THE BIG FIVE AND PERSONAL AND ORGANIZATIONAL OUTCOMES: 
DOES THE SITUATION MATTER?

We examined the main effects of the Big Five personality characteristics on performance, creativity, and stress and explored the moderating effects of job scope on the relationships. Personality and stress were reported by job incumbents while job scope, performance, and creativity were reported by peers. Various predictions concerning the main and the moderating effects were confirmed.

In the past 25 years, the Big Five model of personality has been investigated in relation to career success (Judge, Higgins, Thoresen, & Barrick, 1999), job satisfaction (Judge, Heller, & Mount, 2002), job performance (Barrick & Mount, 1991), leadership (Judge, Bono, Ilies, & Gerhardt, 2002), motivation (Judge & Ilies, 2002), and a variety of other important personal and organizational outcomes. Although the growing acceptance of the Big Five taxonomy of personality has resulted in a large body of literature in this area, studies that investigate the relationship of the Big Five to different outcomes in a single study are rare. Another issue in this area is the lack of research exploring the combined effects of personality and situational factors on behaviors and attitudes (Stewart, 1996). This study has two significant aspects. First, it explores how the Big Five dimensions differentially map on to job performance, creativity, and job stress simultaneously. Second, by considering job scope as a moderator in the personality – outcome relationship, this study helps answer the question “When are situations most likely to exert powerful effects and, conversely, when are person variables likely to be most influential” (Mischel, 1977: 346) in predicting personal and organizational outcomes?