

Health Care Personnel in Nigeria: Do HEXACO Attributes Influence In-Role Performance?



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ABSTRACT: The impact of HEXACO traits on in-role performance of health workers in Nigerian is investigated in this study. The study focused on seven types of healthcare workers in a few public health facilities in Lagos, Nigeria. Data was collected from 526 health workers in Nigerian public health facilities using a descriptive design. Structured tools were used to assess HEXACO traits (honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience), as well as in-role performance. Pearson correlation and stepwise regression were used to examine the study's data. The findings revealed that performance is significantly and positively linked with four HEXACO factors: honesty-humility, emotionality, extraversion, and agreeableness, but not significantly with conscientiousness and openness to experience. It also show that physicians are more extraverted and conscientious than other health professionals, while radiographers and physiotherapists are more open and agreeable. However, the best performers include pharmacists, physiotherapists, and medical records officers. The study provides new insight into the association between personality traits and in-role performance among health professionals, particularly in public health contexts. Workplace personality traits (particularly emotionality and extraversion) should be developed by employers to improve employee performance.

KEYWORDS: HEXACO-60, In-role performance, Healthcare workers.

INTRODUCTION

Most governments around the world are concerned about citizens' health and well-being. Goal 3 of the United Nations' 17 Sustainable Development Goals, "Ensure healthy lives and promote well-being for all at all ages," adequately documents this. This is why, in addition to the active participation of private health providers, governments around the world allocate a major portion of their annual budget to the health sector. It is one thing to offer cash for health facility infrastructure expansion; it is quite another to ensure that health workers have the necessary personality traits that will move the health sector forward. Otherwise, all of your efforts could be for naught. For a long time, personality has been regarded as a major determinant of job performance and success, especially in a fast-changing environment (Beer & Nohria, 2000). It's no surprise that the majority of enterprises, including health-care organizations, are currently confronting significant hurdles in managing an ever-changing environment (Atta, Ather, & Bano, 2013). Global competition, rapid technological advancement, unfavorable business policies, increased demand for qualified personnel, changing nature of the economy, government regulation, and the Covid-19 pandemic are all factors that contribute to the upheaval and high level of uncertainty in the twenty-first century. All of this has resulted in increased workplace emotions, as employees who are anxious, frightened, or apprehensive are unable to perform efficiently or productively, focus and pay attention to their tasks, or enjoy or be pleased with their work.

Personality refers to the attributes that characterize an individual's unique ability to adapt to his surroundings (Allport, 1961). It is the "habitual manner of thinking, feeling, perceiving, and reacting to the world" of an individual (Manavita, 2002). This means that managers who have a firm grasp of their employees' personalities will engage them more effectively and productively.

Numerous studies have established the critical importance of personality characteristics in determining job performance (Barrick and Mount, 1991). Goldberg, 1990 classified several of these characteristics as the 'Big Five' personality dimensions, which are frequently abbreviated as "OCEAN" (Openness to experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism).

Health Care Personnel in Nigeria: Do Hexaco Attributes Influence In-Role Performance?

Assessing performance at work using the Big Five personality variables is considerably easier when goals and objectives are well defined, but can be extremely onerous when they are not (Delima, 2019). However, different people have distinct personality traits that influence their performance. For example, Barrick and Mount (2005) discovered that conscientiousness, extraversion, agreeableness, and openness to experience are all significant personality traits that positively affect workers' performance. This suggests that people with a low personality would perform poorly, which will inevitably result in inferior organizational performance (Delima, 2019).

In addition, all dimensions of personality tests do not influence performance same way across segments of employees. For instance, from the HEXACO, extraversion was the single strongest correlate of well-being, while Humility-Honesty was unrelated to well-being (Aghababaei and Arji, 2014). In addition, consciousness have been found to have significant influence on future performance of sales employees (Hurtz and Donovan, 2000); conscientiousness, agreeableness, and openness to experience correlates well with customer service job performance (Barrick and Mount, 1991); conscientiousness, emotional stability, and agreeableness correlates with productivity in Call Center employees (Skyrme, Wilkinson, Abraham and Morrison, 2005); conscientiousness and low but significant emotional stability determines productivity in skilled and semi-skilled employees, while consciousness alone determine performance among the Professionals (Ones, Dilchert, Viswesvaran, and Judge, 2007); conscientiousness and extraversion influences leadership emergence but less significant in determining leadership effectiveness and performance (Judge, Bono, Ilies, and Gerhardt, 2002).

