflects care workers who are sociable and assertive (Rothmann & Coetzer, 2003). The slightly conservative preference level obtained for this domain is largely related to the average preference levels given to some of its subfactors. Most specifically Excitement Seeking, which is typically associated with sensation seeking, easy boredom and risk taking (Aluja, Garcia, & Garcia, 2003), which are characteristics not suited to high performance in aged care. Openness was rated similarly to

Extraversion (providing support for H1d), with the highest subfactor preference rating given to Intellect, as a reflection of the desire for independent thinking in aged care roles (Costa & McCrae, 1992). A higher level of Openness was preferred by care workers compared to family members, which is consistent with the inherent desire of workers to have greater freedom in their job.

Unsurprisingly, consistent with H2 stakeholders preferred workers to possess lower levels of Neuroticism (i.e., Anxiety). These findings are also consistent with those demonstrated by Kirby et al. (2014) and Yan (2015), and reflects the stakeholder preference for calm and emotionally stable aged care workers. The Immoderation subfactor received the lowest preference level score by all stakeholders, echoing the feeling that aged care workers should not be characterized by a lack of restraint.

H3 was largely exploratory in nature and predicted that the three groups of stakeholders (managers, aged care workers and family members) would indicate different preferences across some of the domains and subfactors. Differences in preferences between the three stakeholder groups were found. Specifically, aged care workers preferred higher levels of Friendliness compared to managers, which could suggest some management staff view overt friendliness as a means of enjoyment and satisfaction, rather than for the fulfillment of a particular job function (Sapadin, 1988). However, it should be noted that friendlier workers are likely to help foster a workplace environment with better customer service (Chiaburu & Harrison, 2008; Fliaster & Schloderer, 2010). Interestingly, care workers preferred a higher level of Cooperation compared to managers, which is potentially linked to aged care workers being more in touch with the cooperative team-focused nature of their actual job. Predictably, managers preferred higher levels of Intellectuality to family members, as they presumably desire workers who have a high capacity to think and understand.

A Normed-Based Personality Profile of Current (Actual) Aged Care Workers

The normed-based personality profile of the actual aged care workers emerged as anticipated. The profile demonstrated a high level of Conscientiousness, which suggests the organisation has a careful, reliable and hardworking workforce (Hurtz & Donovan, 2000). In addition, this workforce is likely to perform well in its Italian-specific (i.e., cross-cultural) setting (Salgado, 1997). The high level of Agreeableness indicates workers are considerate, kind and they have a desire for social harmony (Rothmann & Coetzer, 2003). The moderate to high levels of Extraversion exhibited by the aged care workers suggests they can manage social interactions with residents effectively. The balanced level of aged care worker Openness indicates they possess the adaptability required to manage the obvious unpredictability they will face in their daily job (Thoresen et al., 2004). Finally, the relatively low level of aged care worker Neuroticism implies the workforce is emotionally stable and well equipped to manage stress (Rothmann & Coetzer, 2003).

When comparing the normed-based personality profile to the 'ideal' personality preferences of aged care workers, significant correlations were found (providing partial support for H4). This outcome suggests that the care workers assessed in the present study reflect a high performing workforce. However, these findings should be considered carefully, as they may be confounded due to a variety of reasons. Firstly, workers are likely to prefer personality characteristics similar to their own (Cook, 2016). Moreover, with an understanding of socially desirable personality characteristics it is possible that workers engaged in 'faking', the process of intentionally distorting their answers (Arendasy, Sommer, & Schutzhofer, 2011). This said, the care workers sampled could simply reflect a high performing workforce, who possess an effective balance of personality characteristics and reflect a cluster of similar personality profiles found in helping professions (McPhail, 2002).

Practical Implications

The present findings increase our understanding of an ‘ideal’ aged care worker’s personality characteristics and personality preferences across diverse stakeholder groups. However, some evident stakeholder personality preferences may not necessarily result in high performance in an applied aged care setting. Most specifically, a high level of Conscientiousness, which may result in care workers’ overly obsessive concern for residents (Curseu et al., 2018; Ones et al., 2007). Therefore, in order to utilise personality assessments effectively, future aged care recruitment processes must establish the link between desired personality traits and job requirements, as well as the link between personality traits and the relevant work performance outcomes (O'Neill, Goffin, & Rothstein, 2013).

The similarity of the current stakeholder preferences with previous findings by Kirby et al. (2014) and Yan (2015) has significant implications for aged care workers in a CALD specific environment. Specifically, the balance of ‘ideal’ aged care worker personality characteristics in the current Italian-specific (i.e., CALD) environment appears very similar to that of a mainstream environment. Despite this, human resource practitioners must address any culturally specific challenges that continue to exist in CALD environments such as language barriers and differing cultural norms (Mcallister & Irvine, 2002).

Finally, the similarity of the actual aged care worker personality profile to previous research findings suggests the IPIP-NEO-120 personality assessment is a valid tool when used to assess personality in an aged care setting. This said, the similarity of the actual aged care workers’ personality profile to their own ‘ideal’ worker personality preferences has implications for personnel selection. Specifically, this suggests that individuals may be more likely to select someone with similar personality characteristics to themselves, particularly if they are not provided with empirically derived personality information. Therefore, this finding emphasises the importance of using personality assessments as an objective source of personality data during the selection process.

Limitations and Future Research

The present study has several limitations that require consideration. Only one aged care organisation was engaged. Therefore, the interpretation of the research findings should be made within this organisational context, although the empirical approach taken during this study warrants the generalisation of the present findings to other aged care contexts. Further, the care worker sample size used to develop the IPIP-NEO-120 norms-based personality profile was relatively small.

In addition to the mentioned possibility of some aged care worker 'faking', it should be noted that the normed-based personality profile does not accurately conceptualise an 'ideal' aged care worker, as direct performance appraisals were not performed. The time constraints associated with gaining ethical approval for performance appraisals did not allow this to occur. However, the likeness between the 'ideal' worker stakeholder preferences and the IPIP-NEO-120 normed-based profile validates the relevance of the personality profile. In addition, a broader range and larger sample of different stakeholder preferences (i.e., aged care residents) would have provided a more comprehensive representation of the 'ideal' aged care worker. The ethical issues and language barriers associated with engaging elderly Italians, some of which were likely experiencing significant cognitive decline, prevented this from occurring. Finally, since all the organisation's aged care workers were invited to participate and not just the workers considered to represent the best workers, this may dilute the findings in terms of the 'ideal' characteristics.

Future research using a larger number of aged care workers will validate the use of the IPIP-NEO-120 personality assessment in aged care settings, as well as the norms-based personality profile conceptualised in the present study. Using only the 'best' or very good aged care workers may also result in a more accurate 'ideal' profile. This should be taken together with a broader range and larger sample of stakeholder preferences, which includes residents

(i.e., or other aged care clients). These recommendations will increase our understanding of the 'ideal' aged care worker, validate the present findings and further inform aged care worker recruitment. Finally, future research in diverse CALD aged care settings is necessary to better understand the personality profile of an 'ideal' aged care worker in these environments, particularly to compare the present 'Italian-specific' findings with those found in other migrant and CALD community contexts.

