A double-edged sword: The moderating role of conscientiousness in the relationships between work stressors, psychological strain, and job performance

WEIPENG LIN[1,2], JINGJING MA[2], LEI WANG[2]* AND MO WANG[3]

[1] [illegible]
[2] [illegible]
[3] [illegible]

Summary [illegible]

C [illegible] 2014 J [illegible] & [illegible], Ld.

Keywords: [illegible]

Introduction

[illegible]

*C [illegible]: L [illegible], D [illegible], [illegible], B [illegible], 100871, C [illegible]. E- [illegible]@ [illegible].

[illegible]

C [illegible] 2014 J [illegible] & [illegible], Ld.

23 [illegible] 2014, [illegible] 03 I 2013 [illegible] I 2014

(., , , , & A , 2010; , , H , & A , 2006). H , fi (., A , , & M , 2012; G & L -F , 2007; N , L , E , & B , 2014; ., 2006). F , N (2014) , G L -F (2007) fl . I , (G , B , & J , 2010), fl , fl .

A (G ., 2010), fi . I , fl . B , (B & M , 1991; B ., 1993), fi , fi .

I , ( ). A , fi . I , . I , . I fl , fi . (.,) C , B , B (2000) . B (G ., 2010), , , . O , (F 1).

I , . F , , *lb to* . O , . I , ,

(., ,). I fi

Il t o , t o , o r t o

T “ ” (., , 1974) “ ” ( ) “ ” ( ).
(J , 1998), (., B , G , C , & , 2001; D & G
1991; F & , 2009; I , M , & , 1982; J & , 2008; , , &
O , 2010; & J , 2003).
C (2000) (., , –
) . I , C , (C , C , F , H , & , 1975; I & M , 1983; ,
1992). T fi
, , *Il t o*
fl T
, fl , *t o*
fl C .’ ,
, – ,
, , (B

. I (L ., 2004; L ., 2005), . I fi (C ., 2000). B , (L ., 2004; L ., 2005).

D (., B ., 2004; L & A , 1996; L ., 2004; L ., 2005; ., 2007; ., 2011). (.,), (C , D , & O'D , 2001; L & F , 1984) (J , 1998; , C , & J , 1989). E (C , L , & , 2010; ., 2007). I .

o t o l o o to

I – (G ., 2010) – . A : (, /), fi . I (C) (H , 1989, 2001), fi , . F (, L , & , 2011; & C , 2006) ; F & L , 1980, 1985). O .

A (L , K , & E , 2006 , M , & , 2010), (& C , 2006). A fi - fi - (C & M C , 1988), , , , (C & M C , 1992). I fi fl (M , D , & B , 2009; , L , , & , 2009; , B , & K , 2012). H , fl .

C (B , , & , 2002), (M , 2001), (J & I ,

2002), (B ., 1993 , A , & H , 2011). A , , , , J , & N , 2004), (& E , 2007; , C , & H , 1994). , fi , (.,) , . F , . I , . A , .

o t 1 C , .

, , (C ., 2000; L ., 2005; ., 2007). N , . E (B & E , 2010) (& D , 2009). G (J & I , 2002), , (.,) . I , . A , . A , fi fl (N ., 2014).

o t 1 C , .

A / , . A , . B fi , . A C , (H , 1989, 2001). I , (J , 1998; ., 1989). , fi - (& F , 2012). , . A , fi .

o t 2 C

(G & L -F , 2007). A :

o t 2 C

Method

P t t o

C : 30

D 2 (, M K , L , & , 2003). I (. .,). I 2 .

I 156 . A , 140 (89.74) 140 , 136 (97.14) . I 133 . A , 120 (90.23) 120 , 114 (95.0) . A 26 . A (100) . N 250. J

fi . I , 51.20 , 25.74 (=4.24); 0.4 , 41.6 , 8.0 , 50.0 ; 1.47 (=1.69).

T – E . – (B , 1980) C . F , C E E C .T , E . F , E . A (94.7) - . M - .

Challenge and hindrance stressors

C C .' (2000) 11- . E 1 (o t) 5 (t lo t). C (; C ' α=.93) I " I ," (fi ; C ' α=.83) " I ."