Although the above appears to bolster the claim that the Big Five is unquestionably the most extensively used personality model (Lee & Ashton, 2004; Ashton, Lee, & Goldberg, 2007), interest in the HEXACO Model as a possible alternative to the Big Five solutions has developed in recent years (Saucier & Goldberg, 1998). As with the Big Five, the HEXACO model argues that personality is composed of a variety of higher-order qualities. It is composed of six fundamental personality characteristics: Honesty-Humility (H), Emotionality (E), Extraversion (X), Agreeability (A), Conscientiousness (C), and Openness to Experience (O). However, the inclusion of an Honesty-Humility component differentiates the HEXACO model from the Big Five model, enabling it to make significant contributions to industry and academia, particularly in the areas of job performance (Johnson, Rowatt, & Petrini, 2011), workplace delinquency (Lee, Ashton, & De Vries, 2005), entrepreneurial performance (Rafi, Arzu, Khan, ul Haq, & Kashif, 2013), and counterproductive work behaviours (Lee, Ashton, & De Vries, 2005).

The HEXACO-60, which is the major focus of this study, is a 60-item shortened version of the original HEXACO Personality Inventory-Revised (HEXACO-PI-R: Lee and Ashton 2004). It was created to address the scarcity of short inventory capable of assessing the six HEXACO model personality traits described earlier (Ashton and Lee 2009).

According to Ashton and Lee (2009), who describe the structure of HEXACO-60, each HEXACO factor has four distinct facets, all of which are major drivers of work performance (see table 1).

Table 1. HEXACO Factors and their Facets

HEXACO Factors	Facets of HEXACO Factors
Honesty-Humility	Sincerity, Fairness, Greed avoidance, Modesty
Emotionality	Fearfulness, Anxiety, Dependence, Sentimentality
Extraversion	Social self-esteem, social boldness, sociability, liveliness
Agreeableness	Forgiveness, Gentleness, Flexibility, Patience
Conscientiousness	Organization, Diligence, Perfectionism, Prudence
Openness to Experience	Aesthetic Appreciation, Inquisitiveness, Creativity, Unconventionality

As a result, the value of personality traits in evaluating persons for job-related competence cannot be emphasized. Multinational organizations are increasingly using personality tests in the hiring and selection process because they can forecast an employee's ability to handle the demands of their job.

Work performance is defined as the behaviors or actions that help an organization achieve its objectives (Koopmans, Bernaards, Hildebrandt, Schaufeli, de Vet Henrica & van der Beek, 2011).

Job performance is divided into two categories by Borman and Motowidlo (1997): in-role performance and extra-role performance. While the former refers to actions that are related to an employee's formal job responsibilities, the latter (also known as organizational citizenship behavior) refers to individual behavior that is unrelated to the employee's formal job responsibilities but is beneficial to the organization's success. The focus of this study is on in-role performance in particular. This study was done to address the information gap on HEXACO traits in relation to in-role performance among health care employees, especially in a developing nation like Nigeria, due to a shortage of literature on the subject.

Health Care Personnel in Nigeria: Do Hexaco Attributes Influence In-Role Performance?

As of the time this study was conducted, Lagos State has 27 recognized general hospitals, 256 public healthcare centers, 2,886 private hospitals, and other health-related facilities (Lagos State Health Service Commission 2021). Although the general hospitals and public healthcare centers classed as public health facilities (PHFs) in this study have improved significantly in terms of facility, equipment, maintenance, and hard skill training, there is still room for improvement. Regardless of the variety of the workforce, finding the proper individuals with the right personality traits has been a significant difficulty in these institutions. It is impossible to overstate the impact of these shortcomings on end users (mainly patients) and government spending.

As a result, managers could benefit from this research when making judgments about the various health-care professions. HEXACO personality traits were examined to see if they are linked to healthcare workers' performance in the workplace; if there are differences between healthcare workers on HEXACO personality traits and on measures of performance; if HEXACO personality traits and performance are linked; and if one trait has a greater impact on a worker's performance than the others. We also wanted to look into the role that a person's profession plays in explaining the wide range of personality differences among health care employees. Hospital managers, social scientists, and health specialists could use these to construct a framework for strategic human resource management.