Conclusion

The service quality issues faced by the Australian aged care industry has highlighted the need to continually improve and innovate the recruitment processes of aged care workers. The current study has contributed to the local validation of personality assessment to ensure criterion related validity for the future screening of aged care roles. It has also extended our understanding of the use of personality assessment to a CALD setting and has developed local norms to assist CALD-specific organisations with future selection decisions. Finally, it has improved our knowledge about the personality characteristics of an 'ideal' aged care worker to increase the likelihood of filling these roles with individuals who are more suited to the work and more likely to perform at a high level.

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Tables

Table 1

Participant Demographic Data

Variable	Managers (*n*=13)		Family Members (*n*=14)		Care Workers (*n*=26)	
	n	(%)	*n*	(%)	*n*	(%)
Age						
Under 30 (and equal to 30)	1	7.7	1	7.1	4	15.4
Over 30 to 50	5	38.5	2	14.3	15	57.7
Over 50	7	53.8	11	78.6	7	26.9
Gender						
Female	11	84.6	9	64.3	21	80.8
Male	2	15.4	5	35.7	5	19.2
Country of Birth						
Australia	10	76.9	7	50.0	11	42.3
Italy	2	15.4	6	42.9	4	15.4
Other	1	7.7	1	7.1	11	42.3
Preferred Language						
English	12	92.3	11	78.6	21	80.8
Italian	0	0	1	7.1	3	11.5
English or Italian	1	7.7	2	14.3	0	0
Other	0	0	0	0	2	7.7
Job Title						
Residential Care Worker	0	0	0	0	20	76.9
Enrolled Nurse	10	76.9	0	0	1	3.8
Community Care Worker	0	0	1	7.1	1	3.8
Lifestyle Assistant	0	0	0	0	4	15.5
Manager	2	15.4	2	14.3	0	0
Retired/Pensioner	0	0	4	28.6	0	0
Other	1	7.7	7	50.0	0	0
Highest Education Level						
Completed year 12 or Below	0	0	2	14.3	0	0
Certificates I-IV	1	7.7	2	14.3	6	23.1
Diploma or Advanced Diploma	8	61.5	2	14.3	7	26.9
Bachelor's Degree or Honours	3	23.1	2	14.3	3	11.5
Post Graduate Certification	0	0	3	21.4	4	15.4
Not Specified	1	7.7	3	21.4	6	23.1
Experience in Aged Care						
Less Than 3 Years	2	15.4			10	38.5
3 to 10 Years	4	30.8			9	34.6
Over 10 to 20 Years	4	30.8			5	19.2
Over 20 Years	3	23.0			2	7.7
Intention to Stay in Aged Care						
Short Term (Less than 2 Years)					2	7.7
Medium Term (2 to 5 Years)					6	23.1
Long Term (5 Years or more)					16	61.5
Unsure					2	7.7
Current Job Satisfaction						
Extremely or Very Satisfied					19	73.1
Moderately Satisfied					6	23.1
Slightly or Not Satisfied					1	3.8

Note: Care Worker Demographics includes all workers who completed either a personality questionnaire or ideal worker survey

Table 2.

'Ideal' Aged Care Worker Personality Profile Survey Descriptive Data

Personality Domains and Subfactors	Managers (*n*=13)		Family Members (*n*=14)		Care Workers (*n*=24)	
	M	*SD*	*M*	*SD*	*M*	*SD*
Anxiety (Neuroticism)	2.38	0.87	1.71	1.07	2.29	1.30
Anxiety	2.38	0.65	2.43	1.02	2.17	1.20
Anger	1.92	0.76	1.64	0.50	1.96	1.20
Depression	2.38	0.65	1.86	0.53	1.87	1.19
Self-consciousness	2.54	0.52	2.36	0.74	2.00	0.93
Immoderation	1.85	0.55	1.57	0.51	1.79	1.06
Vulnerability	2.31	0.95	1.79	1.12	1.87	1.23
Extraversion	3.15	0.90	3.86	0.77	3.5	0.88
Friendliness	3.77	0.83	4.14	0.77	4.46	0.59
Gregariousness	3.85	0.69	4.07	0.73	4.09	0.65
Assertiveness	3.62	0.77	3.57	0.65	3.79	0.78
Activity Level	3.54	0.78	3.36	1.01	3.92	0.83
Excitement Seeking	3.15	0.55	2.93	0.27	3.37	0.77
Cheerfulness	4.00	0.58	3.93	0.62	4.42	0.78
Openness	3.69	1.18	3.36	0.50	4.33	0.87
Imagination	3.38	0.87	2.93	0.73	3.50	0.78
Artistic Interests	3.54	0.97	3.29	0.83	3.71	1.00
Emotionality	3.85	0.69	3.36	0.63	3.79	0.72
Adventurousness	3.38	0.77	3.07	0.62	3.37	0.82
Intellect	4.31	0.48	3.71	0.47	4.12	0.68
Liberal	3.62	0.65	3.43	0.76	3.83	0.82
Agreeableness	4.38	0.77	4.64	0.63	4.62	0.58
Trust	3.54	0.66	3.86	0.77	3.62	1.06
Morality	4.00	0.58	4.29	0.73	4.50	0.59
Altruism	4.23	0.44	4.29	0.61	4.42	0.65
Cooperation	4.08	0.28	4.21	0.58	4.54	0.51
Modesty	3.69	0.48	4.07	0.73	4.04	0.69
Sympathy	4.31	0.48	4.36	0.63	4.25	0.90
Conscientiousness	4.38	0.77	4.57	0.76	4.42	0.78
Self-Efficacy	4.15	0.38	3.93	0.47	4.04	0.55
Orderliness	4.15	0.38	4.36	0.74	4.25	0.53
Dutifulness	4.38	0.51	4.57	0.51	4.46	0.66
Achievement	4.08	0.49	4.07	0.73	4.04	0.69
Self-Discipline	4.08	0.49	4.43	0.85	4.37	0.49
Cautiousness	4.00	0.58	4.43	0.51	4.21	0.41

Note: Possible domain/subfactor scores ranged from 1 (Well below average) to 5 (Well above average)

Table 3

'Ideal' Aged Care Worker Personality Profile Survey Domain and Subfactor Comparisons

	Kruskal-Wallis Test			
Personality Domains and Subfactors	Test Statistic (*H* value)	Significant Level (*p* value)	Effect Size *(Cohen's d)*	Significant Pairwise Comparisons
Anxiety (Neuroticism)	3.14	.208		
Anxiety	1.48	.478		
Anger	0.61	.738		
Depression	7.44	.024	0.72	Care Workers to Managers*
Self-consciousness	6.36	.042	0.63	Care Workers to Managers*
Immoderation	1.42	.492		
Vulnerability	4.87	.088		
Extraversion	5.75	.056		
Friendliness	6.51	.038	0.65	Care Workers to Managers*
Gregariousness	1.14	.565		
Assertiveness	1.28	.528		
Activity Level	3.73	.155		
Excitement Seeking	5.08	.079		
Cheerfulness	6.11	.047	0.61	Adj. sig is not significant
Openness	10.63	.005	0.94	Care Workers to Family**
Imagination	4.77	.092		
Artistic Interests	2.07	.354		
Emotionality	3.62	.163		
Adventurousness	1.58	.455		
Intellect	6.85	.033	0.67	Managers to Family*
Liberal	2.03	.362		
Agreeableness	1.21	.548		
Trust	1.52	.468		
Morality	5.29	.071		
Altruism	1.44	.487		
Cooperation	8.05	.018	0.76	Care Workers to Managers*
Modesty	2.81	.245		
Sympathy	0.14	.932		
Conscientiousness	0.71	.700		
Self-Efficacy	1.41	.494		
Orderliness	1.44	.487		
Dutifulness	0.84	.658		
Achievement	0.03	.987		
Self-Discipline	3.55	.169		
Cautiousness	4.55	.103		