Conscientiousness

M -M (1994) (C ' α=.71). M -M G ' B -F M (G , 1992), (.54 .70) NEO F -F I (M & N , 1996). I 40 .T C - (" " -] " ") L 1 (t l t) 5 (t l t).

Psychological strain

12- G H (GH -12) L (2011) ' (C ' α=.89)T GH -12 - G (1988) - (., L , , & C , 2013) 7- (1= to l , 7= to l). A "I' ." H - .

Job performance

E ' F C (1997) (C ' α=.96). 7- (1= to l , 7= to l). A T fi ."

Control variables

[illegible] ([illegible] ., A [illegible] , D [illegible] , & B [illegible] , 2003; C [illegible] ., 2000; E [illegible] , 2004; L [illegible] & [illegible] . C [illegible] , 1992; [illegible] ., 2004; [illegible] , 2002; [illegible] ., 2009). I [illegible] "1" [illegible] "2" [illegible] fi [illegible] .

Results

[illegible] 1. A [illegible] (= .25, < .01) [illegible] (= −.17, < .01). H [illegible] (= .12, = .06) [illegible] fi [illegible] (= .08, > .10).

[illegible]

[illegible] fi [illegible] LI [illegible] EL 8.80 (J [illegible] & [illegible] , 2006). [illegible] fi [illegible] fi [illegible] ([illegible]) fi [illegible] , $\chi^2(550) = 1422.74$, < .01, CFI = 0.90, [illegible] LI = 0.90 [illegible] M EA = 0.08. A [illegible] fi [illegible] . C [illegible] −.38 [illegible] .35. [illegible] fi [illegible] 10 [illegible] fi [illegible] ($345.36 \leq \Delta\chi^2$ Δ = 4] ≤ 2162.86, < .01). [illegible] .

[illegible]

B [illegible] (B [illegible] , 2000; K [illegible] & K [illegible] , 2000). [illegible] (HLM) [illegible] . M [illegible] HLM 6.08 [illegible] , B [illegible] , & C [illegible] , 2007). A [illegible] HLM [illegible] . I [illegible] . I [illegible] . I [illegible] . A [illegible] . A [illegible] L 1 [illegible] / [illegible] fi [illegible] . B [illegible] fi [illegible] fi [illegible] .

[illegible] fi [illegible] HLM [illegible] ([illegible]) [illegible] 1.30, [illegible] 0.33. [illegible] fi [illegible] , $\chi^2(25) = 117.26$, < .01. [illegible] .20, [illegible] 20 [illegible] . F [illegible]

T 1. D

			1	2	3	4	5	6	7	8	9	10
1. G	1.49	0.50	–									
2. A,	25.74	4.24	−.02	–								
3. E	3.52	1.43	.30**	.42**	–							
4. J	1.47	1.69	−.02	.37**	.10	–						
5. C	1.46	0.50	.28**	.45**	.91**	.14*	–					
6. C	2.82	1.16	.08	.31**	.62**	.15*	.68**	(.93)				
7. H	2.77	1.04	.06	.01	.11	−.01	.12	.30**	(.83)			
8. C	3.94	0.54	−.07	.28**	.17**	.14*	.13*	.00	−.25**	(.71)		
9. J	4.99	1.33	−.05	.13*	.04	.26**	.03	.08	−.17**	.17**	(.96)	
10.	2.56	0.98	−.09	−.09	−.11	.00	−.11	.12	.25**	−.29**	.07	(.89)