METHOD

Participants

This study enrolled 526 health care employees in a convenience sample (Doctors -36, Nurses -205, Pharmacists -53, Physiotherapists -42, Laboratory Scientists -83, Radiographers -31, and Medical records officers -78). They were chosen from 52 general hospitals and medical facilities throughout Nigeria's Lagos state. The participants ranged in age from 21 to 52 years (mean = 33.2 and standard deviation = 9.93). The sample size provides an adequate platform for testing the study hypotheses and drawing conclusions about the sample variables without having an adverse effect on the respondents. The city of Lagos was chosen for this study due to its cosmopolitan nature, owing to its prominence as Nigeria's commercial nerve center and largest city, with a 'population of 15.3 million as of 2022'.

Measures

The personality characteristics of respondents were measured using HEXACO-60 with just minor modifications. It consists of six scales, each with ten items. Each scale has four facets, and each facet is represented by a minimum of two items in each scale. The HEXACO-60 measure was graded on a 5-point Likert scale, with 1 indicating strongly disagree (SD) and 5 indicating strongly agree (SA). All of the items were rearranged in the order that the attributes appear on the page (Honesty-Humility, Emotionality, Extraversion, Agreeableness, Conscientiousness, and Openness to Experience). In accordance with the HEXACO-60, some of the objects were scored in reverse order (Table 2). Internal consistency for the six HEXACO-60 variables of Honesty-Humility, Emotionality, Extraversion, Agreeableness, Consciousness, and Openness to Experience was 0.74; 0.73; 0.73; 0.75; 0.76; and 0.80, according to Ashton and Lee (2009), who administered the instrument to a community sample.

Table 2.

HEXACO Factors	Item Numbers on the Original Version of HEXACO-60 (Ashton and Lee, 2009)	Item Numbers in Order of Administration	Items in reverse score in Order Administration
Honesty-Humility	6,12,18,24,30,36,42,48,54,60	1-10	2,4,5,7,8,10
Emotionality	5,11,17,23,29,35,41,47,53,59	11-20	16,17,19,20
Extraversion	4,10,16,22,28,34,40,46,52,58	21-30	22,25,28,29
Agreeableness	3,9,15,21,27,33,39,45,51,57	31-40	32,33,34,40
Conscientiousness	2,8,14,20,26,32,38,44,50,56	41-50	43,44,45,46,48,50
Openness to Experience	1,7,13,19,25,31,37,43,49,55	51-60	51,54,56,59,60

In-role performance was assessed using a Williams and Anderson (1991) seven-item scale. The rating ranged from strongly disagree (1) to strongly agree (5). However, items 6 and 7 were scored in reverse. A score above the mean on this scale shows that respondents feel they are meeting their obligations. It has a rating of 0.91 for reliability (Williams and Anderson, 1991). The appendix contains all measurement tools.

RESULTS

According to the demographic statistics, 77.6 percent of respondents are between the ages of 21 and 40, 49.6 percent are married, and 80 percent have worked for one to 10 years.

Health Care Personnel in Nigeria: Do Hexaco Attributes Influence In-Role Performance?

Table 3. Descriptive Statistics and Correlation coefficients for all Variables (N=526)

Variables	Mean	SD	P	H	E	X	A	C	O
Performance -P (%)	58.64	17.90	1.000						
Honesty-Humility-H (%)	56.71	9.16	.118**	1.000					
Emotionality-E (%)	52.50	11.88	.216**	.394**	1.000				
Extraversion-X (%)	53.38	9.45	.279**	.122**	.153**	1.000			
Agreeableness-A (%)	54.41	10.94	.098*	.280**	.345**	.119**	1.000		
Conscientiousness-C (%)	52.12	10.65	.049	.064	.171**	.356**	.255**	1.000	
Openness to Experience-O (%)	51.99	9.00	.082	.024	.022	.226	.182	.106	1.000

Source: Field Survey (2021)

A closer examination of the means, standard deviations, and inter-factor correlations for the variables in the study (Table 2) reveals that in-role performance had a mean score of 58.64 percent (sd =17.90 percent); honesty-humility had a mean score of 56.71 percent (sd = 9.16 percent); emotionality had a mean score of 52.50 percent (sd = 11.88 percent); and extraversion had a mean score of 53.38 percent (sd =9.45). Additionally, the mean score for agreeableness was 54.41 percent (sd.10.94 percent), conscientiousness was 52.12 percent (sd. 10.65 percent), and openness to experience was 51.99 percent (sd. 9.00 percent).

The study also found that performance is significantly connected with honesty-humility, emotionality, extraversion, and agreeableness ($p < 0.05$), but not with conscientiousness and openness to experience ($p > 0.05$). Honesty-humility is significantly connected with emotionality, extraversion, and agreeableness ($p < 0.05$), but not with conscientiousness and openness to new experiences ($p > 0.05$).