Note. Degrees of freedom = 2; Pairwise comparisons using Dunn's pairwise tests with Bonferroni correction; *p<.05, **p<.01

Table 4

IPIP-NEO-120 Personality Questionnaire Descriptive Data

IPIP-NEO-120 Domains and Subfactors	Care Workers (n=26)				Cronbach's alpha coefficients
	M	*SD*	Min	Max	
Anxiety (Neuroticism)	9.66	2.43	6.17	15.0	.88
Anxiety	10.15	3.37	5.0	17.0	.71
Anger	9.12	3.48	4.0	16.0	.74
Depression	7.92	2.98	4.0	13.0	.67
Self-consciousness	10.73	3.11	4.0	18.0	.49
Immoderation	10.73	2.60	4.0	15.0	.45
Vulnerability	9.31	2.90	5.0	16.0	.54
Extraversion	14.22	1.29	11.33	16.67	.52
Friendliness	16.65	2.51	12.0	20.0	.59
Gregariousness	12.88	2.76	7.0	18.0	.38
Assertiveness	14.31	2.72	8.0	19.0	.58
Activity Level	14.12	2.20	9.0	19.0	.22
Excitement Seeking	10.35	1.90	6.0	14.0	.22
Cheerfulness	17.0	2.02	14.0	20.0	.57
Openness	13.29	1.56	8.83	15.67	.55
Imagination	11.0	2.86	6.0	17.0	.47
Artistic Interests	15.0	3.39	6.0	20.0	.66
Emotionality	14.81	2.67	6.0	19.0	.42
Adventurousness	13.0	2.77	7.0	18.0	.43
Intellect	15.27	2.59	10.0	20.0	.48
Liberal	10.69	2.45	4.0	14.0	.44
Agreeableness	16.46	1.71	12.67	19.33	.68
Trust	14.58	3.29	5.0	20.0	.81
Morality	18.23	2.34	13.0	20.0	.66
Altruism	17.77	1.63	15.0	20.0	.32
Cooperation	16.31	2.87	9.0	20.0	.64
Modesty	15.69	3.23	8.0	20.0	.54
Sympathy	16.15	2.77	11.0	20.0	.44
Conscientiousness	17.33	1.46	14.0	19.50	.75
Self-Efficacy	16.92	1.47	14.0	20.0	.23
Orderliness	16.88	2.88	11.0	20.0	.72
Dutifulness	18.65	1.74	14.0	20.0	.59
Achievement	18.54	1.48	16.0	20.0	.50
Self-Discipline	16.50	2.49	9.0	20.0	.64
Cautiousness	16.46	2.62	11.0	20.0	.54

Table 5

Correlations Between the Neuroticism (IPIP-NEO-120) and Neuroticism ('Ideal' Worker Survey) Domains and Subfactors

	'Ideal' Aged Care Worker Personality Profile Survey						
Domain and Subfactors	**Anxiety (Neuroticism)**	Anxiety	Anger	Depression	Self-consciousness	Immoderation	Vulnerability
IPIP-NEO-120							
Anxiety (Neuroticism)	.22	.22	.36	.18	.31	.30	.27
Anxiety	.26	.31	.32	.18	.12	.29	.13
Anger	.26	.21	**.41***	.31	**.44***	.31	.26
Depression	.37	.18	**.48***	.17	.38	.20	.16
Self-consciousness	.13	.19	.38	.12	.22	.25	.39
Immoderation	-.11	.07	-.31	-.23	-.03	-.14	-.10
Vulnerability	.25	.18	.27	.12	.15	.18	.35

Note. *p<.05, **p<.01

Table 6

Correlations Between the Extraversion (IPIP-NEO-120) and Extraversion ('Ideal' Worker Survey) Domains and Subfactors

	'Ideal' Aged Care Worker Personality Profile Survey						
Domain and Subfactors	**Extraversion**	Friendliness	Gregariousness	Assertiveness	Activity Level	Excitement Seeking	Cheerfulness
IPIP-NEO-120							
Extraversion	-.03	.22	.22	**-.43***	-.02	-.15	.05
Friendliness	-.24	.33	.30	-.36	-.24	-.18	.27
Gregariousness	.12	.26	.35	-.09	-.02	-.06	.13
Assertiveness	.09	-.16	-.36	-.19	.22	-.07	-.33
Activity Level	-.33	-.12	-.06	-.13	-.09	-.28	-.31
Excitement Seeking	.30	.05	.21	-.02	.01	.16	.02
Cheerfulness	-.10	**.44***	**.42***	**-.52****	-.16	-.08	.34

Note. *p<.05, **p<.01

Table 7

Correlations Between the Openness (IPIP-NEO-120) and Openness ('Ideal' Worker Survey) Domains and Subfactors

	'Ideal' Aged Care Worker Personality Profile Survey						
Domain and Subfactors	**Openness**	Imagination	Artistic Interests	Emotionality	Adventurousness	Intellect	Liberal
IPIP-NEO-120							
Openness	**.50***	.36	.34	-.04	.01	.12	.29
Imagination	-.10	-.14	**-.47***	**-.44***	-.10	**-.46***	-.07
Artistic Interests	.31	.21	**.42***	.08	-.03	.29	.27
Emotionality	-.08	-.05	-.04	.12	-.27	-.06	.22
Adventurousness	**.59****	**.80****	**.60****	.33	.26	.23	.35
Intellect	**.46***	.11	.40	-.06	-.31	.19	.02
Liberal	.25	**.42***	.02	-.26	-.01	.24	.21

Note. *p<.05, **p<.01

Table 8

Correlations Between the Agreeableness (IPIP-NEO-120) and Agreeableness ('Ideal' Worker Survey) Domains and Subfactors

	'Ideal' Aged Care Worker Personality Profile Survey						
Domain and Subfactors	**Agreeableness**	Trust	Morality	Altruism	Cooperation	Modesty	Sympathy
IPIP-NEO-120							
Agreeableness	.31	.12	-.03	.18	-.04	.26	.25
Trust	-.03	**.48***	.02	.14	.03	-.01	.14
Morality	**.41***	.03	.13	.29	.13	**.48***	.23
Altruism	**.54****	.12	.12	.33	.10	.24	**.47***
Cooperation	**.52****	.08	.20	**.50***	.12	.03	.34
Modesty	.10	-.03	-.34	-.31	-.13	.20	-.11
Sympathy	.13	-.10	.09	.17	-.09	.11	.21