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

DOI: 10.1002/

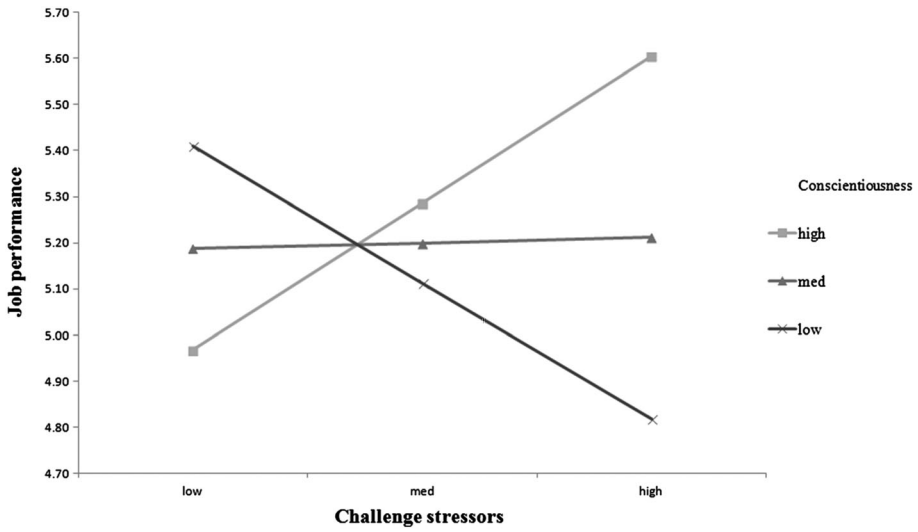
.96, .01.
- fi , $\chi^2(25) = 29.95$, $> .10$.
.01, 1
A 5.5 0.2 -
0.8 15.3
. F , 6.8 4.2
. C , fi 13.1
19.7 .
fi 2.

($\gamma = .19$, $< .01$, $\gamma = .15$, $< .05$,),
( ) , . H ,
fi ($\gamma = .01$, $> .10$
$\gamma = -.07$, $> .10$,).
2 ($\gamma = .49$, $< .05$),
(F 2).
H
($\gamma = -.05$, $> .10$).
I fi
(, $\gamma = .22$, $< .01$; , $\gamma = .20$,
$< .01$).
, (F 3 4).
C , B (2006) ,
fi , 1 ,
, 1 . F

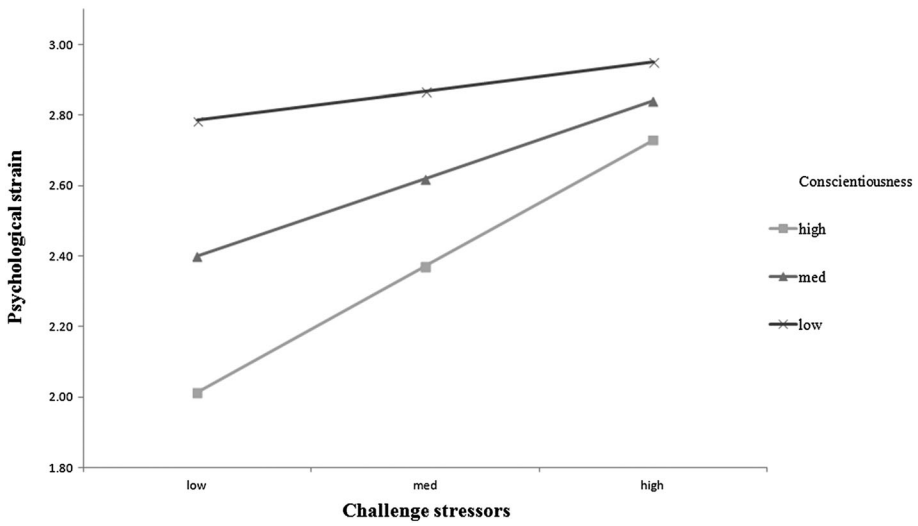
T 2. H

	J	
I	5.20** (0.17)	2.62** (0.07)
	0.02 (0.17)	−0.09 (0.13)
A	0.02 (0.02)	0.00 (0.02)
E	0.22** (0.09)	0.03 (0.09)
J	0.12** (0.04)	0.00 (0.03)
C	−1.05** (0.39)	0.54 (0.33)
C	0.01 (0.08)	0.19** (0.08)
H	−0.07 (0.05)	0.15* (0.08)
C	0.16 (0.28)	−0.46** (0.15)
C	0.49* (0.24)	0.22** (0.08)
H	−0.05 (0.17)	0.20** (0.09)
L 1	1.13	0.77
L 2	0.33	0.02
χ^2 (=25)	136.25**	27.58

Note: G “1” “2” . E “1” “,” “2” “ ,” “3” “ ,” “4” “ ,” “5” “ ,” “6” “ .” C “1” “2” fi .
* $< .05$, ** $< .01$.