Emotionality is also strongly connected with extraversion, agreeableness, and conscientiousness ($p < 0.05$), but not with openness to experience ($p > 0.05$).

The study also found that extraversion is significantly, positively but weakly linked with agreeableness and conscientiousness ($p < 0.05$). Even though openness to new experiences is favorably but weakly connected with all other variables, it has no significant relationship with other variables including performance ($p > 0.05$).

Table 3. Measure of the goodness of fit

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.340 ^a	.116	.105	16.93

a. Predictors: (Constant), Honesty-Humility (%), Emotionality (%), Extraversion (%), Agreeableness (%), Conscientiousness (%), Openness to Experience (%)

b. Dependent Variable: Performance (%)

The fitted model had a coefficient of determination (R²) of 0.116 and an adjusted R² of 0.105, implying that all personality (HEXACO) concepts account for just 10.5 percent of the overall variability in health professionals' performance (Table 3).

Table 4. ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	19449.889	6	3241.648	11.305	.000 ^b
Residual	148815.223	519	286.735		
Total	168265.112	525			

a. Dependent Variable: Performance (%)

b. Predictors: (Constant), Honesty-Humility (%), Emotionality (%), Extraversion (%), Agreeableness (%), Conscientiousness (%), Openness to Experience (%)

The combined effect of HEXACO components on in-role performance (Table 4) demonstrates that at least one of the HEXACO personality measures has a significant effect on health workers' performance ($p < 0.05$).

Health Care Personnel in Nigeria: Do Hexaco Attributes Influence In-Role Performance?

Table 5. Composite model of the contribution of HEXACO factors to performance.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	19.128	7.265		2.633	.009	4.855	33.401
Honesty-Humility (%)	.029	.089	.015	.319	.750	-.147	.204
Emotionality (%)	.265	.071	.176	3.749	.000	.126	.405
Extraversion (%)	.519	.086	.274	6.024	.000	.350	.689
Agreeableness (%)	.030	.076	.018	.393	.694	-.119	.179
Conscientiousness (%)	-.146	.077	-.087	-1.906	.057	-.296	.005
Openness to Experience (%)	.042	.086	.021	.495	.621	-.126	.211

a. Dependent Variable: Performance (%)

$$\text{Performance} = 19.128 + 0.029*\text{H-H} + 0.265*\text{Emotionality} + 0.519*\text{Extraversion} + 0.030*\text{Agreeableness} - 0.146*\text{Conscientiousness} + 0.042*\text{Openness to Experience}$$

Following the discovery that the combined influence of HEXACO factors on in-role performance is significant (see table 4), the study went on to develop a composite model of the contribution of six HEXACO elements to performance (Table 5). This reveals that a 1% increase in honesty-humility improves performance by 0.03 percent, which is not statistically significant ($B_1 = 0.029$, $p > 0.05$).

The model also shows that an increase of one percent in emotionality boosts performance by 0.27 percent ($B_2 = 0.265$; $p < 0.05$). Similarly, increasing extraversion by 1% increases performance by 0.52 percent ($B_3 = 0.519$, $p < 0.05$), whereas increasing agreeableness by 1% only increases performance by a non-significant 0.03 percent ($B_4 = 0.030$; $p > 0.05$). Furthermore, a one-percent rise in conscientiousness reduces performance by a non-significant 0.15 percent ($B_5 = -0.146$; $p > 0.05$), but a one-percent increase in openness to experience raises performance by a non-significant 0.04 percent ($B_6 = 0.042$; $p > 0.05$).

Table 6. Mean and standard deviation of the percentage ratings of the variables by profession

