The Assessment of the effect of personality factors in the improvement and organizational change
(Case Study: Employees of Social Security Organization)

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Abstract
The purpose of this study was to determine the impact of personality factors in the improvement and organizational change between employees of the Department Social Security. The present study was conducted correlation method. The study population consisted of all employees of the Social Security Administration Yasouj out of which 165 were selected by random cluster sampling method. The instruments consisted of two questionnaires, personality factors and questionnaire of improvement and organizational change. In order to data analysis and hypothesis testing and model, Cronbach's alpha coefficient and structural equation modeling (SEM) and confirmatory factor analysis (CFA) were used. Results showed that personality factors of neuroticism, extraversion, openness, adjustment and conscientiousness have a significant impact on the improvement and organizational change. The organization should use all the change models in-depth study of the organization and community So that all the forces of society and especially the efficient and optimum specialist be used in management.

Keywords: Personality factors, Improvement and organizational change, Social Security employees

Introduction
The main feature of the current era of uncertainty, complexity, globalization and technological change is increasing (Mazloomi, et al.,2014). Hence biggest problem that every organization is facing, It is evolution and transformation (Khachyan et al., 2013). Today, organizations are successful have the ability to anticipate changes in the environment and can provide the necessary mechanisms to coordinate with the changes (Avaz Malayeri and Shaban Mayan, 2011). However, it is necessary to note that the changes are simply not happening. Organizational change is stressful experience for many of the staff. As changes may be associated with uncertainty and have a negative effect on the feelings and abilities of employees. So people usually do not support change within it unless they are motivated for it (Nordin, 2011). Because more than anything lasting change in organizations is based on the acceptance by the people (Zahedan, Mortazavi, 2011). And the change does not form unless the person is prepared for (Lagzian and Malek Zadeh, 2001). Therefore, many scientists have emphasized to recognize the importance of changing priorities or factors that facilitate or create a readiness for change among people, (Afjeh and Rezaei Abyaneh, 2013, Lagzian and Malikzada, 2011). The importance of this issue has caused many studies empirically as well as research and changes in organization and invoices and various factors that facilitate and expand the space for innovation in organizations, be searched (Rajaeepour et al, 2013). The identification of factors affecting readiness for change and improvement, seem to make a difference and improve the various agencies depends on the agency's personality factors (Taheri et al, 2015). The character is very complex concept in psychology that awareness of the foundation is to solve many organizational problems. This concept is taken from
the Latin word persona and durable and unique set of characteristics that may change in response to different scenarios. In a comprehensive definition, character, interpersonal dynamic structure that is composed of psychophysical systems. This factor determines the behavior and thoughts of the character (Allport, 1964). Among examined the models that have personality aspects, five-factor personality model "Mac Kray and Costa (1987), one of the most complete models to check the dimensions of a character. Studies and abundant research in recent years, has confirmed the validity of Big Five Factor Model personality and hence by comparing other models known (Smith et al., 1992; Costa and Mac Kray, 1990, Diggun, 1990; Jodag, 2001 ). On this basis and given that, human resources is formed the structure of any organization and human resources are most important resource and their management, is considered the most important duties that is with different mood and personality types. Therefore, according to their personalities and elements of it, is inevitable necessity. Also, improvement and organizational change are necessity of every organ in the business environment as its starting point is human resources. It notes the importance and necessity of addressing the issue of personality and its effect on the improvement and organizational change. Thus, according to the concept of personality and its role in the improvement and organizational change, this study was to assess the correlation between big five personality factors (Neuroticism, extraversion, openness to experience, adjustment and Loyalty) concerned with the improvement and organizational change. And seeks to answer: Is there a significant relationship between personality and organizational change?

