

Validity Study

Relationship between the Performance Perspectives Inventory's Implementing Scale and Job Performance of Incumbents in a Dual Security/Service Role

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We investigated the relationship between the Performance Perspectives Inventory's (PPI, Abraham & Morrison, 2002; 2003) Implementing scale (a measure of employee reliability) and job performance in a sample of employees performing a dual security/service role. PPI Implementing correlated positively both with the mean of 14 supervisory ratings of job performance ($r = .28$, $n = 55$) and with a global supervisory rating of overall job performance ($r = .36$, $n = 55$). Additionally, correlations are reported between (a) PPI Big Five major scales (Agreeableness, Conscientiousness, Extraversion, Openness, Stability) and job performance; and (b) demographic variables (age, gender, education level, ethnic group) and other study variables.

Sample

The sample consisted of 55 job incumbents employed by a security company in the southeastern United States in a dual security/service role. Although individuals in the sample held varying job titles (e.g., Concierge, Lobby Officer), our job analysis indicated they all had a common responsibility for assisting others (i.e., building visitors, residents, and tenants), while simultaneously maintaining a security presence within their assigned facility. The mean age of sample participants was 43 years, and the median education level was "high school graduate or equivalent." Seventy-six percent were men, 22% were women, and 2% did not provide gender information. Fifty-six percent were African American, 35% were White, and 9% did not provide ethnic group information.

Predictor Information

The Performance Perspective Inventory (PPI, Abraham & Morrison, 2002; 2003) is a 155-item measure of the Big Five personality factors (Digman & Takemoto-Chock, 1981; Goldberg, 1992). Respondents indicate how accurately each item describes them using a five-point scale. The PPI includes Big Five major scales (Agreeableness, Conscientiousness, Extraversion, Openness, Stability) and subscales, as well as several occupational scales designed for selection into specific organizational roles.

Of particular interest in this study was the PPI Implementing occupational scale, which measures individuals' proclivity for implementing company and

management policies, procedures, and decisions with consistency and dependability. The Implementing scale falls into the broad category of personality-based reliability and integrity scales, and correlates positively with related measures such as the Hogan Personality Inventory's (Hogan & Hogan, 1995) Reliability scale ($r = .36$, $n = 631$, $p < .01$) and the California Psychological Inventory's (Gough, 1996) Work Orientation scale ($r = .23$, $n = 655$, $p < .01$) (see Abraham & Morrison, 2002). The PPI Implementing scale has an internal consistency (Cronbach's alpha) reliability of .63 ($n = 996$), and a test-retest reliability of .90 ($n = 78$, 32-day retest interval).

Criterion Information

Supervisors completed a 14-item measure of job performance, covering both service- and security-related job tasks. For each item, the supervisor rated the employee's level of effectiveness using a five-point scale. Example items include "use a warm and friendly approach when interacting with visitors/residents/tenants," and "carefully explain reasons behind policies and procedures to visitors/residents/tenants." Missing ratings were replaced with the mean of all other performance ratings for each incumbent. The 14 job performance items were averaged to create a mean job performance measure (Cronbach's alpha = .92). Supervisors also provided a single-item global rating of overall job performance ("global job performance"), using a five-point scale.

Hypothesis

Although incumbents in the present sample had a relatively unique mix of security and service job responsibilities, it is likely that the work performed would be best classified as "low complexity". Published meta-analytic results indicate that personality-based employee reliability and integrity scales are consistently related to job performance, including in "low complexity" positions (Ones, Viswesvaran & Schmidt, 1993). Therefore, we expected that the PPI Implementing scale would correlate with supervisory ratings of job performance in the present sample.

Validity Information

The means and standard deviations of the primary study variables were as follows: Implementing ($M = 3.99$, $SD = .31$), mean job performance ($M = 4.12$, $SD = .53$), and global job performance ($M = 4.18$, $SD = .70$). As expected, Implementing correlated significantly with both mean job performance ($r = .28$) and the single-item global job performance measure ($r = .36$).

Additionally, we correlated Implementing with four demographic variables: age, educational level, gender (1 = male, 2 = female), and ethnic group (1 = White, 2 = African American). Neither gender ($r = .15$), education level ($r = .04$), nor ethnic group ($r = -.18$) correlated significantly with Implementing. However, age did correlate significantly with Implementing scores ($r = .28$).

To provide additional information for future meta-analytic studies, we performed an exploratory analysis to assess the relationship between overall job

performance and the PPI Big Five scales (Agreeableness, Conscientiousness, Extraversion, Openness, and Stability). Tables 1 and 2 show the results, as well as the correlations among the PPI scales investigated. The correlations between the job performance measures and the PPI Big Five scales did not attain statistical significance at the $p < .05$ level.

Table 1: Correlations with Performance and Demographic Variables

Variable	Reliability		Job Performance		Demographics			
	Alpha	Test-retest	Mean (14 items)	Global (single item)	Education (n=52)	Sex (n=54)	Race (n=50)	Age (n=54)
Mean Job Performance	.92	n/a	n/a	.73**	-.30*	.35**	-.33**	.54**
Global Job Performance	n/a	n/a	.73**	n/a	-.41**	.43**	-.50**	.45**
PPI Scale								
Implementing	.64	.90	.28*	.36*	.04	.15	-.18	.28*
Agreeableness	.78	.90	.10	.20	.14	.02	-.07	.12
Conscientiousness	.88	.92	.14	.14	.13	.11	-.05	.04
Extraversion	.79	.89	-.25	-.21	.36**	-.22	.08	-.16
Openness	.84	.87	-.07	-.17	.25	-.09	.23	-.26
Stability	.85	.86	-.08	-.10	.26	-.09	.33*	-.09

Note: Except for job performance, all reliabilities are from the PPI Technical Manual or normative database

Table 2: Correlations among PPI Scales

PPI Scale	PPI Scale					
	(1)	(2)	(3)	(4)	(5)	(6)
1. Implementing	-	.77**	.79**	.19	.39**	.45**
2. Agreeableness		-	.60**	.27*	.47**	.56**
3. Conscientiousness			-	.56**	.73**	.64**
4. Extraversion				-	.69**	.56**
5. Openness					-	.68**
6. Stability						-

* $p < .05$, ** $p < .01$

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