Note. *p<.05, **p<.01

Table 9

Correlations Between the Conscientiousness (IPIP-NEO-120) and Conscientiousness ('Ideal' Worker Survey) Domains and Subfactors

	'Ideal' Aged Care Worker Personality Profile Survey						
Domain and Subfactors	**Conscientiousness**	Self-Efficacy	Orderliness	Dutifulness	Achievement	Self-Discipline	Cautiousness
IPIP-NEO-120							
Conscientiousness	-.04	.14	.16	.12	-.08	-.03	.03
Self-Efficacy	-.09	.38	**.55****	.03	.21	.22	.18
Orderliness	.02	.30	.01	.12	.06	.18	.29
Dutifulness	.06	.06	.24	.09	-.03	.22	.03
Achievement	-.05	.31	.03	.05	-.22	.05	.23
Self-Discipline	-.16	**.42***	**.41***	-.18	.08	-.06	.19
Cautiousness	.13	-.32	-.04	.35	-.10	-.19	-.21

Note. *p<.05, **p<.01

Appendix A

Guidelines for Submission of a Regular Research Paper to the Journal of Organisational Behaviour (JOB) Manuscript Submission

The *Journal of Organizational Behavior* aims to publish empirical reports and theoretical reviews of research in the field of organizational behavior, wherever in the world that work is conducted. The journal will focus on research and theory in all topics associated with organizational behavior within and across individual, group and organizational levels of analysis, including:

- At the individual level: personality, perception, beliefs, attitudes, values, motivation, career behavior, stress, emotions, judgment, and commitment.
- At the group level: size, composition, structure, leadership, power, group affect, and politics.
- At the organizational level: structure, change, goal setting, creativity, and human resource management policies and practices.
- Across levels: decision-making, performance, job satisfaction, turnover and absenteeism, diversity, careers and career development, equal opportunities, work-life balance, identification, organizational culture and climate, inter-organizational processes, and multi-national and cross-national issues.
- Research methodologies in studies of organizational behavior.

1. MANUSCRIPT CATEGORIES AND REQUIREMENTS

Research Article

Manuscripts submitted to JOB should not normally be more than 40 pages in length (including references, tables and figures). Manuscripts up to 50 pages will be considered, but authors should be aware that reviewers will expect to see a contribution commensurate with the extra page length. Authors considering submitting manuscripts of more than 50 pages should discuss

with the Editor-in-Chief before submitting. Manuscripts must conform to the style of the **Publication Manual of the American Psychological Association, 6th Edition** (www.apastyle.org/manual).

Special Issue Article

Please follow the guidelines for a Research Article.

JOB Annual Review

We welcome manuscripts that provide critical, state-of-the art overviews of the scholarly literature pertaining to the topic of interest and highlight significant gaps requiring the development of new theory, research methods, and/or empirical work. Such reviews should summarize the current state of knowledge pertaining to the focal topic and provide clear directions for future scientific endeavor, but should not introduce new theory, methods, or data. Articles organized around developing new theory and generating research propositions thus fall outside the aims and scope of the JOB annual review issue, as do essays offering high-level perspectives based on self-reflection, and will be rejected.

Proposal stage: Initial proposal documents should be submitted electronically at http://mc.manuscriptcentral.com/job and incorporate a clear statement of the intended contribution of the proposed article, together with an indicative bibliography. The editors will send the most promising proposals to expert reviewers for independent scrutiny, in order to identify which proposals will go forward to the next stage of being developed into full length articles within the predetermined time frame. Wherever possible, proposals accepted for development into full length articles will be returned to the same reviewers for further scrutiny, prior to a firm editorial decision as to whether the article can be accepted for publication, conditionally accepted (following further rounds of revisions with or without further review) or rejected.

1. The proposal document must be accompanied by a separate cover page, incorporating a proposed title, author names and affiliations, and contact information. The pages following in the main document should begin by repeating the title of the proposed article and provide an extended abstract of the proposed review. The proposed review description is no longer than 10 pages double spaced, 12-point font (Times New Roman). The page limit includes the bibliography containing the key references that will form the basis of the article, the references can be single spaced. The page limit excludes any tables or figures you'd like to include.
2. The proposal will be reviewed by at least two anonymous reviewers who are blind to the identity of the potential authors of the proposed article. All submissions will be handled by one of the JOB review issue editors and a decision sent to the first author as to whether the proposal (1) can proceed to development into a full length article for further consideration; (2) must be revised substantially to be considered at the proposal stage in future years; or (3) is to be rejected as not appropriate for the journal.
3. Once the contributors have been informed that their proposal has been accepted to be turned into a full-length article for further consideration, a strict timeline for completion will be given by the editors.
4. Full length manuscripts should not be submitted unless invited following a favorable editorial decision based on a previously submitted proposal document. Such uninvited full-length manuscripts will be desk rejected by the editors.

Full length manuscript: As with initial proposal documents, revised manuscripts must be submitted electronically at **http://mc.manuscriptcentral.com/job** . To be considered for publication, the article must be prepared according to the Publication Manual of the American Psychological Association (2009, 6th edition). Articles invited for revision are to be no more than 40 double spaced pages (12,000 words) including the title page, abstract, references, tables

and/or figures. As with initial proposals, full-length manuscripts should be word processed, using Times New Roman 12-point font, with 1-inch margins surrounding each page of text.

All manuscripts will be evaluated primarily on the basis of adequate coverage of the research domain, originality in organizing our understanding of what we know and what we do not know, and significance or contribution for advancing understanding of human behavior in organizations. Other important considerations include the length-contribution ratio and the quality of written expression. Poor quality writing is sufficient grounds for outright rejection.

2. PREPARING THE SUBMISSION

Cover Letters

Cover letters are not mandatory; however, they may be supplied at the author's discretion.

Parts of the Manuscript

The manuscript should be submitted in separate files: title page; main text file; figures.

Title Page

The title page should contain**:**

1. A short informative title containing the major key words. The title should not contain abbreviations (see Wiley's best practice SEO tips);
2. A short running title of less than 40 characters;
3. The full names of the authors;
4. The author's institutional affiliation(s);
5. Acknowledgements.

If the affiliation where the work was conducted for any author differs from the current affiliation, this should be supplied in a footnote.

Authorship

Please refer to the journal's Authorship policy in the Editorial Policies and Ethical Considerations section for details on author listing eligibility.

Acknowledgments

Contributions from anyone who does not meet the criteria for authorship should be listed, with permission from the contributor, in an Acknowledgments section. Financial and material support should also be mentioned. Thanks to anonymous reviewers are not appropriate.

Conflict of Interest Statement

Authors will be asked to provide a conflict of interest statement during the submission process. For details on what to include in this section, see the ‘ Conflict of Interest ’ section in the Editorial Policies and Ethical Considerations section below. Authors should ensure they liaise with all co-authors to confirm agreement with the final statement.

Main Text File

As papers are double-blind peer reviewed, the main text file should not include any information that might identify the authors.

The main text file should be presented in the following order:

1. Title, abstract, and key words;
2. Main text;
3. References;
4. Tables (each table complete with title and footnotes);
5. Figure legends;
6. Appendices (if relevant).