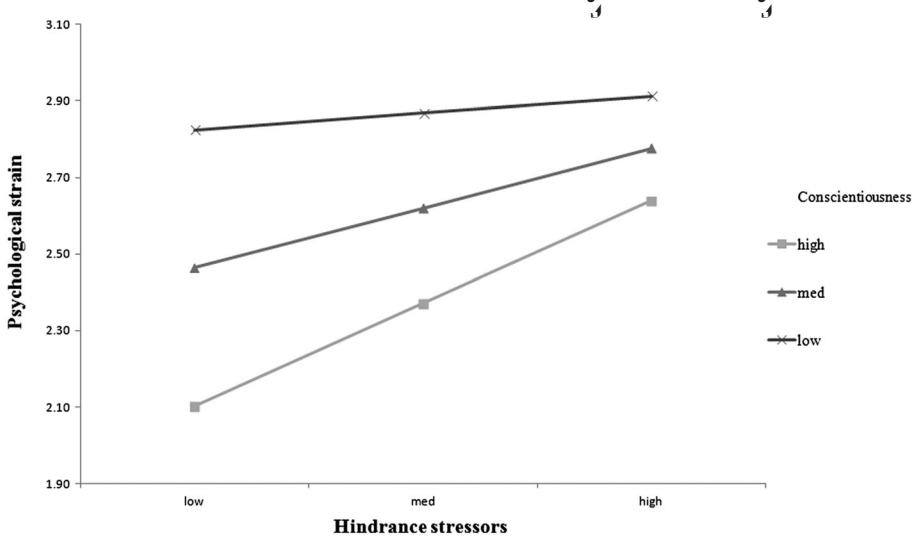


F , 2. I



F , 3. I

, fi d d , (=.27, <.01) fi , d d (=−.25, <.01). F d d , , fi (=.01, >.10). F , d , , fi d d , (=.31, <.01), , (=.19, <.01), d (=.07, <.01). F d d , , fi d d , (=.26, <.01) d , (=.15, <.01), , fi d d (=.04, >.10)T d H 1 , 2 , d 2 .



F 4. I

Discussion

T (. .,) . I . F fi . I 2), . T fl , fl (. ., , H , & F , 2012; , D , & , 2009). T , fi O , . H . A . , fi . A , . T , .

[illegible] fi [illegible] (L [illegible] ., 2005)[illegible] .

[illegible]

[illegible] . F [illegible] , [illegible] fi [illegible] . H [illegible] , [illegible] (G [illegible] ., 2010). [illegible] fi [illegible] . A [illegible] fi [illegible] . C [illegible] . A [illegible] fl [illegible] fi [illegible] fi [illegible] fi [illegible] (G [illegible] ., 2010) [illegible] fi [illegible] fl [illegible] . A [illegible] . I [illegible] .

[illegible] fi [illegible] ([illegible] ., L [illegible] ., 2004; L [illegible] ., 2005; [illegible] ., 2009; [illegible] ., 2009), [illegible] fi [illegible] . B [illegible] fi [illegible] F [illegible] fi [illegible] (E [illegible] & M [illegible] , 1976)[illegible] ([illegible] ., [illegible]) [illegible] ([illegible] ., [illegible] / [illegible]) [illegible] . B [illegible] fl [illegible] ([illegible] ., [illegible]) [illegible] .

[illegible]

[illegible] . F [illegible] , [illegible]

. F , .

. F , . I , . T , . F , . T , . F , E A .

t to to o t

. F , . H , fi . F , (2) . T - (., 2003). M , . A J (2000), , . T , (., & F , 2012) (., & G , 1989) . I , F (2012) . M , G (1989) . A . N , fi . F , . I , . O , . L .

A . F , . T , M - M (, 1994) . F . M . A (G ., 2010),

[illegible] fl [illegible]

H [illegible] fi [illegible]

References

Arthur, W., Day, E. A., McNelly, T. L., & Edens, P. S. (2003). A meta-analysis of the criterion-related validity of assessment center dimensions. *Personnel Psychology, 56*, 125–154.

Ashton, M. C., Lee, K., Vernon, P. A., & Jang, K. L. (2000). Fluid intelligence, crystallized intelligence, and the openness/intellect factor. *Journal of Research in Personality, 34*, 198–207.

Barrick, M. R., & Mount, M. K. (1991). The Big Five personality dimensions and job performance: A meta-analysis. *Personnel Psychology, 44*, 1–26.