The transformation and improvement of Organizational

Change is moving from one stable state into another state through a series of measures and predicted process and with plan to improve conditions (Khachyan et al.,2013). In fact, the sort of situation that tended to move from relatively unfavorable to the situation which is more favorable (Fadaii and Nakhoda, 2011). Organizational change does not occur Without the introduction. Stimuli change usually come from the corporate environment or market. These stimulants such as bold moves by competitors, new technology or changing government regulations are the inefficiency administrator can also be a driver for change in the organization (Naqvi, Madras,2009). Organizations have repeatedly pointed out that the only thing that is constant is change. For Change management we must understand the process of change. The enterprise as a whole and specifically do not like to hear the word change in terms of change has unpleasant connotations. Such as dismissal, transfer and handling and reduced payment. For many people the stress and tension at work and in staff and this makes them stand to deal with this phenomenon (Lydzrabrt, 2008).

Leeds Robert, (2008) change according to Webster's dictionary defines:

Change is the removal or insertion of one thing in another place. Changes in organizations means that the activities of the current situation change to the different situation.

Character

There are many multiple definitions of characters. An overview of the definitions, shows that all the meanings of the characters cannot be found in a particular theory; But also in fact the theory and the theory of every scientist depends on the type of character. Forum believes that character is inherited and acquired qualities that are person's features and makes him unique (Shamloo, 2011). Parvin and John also wrote the following, as defined offer practical character: "Character represents those characteristics of the person or persons that covers fixed patterns of thinking, emotional and behavioral" (Parvin and John, translated by Javadi and Alderman, 2010). Also, personality traits are relatively stable pattern, sexual orientation or behavior characteristics that partly gives durability (Seyyed Mohammad, 2006). About personality dimensions, different opinions and different classifications is provided. Characters include psychoanalytic theories of Freud's theories, Jung and
Adler well. Freud's psychoanalytic theory is known as a pioneer and founder. In terms of his character, includes three aspects: the institution that represents the desires and instincts that is blind and the pleasure principle; Own or I, who represent the facts and the reality principle and my calls or superior censorship representative social and personal conscience and hinder the satisfaction of desire. Freud believed that the person to maintain the integrity of your character uses a series of defense mechanisms (Backlash, displacement, sublimation, Go pterygium, identification, projection, Back, consolidation, denial, rationalization, conversion and offset) (Shamloo, 2011). Theory of personality characteristics is as well as one of the theories in the study of character. According to this theory, individuals from a wide combination of features and attributes that are based on a relatively stable trait, people behave in certain ways. According to this theory, composition and interaction of various characteristics that make up a person's character and this for each person is unique. The theory focuses on identifying and measuring the characteristics of the characters (Schultz and Schultz, 2009).

Five-Factor Model of personality Mac Lycra and Costa (1987), including the character models (Hofainder, 2013, Cristopher et al, 2013, Jon Bokner et al, 2012) is that most current research explores aspects of your personality. This model divides the personality to five dimensions including Neuroticism, extraversion, openness to experience, adjustment and loyalty. Neuroticism means people tend to experience anxiety, tension, aggression, shyness, irrational thinking, depression and low self-esteem. Extroversion's intention is to focus its attention and energy to the outside world, according to other people and enjoy interacting with others. The experience of the concept of active search for a person to take advantage of the experiences of others and stretch one's curiosity, love of art, imagination, intellectual and innovation. People tend to respect others and to be generous with their concord and harmony defines explained. Finally, conscientiousness concept that the ability of individuals to organize stability, control and motivation in purposeful behavior and tended to merit, Discipline, efforts to make progress, restraint and reflection is considered. According to this model, each individual in terms of his personality and attitude can have an inclination towards the tasks and goals of the organization. Thus, differences in personality can be a source of creativity or the root of many organizational problems and will affect the behavior, decisions and behaviors their organization (Khanifar et al, 2010).