Figures and supporting information should be supplied as separate files.

Abstract

Please provide an unstructured abstract of no more than 200 words containing the major keywords.

Keywords

Please provide up to five keywords.

Main Text

- As papers are double-blind peer reviewed, the main text file should not include any information that might identify the authors.
- Ensure that your paper is not available in the public domain on the Internet. All references to the paper title in publicly accessible documentation (e.g., online CV) must also be removed. Although we recognize it is sometimes unavoidable, authors should also try to use different titles for conference papers where the conference program can be accessed via the Internet.
- Footnotes should be used sparingly and in accordance with the APA Publication Manual. To the extent possible, any such material should be incorporated into the text as parenthetical matter.

Research Context

Sometimes, the setting in which organizational research is conducted is unique in some way or consists of qualities that bear on the work. This would be the case, for example, if data are collected at a time in which major events occurred in the organization or in a foreign setting whose context or practices may be unfamiliar to most readers. On such occasions, authors should provide suitable descriptions of these settings so as to put their findings and their interpretation in an appropriate perspective for readers. As required, brief descriptions that do not disrupt the flow of major ideas should be inserted into the body of articles (e.g., in a subsection of the "Method" section entitled, "Research Context"). Whenever detailed or protracted descriptions are called for, however, these should be included in an appendix that follows the references. Please note that the editors or reviewers may request such information as they deem useful.

References

All references must be complete and accurate. Online citations should include date of retrieval. If necessary, cite unpublished or personal work in the text but do not include it in the reference list. References should be listed in the following style, in accordance with the APA Publication Manual:

- Lam, S.S.K., & Dreher, G.F. (2004). Gender, extra-firm mobility, and compensation attainment in the United States and Hong Kong. *Journal of Organizational Behavior, 25*, 791-805. DOI: 10.1002/job.264
- Heider, F. (1958). *The psychology of interpersonal relations*. New York: Wiley.
- Degelman, D., & Harris, M. L. (2000). *APA style essentials*. Retrieved May 18, 2000, from Vanguard University, Department of Psychology Website: http://www.vanguard.edu/faculty/ddegelman/index.cfm?doc_id=796

Tables

Tables should be self-contained and complement, not duplicate, information contained in the text. They should be supplied as editable files, not pasted as images. Legends should be concise but comprehensive – the table, legend, and footnotes must be understandable without reference to the text. All abbreviations must be defined in footnotes.

Figure Legends

Legends should be concise but comprehensive – the figure and its legend must be understandable without reference to the text. Include definitions of any symbols used and define/explain all abbreviations and units of measurement.

Figures

Although authors are encouraged to send the highest-quality figures possible, for peer-review purposes, a wide variety of formats, sizes, and resolutions are accepted. Click here for the basic figure requirements for figures submitted with manuscripts for initial peer review, as well as the more detailed post-acceptance figure requirements.

Figures submitted in colour may be reproduced in colour online free of charge. Please note, however, that it is preferable that line figures (e.g. graphs and charts) are supplied in black and white so that they are legible if printed by a reader in black and white. If an author would prefer to have figures printed in colour in hard copies of the journal, a fee will be charged by the Publisher.

Additional Files

Appendices

Appendices will be published after the references. They should be referred to in the text.

Supporting Information

Supporting information is information that is not essential to the article, but provides greater depth and background. It is hosted online and appears without editing or typesetting. It may include tables, figures, videos, datasets, etc. Click here for Wiley's FAQs on supporting information.

Note: if data, scripts, or other artefacts used to generate the analyses presented in the paper are available via a publicly available data repository, authors should include a reference to the location of the material within their paper.

Prior use of Dataset

If the dataset in the manuscript has been used in a previously published study or if the dataset is currently under review elsewhere, the authors will need to provide a data transparency table as part of the submission process (this will not be part of the actual submitted manuscript). This table should list all of the variables from the dataset and all of the studies coming from the data, and demonstrate the independence of each of the manuscripts developed from the shared dataset.

Appendix B

'Ideal' Aged Care Worker Personality Profile Survey (Survey 1)

Your details:

Age:

Gender:

Ethnicity/Country of Birth:

Preferred Language:

Current Job Title:

Qualifications:

How many years of experience do you have working in Aged Care? (Supervisors/Managers and aged care workers only):

Describe what characteristics you believe make a very good aged worker (e.g., skills, attitudes, behaviours and / or attributes*)*:

This part of the study is concerned with what supervisors/managers and relatives of residents consider are the desirable personality characteristics of a very good care worker in aged care.

There are five major personality characteristics listed below:

1. Anxiety (e.g., anxious and sensitive/emotional)
2. Extraversion (e.g., socially outgoing)
3. Openness to experience (e.g., seeking new experiences)
4. Agreeableness (e.g., cooperative)
5. Conscientiousness (e.g., acts carefully)

Please indicate how you think **a very good worker** in aged care would score on each of these five personality characteristics (i.e., either well below average, below average, average, above average, or well above average). **A very good care worker would be one who can be relied on to get their care work done effectively and efficiently and who gets on well with their clients, their co-workers and supervisors.**

It might help you to decide on a rating if you think of a very good care worker you know or have known, and consider how you would rate them on each characteristic. You might also start by considering the average rating which is what most people in the population would be, and then consider whether there are advantages or disadvantages of having a higher or lower than average rating. For example, for Anxiety (e.g. anxious and sensitive/emotional) you might decide on an above average rating because being more sensitive than average ensures that they do not overlook any important care-related issues. Or you might decide on a below average rating because being more secure than average would prevent them from finding the work too stressful. However, if you think there are no such advantages or disadvantages, you can choose an average rating.

When you have indicated your ratings for the five major personality characteristics (below), you can go to the next sections which consider the six sub-factors for each of these major personality characteristics. There are no right or wrong answers. We are just interested in your opinion.

5 Major Personality Characteristics				
Anxiety – e.g., anxious and sensitive/emotional				
☐ **Well above average** (Sensitive, emotional and prone to experience feelings that are upsetting)	☐ **Above average**	☐ **Average** (Generally calm and able to deal with stress, but sometimes experiences feelings of guilt, anger, or sadness)	☐ **Below average**	☐ **Well below average** (Secure, hardy and generally relaxed even under stressful conditions)
Extraversion – e.g., socially outgoing				
☐ **Well above average** (Extraverted, outgoing, and high spirited. Prefers to be around people most of the time)	☐ **Above average**	☐ **Average** (Moderate in activity and enthusiasm. Enjoys the company of others but also values privacy)	☐ **Below average**	☐ **Well below average** (Introverted, reserved and serious, Prefers to be alone, or with a few close friends)
Openness to Experience – e.g., seeking new experiences				
☐ **Well above average** (Open to new experiences. Has broad interests and is very imaginative)	☐ **Above average**	☐ **Average** (Practical but willing to consider new ways of doing things. Seeks a balance between the old and the new)	☐ **Below average**	☐ **Well below average** (Down-to earth, practical, traditional, and pretty much set in their ways)
Agreeableness – e.g., cooperative				
☐ **Well above average** (Compassionate, good-natured, and eager to cooperate and avoid conflict)	☐ **Above average**	☐ **Average** (Generally warm, trusting and agreeable, but can sometimes be stubborn and competitive)	☐ **Below average**	☐ **Well below average** (Hard-headed, sceptical, proud, and competitive. Tends to express their anger directly)
Conscientiousness – e.g., acts carefully				
☐ **Well above average** (Conscientious and well-organised. Has high standards and always strives to achieve their goals)	☐ **Above average**	☐ **Average** (Dependable and moderately well-organised. Generally has clear goals but is able to set their work aside)	☐ **Below average**	☐ **Well below average** (Easy-going, not very well-organised, sometimes careless. Prefers not to make plans)