Profession	N	Honesty-Humility		Emotionality		Extraversion		Agreeableness		Conscientiousness		Openness to experience		performance	
		Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
Doctors	36	57.36 ^a	10.23	55.97 ^a	13.88	56.81 ^a	11.80	53.33 ^{ab}	14.34	58.75 ^a	14.24	53.26 ^{ab}	12.10	53.87 ^c	19.61
Nurses	205	56.66 ^a	8.91	52.00 ^a	11.68	52.44 ^b	8.77	55.05 ^a	10.41	51.35 ^b	9.59	51.56 ^b	8.05	57.86 ^c	18.15
Pharmacists	53	58.25 ^a	6.44	53.35 ^a	4.07	52.55 ^b	6.03	56.08 ^a	8.34	49.06 ^b	5.55	50.28 ^b	4.89	63.68 ^{ab}	7.98
Physiotherapist	42	54.35 ^a	11.69	50.12 ^a	17.68	54.94 ^a	12.38	49.76 ^b	11.81	52.44 ^b	12.66	55.59 ^a	13.71	65.31 ^a	18.49
Laboratory Scientists	83	55.30 ^a	10.61	52.44 ^a	15.37	55.69 ^a	11.83	53.01 ^{ab}	13.06	56.44 ^a	14.00	53.92 ^{ab}	11.60	55.59 ^b	22.51
Radiographers	31	57.90 ^a	8.24	53.55 ^a	10.24	51.85 ^b	6.29	57.10 ^a	9.06	51.21	7.55	50.73 ^b	5.21	55.76 ^b	17.68
Medical Records Officers	76	57.83 ^a	7.68	52.56 ^a	5.87	52.14 ^b	7.39	55.03 ^a	9.03	48.68 ^b	6.37	50.13 ^b	5.16	60.29 ^{abc}	13.65
Total	526	56.71	9.16	52.50	11.88	53.38	9.45	54.41	10.94	52.12 ^b	10.65	51.99	9.00	58.64	17.90
F (p)		1.360 (0.229)		0.939 (0.466)		2.616 (0.017)		2.256 (0.037)		7.379 (<0.001)		2.978 (0.007)		2.864 (0.009)	

NB: Professions with the same superscript on each column are not significantly different at 5%

We are particularly interested in the disparities that occur across healthcare employees on personality and in-role performance measures, as this study recognizes the fact that distinct professionals exist among healthcare workers (Table 6). The results show that pharmacists have the highest mean honesty-humility ratings of 58.25% (sd = 6.44%), while physiotherapists have the lowest mean ratings of 54.35 percent (sd = 11.69%), and the means are not substantially different ($p > 0.05$). It also shows that doctors

Health Care Personnel in Nigeria: Do Hexaco Attributes Influence In-Role Performance?

have the greatest mean emotionality ratings of 55.97 percent (sd = 13.88 percent), while physiotherapists have the lowest mean emotionality ratings of 50.12 percent (sd = 17.68 percent), and the means are not substantially different ($p > 0.05$).

Furthermore, the study discovered that doctors have the highest mean extraversion ratings of 56.81 percent (sd = 11.80 percent), while radiographers have the lowest mean extraversion ratings of 51.85 percent (sd = 6.29 percent), and the means are significantly different ($p < 0.05$). On the agreeability component, Radiographers have the greatest mean rating of 57.10 percent (sd = 9.06 percent), while Physiotherapists have the lowest mean rating of 49.76 percent (sd = 11.81 percent), and the means differ considerably ($p < 0.05$).

Furthermore, doctors have the greatest mean conscientiousness ratings of 58.75 percent (sd = 14.24 percent), while pharmacists have the lowest mean ratings of 49.06 percent (sd = 5.55 percent), and the means are substantially different ($p < 0.05$). Similarly, when it comes to openness to experience, Physiotherapists have the greatest mean rating of 55.59 percent (sd = 13.71 percent), while Medical Records Officers have the lowest mean rating of 50.13 percent (sd = 5.16 percent), with the means significantly different ($p < 0.05$).

On measures of in-role performance the study found that Physiotherapists have the greatest mean ratings of 65.31 percent (sd = 18.49 percent), while Doctors have the lowest mean ratings of 53.87 percent (sd = 19.61 percent), and the means differ considerably ($p < 0.05$).

DISCUSSION

The purpose of this study was to determine the effect of personality characteristics (as measured by the HEXACO-60) on the in-role performance of professional healthcare employees in Nigerian public health institutions. Except for openness to experience, all HEXACO characteristics correlate with one another. Except for humility and emotionality; emotionality and agreeableness; and extraversion and conscientiousness, this connection was less than 0.40. This findings support Ashton and Lee (2009). Additionally, we discovered that the HEXACO concept as a whole accounts for 11% of the variance in performance of healthcare workers, leaving the remaining 89 percent to factors other than personality, such as aptitude, need for achievement, self-esteem, and locus of control (Delima, 2019). This implies that we cannot discount the role of workers' personalities in understanding their performance.