Background of the study
Taghva and Abdullahi (2014) in his research entitled “The effect of five big personality factors and improve emotional intelligence and organizational change” considered the effect of big five personality factors impact on emotional intelligence and organizational change and improvement. Their study was conducted on 693 employees working in the banking sector, hospitals, engineering firms, educational institutions, construction companies and service firms in Tehran as an example. Their findings showed the significant effects of neuroticism, extraversion, openness to experience, adjustment and loyalty on emotional intelligence and significant effect of emotional intelligence on the improvement and organizational transformation.

Barbarox (2011) in a research based on design approach to organizational change in an organization known as the Army found that Changing the military led to the restructuring and changing communication preferences and organizational structures, By linking both structural and cognitive perspectives as well as organizational design, developed design-centric approach to achieving the principles and organizational change management abilities.

Supervent (2011) conducted a study entitled concept of capacity organizational change his research aims to define the concept of organizational capacity and providing a framework for organizational change capabilities and identify aspects of it. In his view, the capacity of
organizational change include:
1. The content: includes resources that will facilitate the process of change.
2. The next process involves principles of change.
3. Dimension learning: the organization’s internal capacity. The findings of this study found that the capacity of change largely depends on management and dependent on internal conditions of the organization.

**Conceptual Model**

![Conceptual Model](http://www.european-science.com)

**Figure 1: Conceptual model (Ahmad Fazeli et al, 2012)**

According to the conceptual model presented in Figure 1, the following hypotheses are as follows:

- **H1**: Neuroticism dimension has a significant impact on the organizational improvement and change.
- **H2**: Extraversion dimension has a significant impact on organizational improvement and change.
- **H3**: Openness to experience dimension has a significant impact on organizational improvement and change.
- **H4**: Adjustment dimension has a significant impact on organizational improvement and change.
- **H5**: Loyalty dimension has a significant impact on organizational improvement and change.

**Methodology**

This study is based on the purpose of application. The method of obtaining data was descriptive-correlation. Causal relationship between the variables involved in the study was analyzed by using structural equation modeling. In the present study, the variables of neuroticism, openness to experience, adjustment, loyalty, extraversion and improvement and organizational changing are six main structures that each of these structures have been determined by significant change.

**The population, the sample size and data collection tool**

In this study, by using library resources, literature was examined, then the whole five-tuple variables through Likert questionnaire were determined. The population of this research are 165 employees of the Social Security Administration. In this study, sampling was by using Cochran sampling formula that is 110 people. To collect data, 110 questionnaires were distributed in Yasouj Social Security Administration and after collecting the questionnaires, 108 of them were used and analyzed. To determine the content validity of the questionnaire, Comments of professors and
administrators and experts who were familiar with the innovations were used when considering the views collected, the validity was confirmed. The validity of research also evaluated by both convergent and divergent validity criteria specific to structural equation modeling.

**Research findings**

**Data analysis**

In this study, structural equation modeling using partial least square method and software PLS, is used to test the hypotheses of the model. PLS approach is based on the variance as compared to the same structural equation techniques as Lizerl and Amos requires less conditions (Liljander & Polsa & Vaneril, 2009). Its main advantage is that this type of modeling is that in comparison to the lisrel model fewer samples are needed (Viksom and Watson, 2001). And is considered as a powerful method when the number of samples and the measurement items is limited and distribution of variables can be unknown (Hair & Bejck & Babil & Anderssen & Tatam, 2010). PLS modeling is done in two stages. In the first stage, the measurement model must be evaluate by validity and reliability analysis and confirmatory factor analysis and in the second stage, the structural model must be evaluated by estimating the variables distances and determining model parameters (Holland, 1999).

**The first step Measurement Model**

Test pattern related to measure the validity and reliability of measurement tools. Convergent validity criteria to assess the validity of the AVE (Average Variance Extracted) and CR (composite reliability), the results of this benchmark study of six variables is shown in Table (2). Composite reliability higher than 0.7 and higher than 0.5 are the two necessities for convergent validity and correlation structures (Ching Lin and Qi Huang, 2009). As the Table 1 specifies, all composite reliability values are higher than 7.0 and values of the mean-variance is higher than 5.0, and this confirms the fact that convergent validity is now at an acceptable level.