INSTRUCTIONS FOR SUPERVISORS/MANAGERS, EMPLOYEES & RELATIVES COMPLETING THE PERSONALITY PROFILE FORM

Now that you have rated the five major personality characteristics, you are asked to rate the sub-factors for each of them. Below are listed the six sub-factors of the major personality characteristic **Anxiety (e.g., anxious and sensitive/emotional).** Please indicate how you think **a very good worker** in aged care would score on each of these six personality sub-factors (i.e., either well below average, below average, average, above average, or well above average).

For each of the sub-factors, brief descriptions have been provided for the above and below average ratings. As for the major personality characteristics that you have just completed, it might help you to decide on a rating if you think of a very good care worker you know or have known, and consider how you would rate them on each sub-factor. You can indicate an average rating if you feel that a very good care worker would fit between the descriptions for the above average and the below average ratings.

When you have completed your ratings for the Anxiety (e.g. anxious and sensitive/emotional) sub-factors, please provide your ratings for the six sub-factors of each of the remaining major personality characteristics: Extraversion (e.g. socially outgoing), Openness (e.g., seeking new experiences), Agreeableness (e.g., cooperative) and Conscientiousness (e.g., acts carefully). There are no right or wrong answers. We are just interested in your opinion.

Anxiety (e.g. anxious and sensitive/emotional) Sub-factors				
Anxiety – e.g., worry				
☐ **Well above average** (Very apprehensive, very prone to worry, very tense, fearful, nervous)	☐ **Above average** (Apprehensive, prone to worry, tense, fearful, nervous)	☐ **Average**	☐ **Below average** (Calm, unworried)	☐ **Well below average** (Very calm, very unworried)
Anger – e.g., irritated				
☐ **Well above average** (Very irritable, very frustrated, very bitter, very quick to anger)	☐ **Above average** (Irritable, frustrated, bitter, quick to anger)	☐ **Average**	☐ **Below average** (Easy going, slow to anger)	☐ **Well below average** (Very easy going, very slow to anger)
Depression – e.g., sadness				
☐ **Well above average** (Very pessimistic, dejected and sad)	☐ **Above average** (Pessimistic, dejected, sad)	☐ **Average**	☐ **Below average** (Contented)	☐ **Well below average** (Very contented)
Self – Consciousness – e.g., is self-conscious				
☐ **Well above average** (Very socially anxious, very shy and sensitive to ridicule)	☐ **Above average** (Socially anxious, shy, sensitive to ridicule)	☐ **Average**	☐ **Below average** (Self-confident)	☐ **Well below average** (Very self-confident)
Immoderation – e.g., lacks self-control or frustrated				
☐ **Well above average** (Very low self-control, very low tolerance of frustration)	☐ **Above average** (Low self-control, low tolerance of frustration)	☐ **Average**	☐ **Below average** (self-control, tolerates frustration)	☐ **Well below average** (Very self-controlled and very tolerant of frustration)
Vulnerability – e.g., ability to cope with stress				
☐ **Well above average** (Very dependent, feels very unable to cope with stress, feels very panicked in emergency situations)	☐ **Above average** (Dependent, feels unable to cope with stress, panicked in an emergency)	☐ **Average**	☐ **Below average** (Confident they can handle stressful situations)	☐ **Well below average** (Very confident they can handle stressful situations)

Extraversion (e.g. socially outgoing) Sub-factors				
Friendliness				
☐ **Well above average** (Very friendly, very affectionate)	☐ **Above average** (Friendly, affectionate)	☐ **Average**	☐ **Below average** (Reserved, formal in manner)	☐ **Well below average** (Very reserved, very formal in manner)
Gregariousness – e.g., sociable				
☐ **Well above average** (Very much prefers and enjoys other people's company)	☐ **Above average** (Prefers and enjoys other people's company)	☐ **Average**	☐ **Below average** (Prefers being alone, tends to avoid social stimulation)	☐ **Well below average** (Very much prefers being alone, avoids social stimulation)
Assertiveness				
☐ **Well above average** (Very dominant, very socially assertive, speaks up very readily)	☐ **Above average** (Dominant, socially assertive, speaks up readily)	☐ **Average**	☐ **Below average** (Retiring, mostly lets others take the lead and do the talking)	☐ **Well below average** (Very retiring, always prefers to lets others take the lead and do the talking)
Activity Level – e.g., energetic				
☐ **Well above average** (Very energetic, very busy, very fast paced)	☐ **Above average** (Energetic, busy, fast paced)	☐ **Average**	☐ **Below average** (Relaxed pace, more leisurely approach)	☐ **Well below average** (Very relaxed pace, very leisurely approach)
Excitement seeking				
☐ **Well above average** (Very strong craving for excitement and stimulation)	☐ **Above average** (Craves excitement and stimulation)	☐ **Average**	☐ **Below average** (Prefers a quiet life)	☐ **Well below average** (Very much prefers a quiet life)
Cheerfulness				
☐ **Well above average** (Very cheerful, very optimistic, laughs very readily)	☐ **Above average** (Cheerful, optimistic, laughs readily)	☐ **Average**	☐ **Below average** (Even temperament)	☐ **Well below average** (Very even temperament)

Openness (e.g., seeking new experiences) Sub-factors				
Imagination – e.g., imaginative				
☐ **Well above average** (Very imaginative , strongly desires rich, varied, novel experiences)	☐ **Above average** (Imaginative, enjoys rich, varied, novel experiences)	☐ **Average**	☐ **Below average** (Attends to tasks and issues at hand)	☐ **Well below average** (Attends very much to tasks and issues at hand)
Artistic Interests				
☐ **Well above average** (Very appreciative of art and beauty, music etc)	☐ **Above average** (Appreciates art and beauty, music etc)	☐ **Average**	☐ **Below average** (Limited interest in art and beauty, music etc)	☐ **Well below average** (Very uninterested in art and beauty, music etc)
Emotionality				
☐ **Well above average** (Experiences feelings, such as immense joy and sadness, very strongly)	☐ **Above average** (Experiences feelings, such as joy and sadness, strongly)	☐ **Average**	☐ **Below average** (Feelings are limited and of little importance)	☐ **Well below average** (Feelings are very limited and of very little importance)
Adventurousness				
☐ **Well above average** (Very strong preference for novelty and variety eg places, activities, food)	☐ **Above average** (Prefers novelty and variety, eg places, activities, food)	☐ **Average**	☐ **Below average** (Prefers what is familiar and routine)	☐ **Well below average** (Very much prefers what is familiar and routine)
Intellect – e.g., curiosity				
☐ **Well above average** (Very open minded, very curious and very willing to consider new ideas)	☐ **Above average** (Open minded, curious, willing to consider new ideas)	☐ **Average**	☐ **Below average** (Limited curiosity and range of interests)	☐ **Well below average** (Very limited curiosity and range of interests)
Liberal – e.g., open minded				
☐ **Well above average** (Very open to examining values - social, political and religious)	☐ **Above average** (Open to examining values - social, political and religious)	☐ **Average**	☐ **Below average** (Conservative, accepts authority, honours tradition)	☐ **Well below average** (Very conservative, very accepting of authority, very traditional)