Barrick, M. R., Mount, M. K., & Judge, T. A. (2001). Personality and performance at the beginning of the new millennium: What do we know and where do we go next? *International Journal of Selection and Assessment, 9*, 9–30.

Barrick, M. R., Mount, M. K., & Strauss, J. P. (1993). Conscientiousness and performance of sales representatives: Test of the mediating effects of goal setting. *Journal of Applied Psychology, 78*, 715–722.

Barrick, M. R., Stewart, G. L., & Piotrowski, M. (2002). Personality and job performance: Test of the mediating effects of motivation among sales representatives. *Journal of Applied Psychology, 87*, 43–51.

Bell, S. T., Villado, A. J., Lukasik, M. A., Belau, L., & Briggs, A. L. (2011). Getting specific about the relationship between the Big Five personality traits and task performance: Advancing theory, measurement, and practice. *Personnel Psychology, 64*, 89–126.

Bono, J. E., & Judge, T. A. (2004). Personality and transformational and transactional leadership: A meta-analysis. *Journal of Applied Psychology, 89*, 901–910.

Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance, 10*, 99–109.

Borman, W. C., White, L. A., & Dorsey, D. W. (1995). Effects of ratee task performance and interpersonal factors on supervisor and peer performance ratings. *Journal of Applied Psychology, 80*, 168–177.

Brown, K. G., Le, H., & Schmidt, F. L. (2006). Specific aptitude theory and the ability requirements–ability assessment (ARAA) model of aptitude by treatment interaction. *Journal of Educational Psychology, 98*, 267–282.

Brown, T. A., Chorpita, B. F., Korotitsch, W., & Barlow, D. H. (1997). Psychometric properties of the Depression Anxiety Stress Scales (DASS) in clinical samples. *Behaviour Research and Therapy, 35*, 79–89.

Buchanan, T. (2000). Potential of the Big Five personality factors as predictors of task, citizenship and contextual performance. *Psychological Reports, 87*, 562–580.

Burke, M. J., Landis, R. S., & Weitzel, J. R. (1991). Clarifying relationships between task and contextual performance: Extension and test. *Journal of Applied Psychology, 76*, 879–889.

Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993). A theory of performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 35–70). San Francisco, CA: Jossey-Bass.

Carter, N. T., Dalal, D. K., Boyce, A. S., O'Connell, M. S., Kung, M.-C., & Delgado, K. M. (2014). Uncovering curvilinear relationships between conscientiousness and job performance: How theoretically appropriate measurement makes an empirical difference. *Journal of Applied Psychology, 99*, 564–586.

Chernyshenko, O. S., Stark, S., Chan, K.-Y., Drasgow, F., & Williams, B. (2001). Fitting item response theory models to two personality inventories: Issues and insights. *Multivariate Behavioral Research, 36*, 523–562.

Christiansen, N. D., Goffin, R. D., Johnston, N. G., & Rothstein, M. G. (1994). Correcting the 16PF for faking: Effects on criterion-related validity and individual hiring decisions. *Personnel Psychology, 47*, 847–860.

Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2003). *Applied multiple regression/correlation analysis for the behavioral sciences* (3rd ed.). Mahwah, NJ: Lawrence Erlbaum Associates.

Colquitt, J. A., LePine, J. A., & Noe, R. A. (2000). Toward an integrative theory of training motivation: A meta-analytic path analysis of 20 years of research. *Journal of Applied Psychology, 85*, 678–707.

Connelly, B. S., & Ones, D. S. (2010). An other perspective on personality: Meta-analytic integration of observers' accuracy and predictive validity. *Psychological Bulletin, 136*, 1092–1122.

Cortina, J. M., Doherty, M. L., Schmitt, N., Kaufman, G., & Smith, R. G. (1992). The "Big Five" personality factors in the IPI and MMPI: Predictors of police performance. *Personnel Psychology, 45*, 119–140.

Costa, P. T., Jr., & McCrae, R. R. (1992). Four ways five factors are basic. *Personality and Individual Differences, 13*, 653–665.

Dalal, R. S. (2005). A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior. *Journal of Applied Psychology, 90*, 1241–1255.

Dudley, N. M., Orvis, K. A., Lebiecki, J. E., & Cortina, J. M. (2006). A meta-analytic investigation of conscientiousness in the prediction of job performance: Examining the intercorrelations and the incremental validity of narrow traits. *Journal of Applied Psychology, 91*, 40–57.