**Table 1: Results of mean and variance extracted**

<table>
<thead>
<tr>
<th>Variable Criterion</th>
<th>Neuroticism</th>
<th>Openness to experience</th>
<th>Behavioral adjustment</th>
<th>Loyalty</th>
<th>Extroversion</th>
</tr>
</thead>
<tbody>
<tr>
<td>AVE</td>
<td>0.591</td>
<td>0.635</td>
<td>0.651</td>
<td>0.699</td>
<td>0.650</td>
</tr>
<tr>
<td>CR</td>
<td>0.705</td>
<td>0.802</td>
<td>0.701</td>
<td>0.798</td>
<td>0.851</td>
</tr>
</tbody>
</table>

The divergent validity is the difference between parameters of a structure compared with other structural factors in the model. It is calculated by comparing the tide AVE each structure with the correlation coefficient between structures. This requires a form that amounts diagonal matrix, the matrix is any structure and low values of the diagonal of the square root of AVE coefficient, correlation coefficients between each structure with other structures. The matrix is shown in Table 3. According to table 2, the correlation coefficient is the square root of AVE any structure with structures other structures that this is indicative of the acceptability of the validity of structures.

**Table 2: Comparison tide AVE with a correlation coefficient matrix structures**

<table>
<thead>
<tr>
<th></th>
<th>Neuroticism</th>
<th>Openness to experience</th>
<th>Behavioral adjustment</th>
<th>Loyalty</th>
<th>Extroversion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neuroticism</td>
<td>0.768</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.593</td>
<td>0.796</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.470</td>
<td>0.524</td>
<td>0.806</td>
<td></td>
<td></td>
</tr>
<tr>
<td>loyalty</td>
<td>0.559</td>
<td>0.628</td>
<td>0.451</td>
<td>0.836</td>
<td></td>
</tr>
<tr>
<td>Extroversion</td>
<td>0.595</td>
<td>0.700</td>
<td>0.535</td>
<td>0.487</td>
<td>0.806</td>
</tr>
</tbody>
</table>
Reliability

To test reliability, Cronbach's alpha coefficient which is presented in Table 3 and confirms the good reliability of the questionnaire, the PLS method has also been used. OLS method used in the Stability index (Rivard and Hoff, 1988). Stability index is calculated by measuring the factor loadings through the correlation value index is calculated by a structure with structures that if this amount is equal to or greater than 4.0 (Holland, 1999), confirms that the Stability about it measures will be accepted. But if the amount of time between a question and the relevant factor is less than 4.0, it can be a question of the model and subsequent analysis omitted. In this study, after the factor loadings coefficients, a number of questions that coefficient was less than 4.0, then ensuring non-interference in the research process, were excluded. As in Figure 2 can be seen, all the values of the factor loadings more questions than 0.4 structures that show a high correlation. 0.095 number related to performance variables inside the circle indicates the amount of R2 and confirms the fact that 95 percent of the variability improvement and organizational change are predictable by five other independent Variable.

Table 3: Cronbach's alpha coefficient of Structural Research

<table>
<thead>
<tr>
<th>Research Structures</th>
<th>Neuroticism</th>
<th>Openness to experience</th>
<th>Behavioral adjustment</th>
<th>Loyalty</th>
<th>Extroversion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach's alpha coefficient</td>
<td>0.720</td>
<td>0.704</td>
<td>0.799</td>
<td>0.733</td>
<td>0.790</td>
</tr>
</tbody>
</table>

Figure 2: Output Software-tested research model (path analysis and factor loadings)

The second stage: The structural model and test hypotheses

Structural model which is related to test hypotheses test the effect of hidden variables to each other. To confirm the hypothesis, Smart PLS software Bootstrapping was used that the command output shows the coefficients t (Figure 3). When the value of t in the interval is more than +1.96 and less than -1.96, they reflect the significance of the relevant parameters and
subsequently supported the hypothesis (Esposito, Vienna, Chin, Hnslr and Wang, 2010). As is clear in the chart two t coefficients between all the structures futures system is larger than 1.96, so all assumptions were confirmed.