Agreeableness (e.g., cooperative) Sub-factors				
Trust				
☐ **Well above average** (Very trusting of others)	☐ **Above average** (Trusts others to be honest and well intentioned)	☐ **Average**	☐ **Below average** (Wary, sceptical and cynical of others' intentions)	☐ **Well below average** (Very wary, sceptical and cynical of others' intentions)
Morality – e.g., integrity				
☐ **Well above average** (Very frank, very sincere and genuine)	☐ **Above average** (Frank, sincere and genuine)	☐ **Average**	☐ **Below average** (Shrewd, crafty, manipulative)	☐ **Well below average** (Very shrewd, crafty, manipulative)
Altruism – e.g., acts selflessly				
☐ **Well above average** (Very considerate of others, very generous, very willing to assist)	☐ **Above average** (Considerate of others, generous, willing to assist)	☐ **Average**	☐ **Below average** (Self-centred, reluctant to get involved with others)	☐ **Well below average** (Very self-centred, very reluctant to get involved with others)
Cooperation				
☐ **Well above average** (Very mild , very cooperative, very accommodating)	☐ **Above average** (Mild, cooperative, accommodating)	☐ **Average**	☐ **Below average** (Strong-willed, competitive, expresses anger)	☐ **Well below average** (Very strong-willed, very competitive, strongly expresses anger)
Modesty				
☐ **Well above average** (Very humble, very self-effacing)	☐ **Above average** (Humble, self-effacing)	☐ **Average**	☐ **Below average** (Self-important, superior, conceited)	☐ **Well below average** (Very self-important, very superior and conceited)
Sympathy				
☐ **Well above average** (Very sympathetic, very concerned for others)	☐ **Above average** (Sympathetic, concerned for others)	☐ **Average**	☐ **Below average** (Hard headed, tough minded)	☐ **Well below average** (Very hard headed, very tough minded)

Conscientiousness (e.g., acts carefully) Sub-Factors				
Self-Efficacy – e.g., confident in his/her ability				
☐ **Well above average** (Very strong belief that they are capable and well prepared)	☐ **Above average** (Consider themselves capable and well prepared)	☐ **Average**	☐ **Below average** (Consider themselves often unprepared and incompetent)	☐ **Well below average** (Very strong belief that they are often unprepared and incompetent)
Orderliness – e.g., organised				
☐ **Well above average** (Very organised, very neat and tidy)	☐ **Above average** (Organised, neat, tidy)	☐ **Average**	☐ **Below average** (Not organised, not methodical, tolerant of disorder)	☐ **Well below average** (Very disorganised, unmethodical, very tolerant of disorder)
Dutifulness – e.g., acts ethically				
☐ **Well above average** (Strongly adheres to ethical and moral standards)	☐ **Above average** (Adheres to ethical and moral standards)	☐ **Average**	☐ **Below average** (Less strict about ethical standards, may be unreliable),	☐ **Well below average** (Much less strict about ethical standards, may be very unreliable)
Achievement – e.g., ambitious				
☐ **Well above average** (Very high aspirations, works very hard and is very diligent)	☐ **Above average** (High aspirations, works hard, diligent)	☐ **Average**	☐ **Below average** (Lacks ambition, casual approach)	☐ **Well below average** (Very lacking in ambition, very casual approach)
Self – Discipline				
☐ **Well above average** (Very motivated to get a job done, even if there are distractions)	☐ **Above average** (Motivated to get a job done, even if there are distractions)	☐ **Average**	☐ **Below average** (Lacking in motivation, discouraged, tendency to quit)	☐ **Well below average** (Very lacking in motivation, can get very discouraged, highly likely to quit)
Cautiousness				
☐ **Well above average** (Very cautious and very deliberate, thinks a lot before acting)	☐ **Above average** (Cautious and deliberate, thinks before acting)	☐ **Average**	☐ **Below average** (Hasty, often acts without considering the consequences)	☐ **Well below average** (Very hasty, very likely to act before considering the consequences)

Appendix C

IPIP-NEO-120 Personality Questionnaire (Survey 2)

Your details:
Age:

Gender:

Country of Birth:

Languages Spoken:

Current Job Role (Community/Residential/Other):

Qualifications:

How many years of experience do you have working in Aged Care?

How long do you intend to stay in aged care (short-term = less than two years, medium-term = two to five years, long-term = five + years, or unsure)?:

Overall, how satisfied are you with your current job?

□ Not satisfied □ Slightly satisfied □ Moderately satisfied □ Very satisfied

□ Extremely satisfied □ Don't know

Describe what characteristics you believe make a very good aged worker (e.g., skills, attitudes, behaviours and / or attributes)?

Describe any characteristics that make someone less suited to the role of an aged care worker?

The IPIP-NEO-120 gives participants the option to select one of five possible answers for each item. The response "Very Inaccurate" is assigned a value of 1, "Moderately Inaccurate" a value of 2, "Neither Inaccurate nor Accurate" a 3, "Moderately Accurate" a 4, and "Very Accurate" a value of 5.

Item Number	Facet	Item
1	Anxiety	Worry about things.
2	Friendliness	Make friends easily.
3	Imagination	Have a vivid imagination.
4	Trust	Trust others.
5	Self-Efficacy	Complete tasks successfully.
6	Anger	Get angry easily.
7	Gregariousness	Love large parties.
8	Artistic Interests	Believe in the importance of art.
9	Morality	Use others for my own ends.
10	Orderliness	Like to tidy up.
11	Depression	Often feel blue.
12	Assertiveness	Take charge.
13	Emotionality	Experience my emotions intensely.