Edwards, J. R., & Parry, M. E. (1993). On the use of polynomial regression equations as an alternative to difference scores in organizational research. *Academy of Management Journal, 36*, 1577–1613.

Ellingson, J. E., Sackett, P. R., & Hough, L. M. (1999). Social desirability corrections in personality measurement: Issues of applicant comparison and construct validity. *Journal of Applied Psychology, 84*, 155–166.

Fleeson, W. (2004). Moving personality beyond the person-situation debate: The challenge and the opportunity of within-person variability. *Current Directions in Psychological Science, 13*, 83–87.

Fleeson, W., & Gallagher, P. (2009). The implications of Big Five standing for the distribution of Big Five states: Positive affect, negative affect, and their joint influence on the distribution of Big Five states across people and situations in naturalistic settings. *Journal of Personality and Social Psychology, 97*, 1097–1114.

Fleeson, W., & Noftle, E. E. (2008). The end of the person-situation debate: An emerging synthesis in the answer to the consistency question. *Social and Personality Psychology Compass, 2*, 1667–1684.

Fleeson, W., Malanos, A. B., & Achille, N. M. (2002). An intraindividual process approach to the relationship between extraversion and positive affect: Is acting extraverted as "good" as being extraverted? *Journal of Personality and Social Psychology, 83*, 1409–1422.

Fleeson, W., & Noftle, E. E. (2009). In defense of the Big Five: Why the replicability of personality descriptive structure is compatible with the existence of within-person variability. In D. Cervone & Y. Shoda (Eds.), *The coherence of personality: Social-cognitive bases of consistency, variability, and organization* (pp. 150–178). New York, NY: Guilford Press.

Fleeson, W., & Noftle, E. E. (2008). Where does personality have its influence? A supermatrix of consistency concepts. *Journal of Personality, 76*, 1355–1386.

Fleeson, W., & Noftle, E. E. (2008). The end of the person-situation debate: An emerging synthesis in the answer to the consistency question. *Social and Personality Psychology Compass, 2*, 1667–1684.

Fleeson, W., & Noftle, E. E. (2009). In defense of the Big Five: Why the replicability of personality descriptive structure is compatible with the existence of within-person variability. In D. Cervone & Y. Shoda (Eds.), *The coherence of personality: Social-cognitive bases of consistency, variability, and organization* (pp. 150–178). New York, NY: Guilford Press.

Fleeson, W., & Noftle, E. E. (2008). Where does personality have its influence? A supermatrix of consistency concepts. *Journal of Personality, 76*, 1355–1386.

Fleeson, W., Malanos, A. B., & Achille, N. M. (2002). An intraindividual process approach to the relationship between extraversion and positive affect: Is acting extraverted as "good" as being extraverted? *Journal of Personality and Social Psychology, 83*, 1409–1422