Additionally, extraversion and emotionality are the largest significant predictors of in-role performance, accounting for 51% and 27% of inputs, respectively, whereas conscientiousness has a detrimental effect on in-role performance. Nonetheless, this study demonstrated the HEXACO traits of honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience as predictors of in-role performance among Nigerian healthcare personnel. The discovery that humility-honesty is positively associated with in-role performance confirms Zettler, Friedrich, and Hilbig's (2011) findings.

Then we tried to anticipate our readers' questions on if there is a substantial difference in personality traits and in-role performance of healthcare workers based on their career. We discovered that doctors are similar to other health professionals in terms of honesty-humility, and emotionality. They also don't differ from Nurses in terms of in-role performance. Moreover, doctors are more extraverted and conscientious than other health professions, while radiographers and physiotherapists are more open and agreeable. However, the best performers include pharmacists, physiotherapists, and medical records officers.

RECOMMENDATIONS

Our experiences during this investigation have equipped us to give some beneficial advice. To begin, it has been established that higher emotionality and extraversion among healthcare personnel improves performance. As a result, institutions should invest in attempts to improve additional HEXACO personality traits. Second, because the number of test items is significantly less than that of the HEXACO personality inventory-revised (HEXACO-PI-R) or the BIG Five, and because the component of personality measured by the honesty-humility version of HEXACO-60 has only been measured in part by other personality inventories, we recommend HEXACO-60 for use in situations where the level of apathy is relatively high and time for administering the test is limited.

Third, Human resource management in the modern era has progressed beyond pure guesswork. Organizations are now focusing on specificity in all aspects of human resource management. The use of personality tests ensures that recruiting and placement procedures are error-free. When public health facilities use this information, they will be able to make more accurate predictions about their workforce and the ultimate beneficiaries will be the members of the public who use such services.

CONTRIBUTION TO KNOWLEDGE

Given the critical role of public health facilities in the economy, the conclusions of this study would have far-reaching and life-changing implications. To begin, it would assist facility managers in developing a more productive staff. Second, it would provide

Health Care Personnel in Nigeria: Do Hexaco Attributes Influence In-Role Performance?

benchmark studies to help the health care sector better understand its employees. Thirdly, it would supplement existing research and initiate fresh discussions among academics and researchers on HEXACO characteristics and their effect on in-role performance. Fourth, the model developed in this study will serve as a novel paradigm for assessing the association between in-role performance and HEXACO qualities and will also be extremely valuable for health care worker recruiting. Fifth, the study contributed to a better understanding of two organizational behavior concepts: HEXACO traits and in-role performance, while also lending credence to the former's unique contributions to the latter. Sixth, this study makes a distinctive contribution to the United Nations' Sustainable Development Goal No. 3 implementation.

LIMITATIONS

The breadth of this study is limited by its focus on a subset of public health institutions in Lagos state, Nigeria. A sample drawn from additional cosmopolitan cities in Nigeria, such as Port Harcourt and Kaduna, would strengthen the result and facilitate generalization. Additional research should be conducted by broadening the study's scope. The cross-sectional aspect of this study may have undermined the significance of follow-up with participants, particularly those from diverse demographic groups, as well as the stability of HEXACO characteristics across time. This may imperil the tendency to generalize the current study's findings. Additionally, using self-report to assess both personality and in-role performance can introduce response bias into the study (Bland and Altman, 1986), but using observer report can boost its acceptance and provide more disclosures. Additionally, the study's sample was drawn from healthcare employees. Comparing this sample to others drawn from non-health sectors may yield more illuminating findings.

SUGGESTIONS FOR FUTURE RESEARCH

This study evaluated the six HEXACO qualities independently of their facets. It may be worthwhile to conduct further research into the effect of the 24 HEXACO aspects on performance. Second, assuming that men and women differ significantly across several HEXACO dimensions (Lee and Ashton 2004, Manson 2015), future research can examine the effect of gender on the link between HEXACO components and performance. Thirdly, comparative study between nations or states can be conducted to obtain a better grasp of the subject and to boost the findings' generalizability. Fourthly, this study took a purely quantitative approach, with the primary data gathering instrument being a questionnaire. Future research may employ qualitative techniques or a combination of quantitative and qualitative techniques to gain more precise data and findings.

Finally, because this study examined only one aspect of performance, it may be worthwhile to examine the effect of HEXACO on extra-role performance, sometimes known as organizational citizenship behavior. These findings may serve as a springboard for more research on personality factors and role performance.

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Health Care Personnel in Nigeria: Do Hexaco Attributes Influence In-Role Performance?

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