14	Altruism	Love to help others.
15	Dutifulness	Keep my promises.
16	Self-Consciousness	Find it difficult to approach others.
17	Activity Level	Am always busy.
18	Adventurousness	Prefer variety to routine.
19	Cooperation	Love a good fight.
20	Achievement-Striving	Work hard.
21	Immoderation	Go on binges.
22	Excitement-Seeking	Love excitement.
23	Intellect	Love to read challenging material.
24	Modesty	Believe that I am better than others.
25	Self-Discipline	Am always prepared.
26	Vulnerability	Panic easily.
27	Cheerfulness	Radiate joy.
28	Liberalism	Tend to vote for liberal political candidates.
29	Sympathy	Sympathize with the homeless.
30	Cautiousness	Jump into things without thinking.
31	Anxiety	Fear for the worst.
32	Friendliness	Feel comfortable around people.
33	Imagination	Enjoy wild flights of fantasy.
34	Trust	Believe that others have good intentions.
35	Self-Efficacy	Excel in what I do.
36	Anger	Get irritated easily.
37	Gregariousness	Talk to a lot of different people at parties.
38	Artistic Interests	See beauty in things that others might not notice.
39	Morality	Cheat to get ahead.
40	Orderliness	Often forget to put things back in their proper place.
41	Depression	Dislike myself.
42	Assertiveness	Try to lead others.
43	Emotionality	Feel others' emotions.
44	Altruism	Am concerned about others.
45	Dutifulness	Tell the truth.
46	Self-Consciousness	Am afraid to draw attention to myself.
47	Activity Level	Am always on the go.
48	Adventurousness	Prefer to stick with things that I know.
49	Cooperation	Yell at people.
50	Achievement-Striving	Do more than what's expected of me.
51	Immoderation	Rarely overindulge.
52	Excitement-Seeking	Seek adventure.
53	Intellect	Avoid philosophical discussions.
54	Modesty	Think highly of myself.
55	Self-Discipline	Carry out my plans.
56	Vulnerability	Become overwhelmed by events.
57	Cheerfulness	Have a lot of fun.
58	Liberalism	Believe that there is no absolute right or wrong.
59	Sympathy	Feel sympathy for those who are worse off than myself.

60	Cautiousness	Make rash decisions.
61	Anxiety	Am afraid of many things.
62	Friendliness	Avoid contacts with others.
63	Imagination	Love to daydream.
64	Trust	Trust what people say.
65	Self-Efficacy	Handle tasks smoothly.
66	Anger	Lose my temper.
67	Gregariousness	Prefer to be alone.
68	Artistic Interests	Do not like poetry.
69	Morality	Take advantage of others.
70	Orderliness	Leave a mess in my room.
71	Depression	Am often down in the dumps.
72	Assertiveness	Take control of things.
73	Emotionality	Rarely notice my emotional reactions.
74	Altruism	Am indifferent to the feelings of others.
75	Dutifulness	Break rules.
76	Self-Consciousness	Only feel comfortable with friends.
77	Activity Level	Do a lot in my spare time.
78	Adventurousness	Dislike changes.
79	Cooperation	Insult people.
80	Achievement-Striving	Do just enough work to get by.
81	Immoderation	Easily resist temptations.
82	Excitement-Seeking	Enjoy being reckless.
83	Intellect	Have difficulty understanding abstract ideas.
84	Modesty	Have a high opinion of myself.
85	Self-Discipline	Waste my time.
86	Vulnerability	Feel that I'm unable to deal with things.
87	Cheerfulness	Love life.
88	Liberalism	Tend to vote for conservative political candidates.
89	Sympathy	Am not interested in other people's problems.
90	Cautiousness	Rush into things.
91	Anxiety	Get stressed out easily.
92	Friendliness	Keep others at a distance.
93	Imagination	Like to get lost in thought.
94	Trust	Distrust people.
95	Self-Efficacy	Know how to get things done.
96	Anger	Am not easily annoyed.
97	Gregariousness	Avoid crowds.
98	Artistic Interests	Do not enjoy going to art museums.
99	Morality	Obstruct others' plans.
100	Orderliness	Leave my belongings around.
101	Depression	Feel comfortable with myself.
102	Assertiveness	Wait for others to lead the way.
103	Emotionality	Don't understand people who get emotional.
104	Altruism	Take no time for others.
105	Dutifulness	Break my promises.
106	Self-Consciousness	Am not bothered by difficult social situations.

107	Activity Level	Like to take it easy.
108	Adventurousness	Am attached to conventional ways.
109	Cooperation	Get back at others.
110	Achievement-Striving	Put little time and effort into my work.
111	Immoderation	Am able to control my cravings.
112	Excitement-Seeking	Act wild and crazy.
113	Intellect	Am not interested in theoretical discussions.
114	Modesty	Boast about my virtues.
115	Self-Discipline	Have difficulty starting tasks.
116	Vulnerability	Remain calm under pressure.
117	Cheerfulness	Look at the bright side of life.
118	Liberalism	Believe that we should be tough on crime.
119	Sympathy	Try not to think about the needy.
120	Cautiousness	Act without thinking.

Appendix D

'Ideal' Aged Care Worker Personality Profile Survey Additional Descriptive Data

Personality Domains and Subfactors	Managers (*n*=13)		Family Members (*n*=14)		Care Workers (*n*=24)	
	Median	IQR	Median	IQR	Median	IQR
Anxiety (Neuroticism)	3.00	1.5	1.00	2.0	2.50	2.0
Anxiety	2.00	1.0	2.00	1.0	2.00	2.0
Anger	2.00	1.5	2.00	1.0	1.50	2.0
Depression	2.00	1.0	2.00	0.25	2.00	1.0
Self-consciousness	3.00	1.0	2.00	1.0	2.00	1.0
Immoderation	2.00	0.5	2.00	1.0	1.50	1.0
Vulnerability	2.00	0.5	1.50	1.0	1.50	1.0
Extraversion	3.00	0.5	4.00	0.25	3.50	1.0
Friendliness	4.00	1.0	4.00	1.25	4.50	1.0
Gregariousness	4.00	1.0	4.00	1.25	4.00	0.75
Assertiveness	3.50	1.0	3.50	1.0	4.00	1.0
Activity Level	4.00	1.0	3.00	1.25	4.00	1.75
Excitement Seeking	3.00	0.5	3.00	0.0	3.00	1.0
Cheerfulness	4.00	0.0	4.00	0.25	5.00	1.0
Openness	4.00	2.0	3.00	1.0	5.00	1.75
Imagination	3.00	1.0	3.00	1.25	4.00	1.0
Artistic Interests	4.00	1.0	3.00	1.0	4.00	1.75
Emotionality	4.00	1.0	3.00	1.0	4.00	1.0
Adventurousness	3.00	1.0	3.00	0.25	3.00	1.0
Intellect	4.00	1.0	4.00	1.0	4.00	1.0
Liberal	4.00	1.0	3.00	1.0	4.00	1.75
Agreeableness	5.00	1.0	5.00	1.0	5.00	1.0
Trust	4.00	1.0	4.00	0.25	4.00	0.75
Morality	4.00	0.0	4.00	1.0	5.00	1.0
Altruism	4.00	0.5	4.00	1.0	4.50	1.0
Cooperation	4.00	0.0	4.00	1.0	5.00	1.0
Modesty	4.00	1.0	4.00	1.25	4.00	0.75
Sympathy	4.00	1.0	4.00	1.0	4.00	1.0
Conscientiousness	5.00	1.0	5.00	1.0	5.00	1.0
Self-Efficacy	4.00	0.0	4.00	0.0	4.00	0.0
Orderliness	4.00	0.0	4.50	1.0	4.00	1.0
Dutifulness	4.00	1.0	5.00	1.0	5.00	1.0
Achievement	4.00	0.0	4.00	1.25	4.00	0.75
Self-Discipline	4.00	0.0	5.00	1.25	4.00	1.0
Cautiousness	4.00	0.0	4.00	1.0	4.00	0.0

Note: Possible domain/subfactors scores range from 1 (Well below average) to 5 (Well above average)