![Diagram](http://www.european-science.com)

**Figure 3: Software-coefficients output t**

**Conclusion**

As noted above, today's world is a world organization and change, and changing, development and improvement of the organization are regarded as the greatest characteristics in today's competitive organizations and institutions that improve quality of people's lives with them. Also, methods and patterns of change by which change occurs are very important. This means that if at the time and place a role model be successful it may not be successful in the other nation and countries. Therefore all the models used in-depth study of the organization and the community must be used. So we use all the forces of society and especially the efficient and optimum management specialist and this efforts and collaborate is effective, even if in some cases we deal with failure. Note also that if the change appears to be associated with proper management, it can be used positively for the organization but if the administrators does not have the ability to deal properly with change, the change will change to crisis that could even lead to the failure of the organization. Outstanding managers when faced with complex situations and changes shall alter the their vision. In the end, it is necessary to note that in the era of global competition, technological innovation, trends, discontinuities, and even chaos, the change is necessary and it must support rather than resist change and to use this program, which is possible in the existence of a strong management. To put it more clearly we can say that, organizations are forced to make improvements and changes due to the dimensions of their employees's personality. In fact, organizations should encourage their employees to interact with each other and the use of knowledge, create environment to deliver innovative practices, encourage employees to harmony in the workplace with respect to each other,
use them in organizing and implementing organizational operations and try to create a space for acting on the basis of expertise and experience. Experience also, with efforts to increase the confidence of employees and reduce stress, improves emotional intelligence and thus provides the context for change and organizational improvement.

**Practical recommendations**

1. Since, according to the study, the variable of extroversion has direct and positive impact on organizational change. Therefore, it is better to employ the ability of people with mood and type in extroversion and paying more attention to the affairs and foreign objects, and by providing training and strengthening these important issues among employees because they are more compatible with the outside world and other people notice and enjoy the exchange and interaction with others. Therefore, they are interested in various activities. Moreover, because of the interest in teamwork, synergy created their being together and shares their experiences to others and create a learning environment and excellence that is a factor for organizational change.

2. Due to the direct and positive impact of adjustment variable on the improvement and changing of the enterprise, the use of individuals with sociable personality tends to create an environment respectful towards one another, improve development and organizational performance. For people with this personality trait, to build relationships with others is satisfactory and thus, social workers and the identity of the person attached to the organization increase. As a result, organizations can continue the improvement and the transformation with quicker and more positive process.

3. With regard to the duty variable that has a direct and positive impact on the improvement and organizational change, creating an atmosphere of cooperation and participation of employees in an organization can be an effective step in the organizational change. Because people with personality loyalty, are able to organize, stability, control and motivation, goal-oriented behavior and competence, discipline, strive for progress, self-restraint and reflection tendency. And, by building organizational commitment, they can make organizational change and improvement faster.

4. Since the openness to experience has a direct and positive effect on the improvement and organizational change, the use of staffs with team and creative personality, can improve and accelerate organizational change while creativity and entrepreneurship courses holed for staff and create creative environment for them.

5. Recruitment and employment prospects of people with depressed, anxious, shy and stress personality at the organizational level, is a negative factor and obstacle against change; Because these people do not have the strength to face challenging conditions and new organization is led to stagnation. It is better not to use the features and the type of personality among anxious and depressed people in work.

6. Even pre-service and in-service training should be organized for the staff planning in order to obtain the features required to create the conditions change and be informed of the latest developments, practices and opportunities for improvement.

7. The rules and conditions of recruitment, coordination of employment personality with conditions must be considered fit with the characteristics and with different tests, employees must be tested.

8. Managers should allocate greater part to efforts to optimize the use of existing staff positions in program management jobs.
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