H , . E. (2001). fl , d - : A , . l P o b t to l , 0, 337–396.
H , G. (2001). lt ' o , o l , o , t t to , o to o to . O , CA: .
I , J. M., & M , M . (1983). t o t . H , : .
I , J. M., M , M ., & , C. (1982). O , A , . o t o l, 2 , 373–391.
J , . M. (1998). t o o o , , l to o l t O , CA: .
J , . M., & , M. (2008). . I J. B , & C. L. C (E .), oo o to l o (. 498–518). L : .
J , K., & , D. (2006). (o . 0). C : fi I .
J , . A., H , D., & M , M. K. (2002). F - : A - . o l o l P o b , , 530–541.
J , . A., & I . (2002) : A - . o lo l P o b , , 797–807.
K , K. J., & K , . . (2000). lt l l t o , , t o o to o to , t o , to . F : J -B .
L . ., & F , . (1984). t , l o . N : .
L , . ., & A , B. E. (1996). A - . o l o l P o b , 1, 123–133.
L , D. G., K , K ., & E , J. K. (2006). A , , . P o l t l , 40, 27–37.
L , J. A., L , M. A., & J , C. L. (2004). C , , , . o lo l P o b , , 883–891.
L , J. A., , N. ., & L , M. A. (2005). A - – : A . o t o l, 4 , 764–775.
L , ., , L., & C , . (2013). A - . l P o b t to l 6 2, 308–329.
L , . A., & . C , L. (1992). E , , . o t o l, 3 , 1057–1069.
M . D., D . ., & B , . (2009). A - – . o lo to l o , 30, 1077–1102.
M , H. (2001) : D . o lo l P o b , 6 , 533–540.
M , . A., & N , J. B. (1996). C NEO-FFI ' M -M fi . P o l t l , 21, 213–215.
M , M. K., B , M ., & , J. . (1999) : . o lo t, 2 , 707–721.
N , A. K., , J. A., L , A., E , ., & B , J. (2014). . o lo l P o b , , 138–150. : 10.1037/ 0034262
, M. J., E , A. . J., & , J. H. (2009). C : B , , to l o o P o , 10 , 18–28.
, . L., & G , D. C. (1989) . o lo to l o , 10, 213–229.
, . L., , K. L., F , G . , A. M., K , C. J., & , D. A. (2004). N : fl . o t o l, 4 , 141–152.
, . J., , L., , L. M., & A , L. (2010) . o lo l P o b , , 1145–1153.
, N. ., L , J. A., & L , M. A. (2007). D – : A - . o lo l P o b , 2, 438–454.
, . M., M K , . B., L , J. ., & , N. . (2003). C : A . o lo l P o b , , 879–903.
, K. J., C , . J., & B , D. J. (2006). C , , . o lo to l o l t t t , 31, 437–448.
, A., M , ., & . (2010) – . t o lo o l P o b , 4 , 69–89.

., J , G., & N , F. (2004). . o t o l, 4, 350–367.
, ., B. , A., & C . (2007). 6 .0 l l o l o l . L , IL: fi I .
. ., A , D. G., & H , M. (2011). E - - . o lo to l o , 32, 25–43.
, B. ., C , O. ., , ., & G , L . (2005). : A . P o l P o b , , 103–139.
, B. A. (1992). : D . I C. J. C. , . C. , & E. F. (E .), o t to o o l l o t t o o t t t o (. 241–254). N : L B .
G. (1994). M - : A G ' B -F . o lo P o l t 6, 3, 506–516.
, J., C , J. L., & J , K . (1989). A : A . o lo to l o , 10, 35–58.
, J., & J , J . (2000). A . o lo to l o , 21, 163–183.
, H. (1974). t t o t t . : L .
, J., L , H., , L., & , M. (2009). L B F . o l o P o l t , 3 , 209–222.
, K., , M., & O , D. (2010). . t lt , 2 , 99–111.
, ., & F , M. (2012). . I N. & . H (E .), oo o o b . Vo l 12 t l o to l o b (2 ., . 560–592). H : .
, ., & F , C. (2007). : D . o lo to l lt P o b , 12, 204–221.
, C. L., & J , M. C. (2003). . o lo t, 2 , 569–588.
, . A., , M. J., H , J., & F . (2012). : L II . o lo P l lt , 102, 2360–2366.
. G., B , A. G., & K , D. H. (2012). L . o lo to l o , 33, 878–893.
, E. (2002). - . o lo to l o , 23, 571–591.
, J. C., E , B. D., A , ., F , M. L., & F , D. M. (2009). , - , fl . o lo l P o b , 4, 254–262.
, M., & E , J. (2007). D fi - ? P o l t l , 43, 1493–1505.
, M., L , H., , ., & , J. (2011). D : E . o t o l, 4, 312–334.
, L., & L , . (2011). G H (GH -12). P o l t l , 0, 1056–1061.
, J., , N., D , C., & , . (2009). C - . o lo o b , 6 , 1085–1091.
, D., C , L. A., & H , A . (1994). . o lo o l P o b , 103, 18–31.
, J ., B , A., & C , N. D. (2010). o lo Vo to l o , 6 , 68–77.
, J ., B , A., & L , K. (2011). E – . o lo Vo to l o , , 505–516.
, L. A., & C , D. . (2006). – : M . o lo to l lt P o b , 11, 343–357.
, J., & D , J. M. (2009). , : A H K . P o l P o b 6, 2, 259–295.
, D., , C., , B., M , H., & H , M. (2001). E . P o b lt , 6 , 527–545.
, K. L., , . L., H , . A., & A , K. . (2006). - . o lo to l lt P o b , 11, 281–289.