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THE CHARACTERISTICS OF "NECESSITY" IN A WORK PLACE: A REPLICATION STUDY

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THE CHARACTERISTICS OF "NECESSITY" IN A WORK PLACE: A REPLICATION STUDY

Abstract

As defined in our previous paper (Kim and Sikula, 2003), there could be three types of person and roles they play in the workplace: Necessity, Common and Parasite. A Necessity is the one who is an irreplaceable person. A Common is a worker of average ability and talent, and a Parasite is an employee free-loader who is a moocher more than a contributor.

The purpose of this paper is to replicate the first paper, and compare the results of two data sets. The data for the first paper collected from 34 undergraduate senior students in an Organizational Behavior (OB) class, and the second set of data was collected from 38 working MBA students in an OB class and managers in a company. The identified five important traits and behaviors for Necessity and Parasite from both data sets were very similar. However, the five important traits and behaviors for Common were quite different between the first survey and the second. The potential explanations for the similarities and the differences are suggested, and future research directions are suggested.

Introduction

At any given time, all people regardless of their individual differences including age, gender and ethnic background, have multiple roles: being a husband or wife , a mom or father, church member, an employee, a friend, a club member, a citizen of a city or a town and a citizen of the United States of America.

Within these different roles (hats) we occupy, we always involve more than one person in any specific role; from a very small number of members in the group such as husband and wife role, to the very large number of members such as being a citizen of the U.S.A. No matter what sizes and types of roles we play for a group at any given time, each individual may be classified as one of the three classes of people: Necessity, Common, and Parasite.

First, the most desirable role within the group may be called a "Necessity."   The group can not conduct their normal activities without the person. He/she is making very valuable contributions to accomplish the group goals, and the person is an enormous asset to the group. People in the group are going to miss him/her a great deal when and if the person leaves or departs from the group.   Most group members want and need him or her in the group, and it is very hard to replace such a person. We occasionally hear people say: "It would be hard to fill his/her shoes," or "he/she is an excellent person, and it is shame to loose him/her." The Necessity is one who occupies an important position, and works as a "linking pin" for an organization, or the Necessity may be someone in an organization who works very hard without having much visibility or recognition.

A "Common" is the one who does not make a significant difference whether he/she is there or not. A Common is an average person who does not contribute a great deal to the accomplishment of group goals nor does he/she harm group performance. The Common is not a self-starter, but just gets by in every day life. The Common is a person who does not provide much input and has a general lack of willingness to participate. At times, the Common is a social loafer, does not volunteer to do extra work, but will do what is absolutely required. Commons are sort of like the worker bees of a group. They do what they are told , but do not

add anything else. Many employees who are considered as deadwood in organizations and who are just waiting for their retirements are the Commons. The Commons are easily replaced and are not much missed when they leave an organization.

The least productive worker is the "Parasite". An organization would be much better off not having the Parasite in the group. The Parasite acts like a leech and is a drain on the group. The Parasite lives for the present and immediate gratification. In general, The Parasite does not contribute to the group performance and harms the group. The Parasite is a nonworker who desires a free ride without much contribution to the group. Loyalty and trust with other members in the group are nonexistent. The Parasite is a loafer who complains about every thing, blames every mistake on others, and lives his/her life negatively. The Parasite is like the bad apple that corrupts everything it touches. Many group members wish the Parasite to go away or to depart as soon as possible.

Obviously, a person's traits and behavior which can be considered as a Necessity in a particular role may be different from the traits and behavior which can be considered as a requirement in another role. To be considered as a Necessity to a spouse, for example, one must be patient, have a loving and caring attitude, and maintain good health. On the other hand, to be considered as a Necessity to our colleagues as academic administrators, we should demonstrate many task-related attributes such as self-confidence, intelligence, responsibility, dedication to work, and supervisory ability.

On one hand, we may assume that there may be a set of traits and behavior for being a Necessity common to most roles, but on the other hand, we can also assume that there are different sets of traits and behavior for being a Necessity unique to a particular role. For the purpose of this paper, the authors will focus on the role of "Being A Necessity in Work Settings." "Being A Necessity in Work Settings" is still a very broad role concept without considering all specific aspects of work. Differences in many types of work variations such as occupation, task, hierarchical positions, and differences in many other cultural variations such as organization structure, technology, gender and ethnic background are not considered. Although

it is a broad concept of the Necessity in a work setting, it would be very useful for many managers of organizations to recruit the right persons and to motivate their employees, if we can identify a sets of traits and behavior for being a Necessity. It is also safe to assume that a group which has a large portion of their group members as Necessity would be a healthy and successful group compared to a group whose members are largely Common and Parasite. It would be an ideal situation that everyone in the group being considered as Necessity.

Traits and Behaviors for a Necessity, Common, and Parasite

For the initial study, data were gathered from a senior level organizational behavior class in two different semesters. After explaining the meaning of Necessity, Common, and Parasite, students voluntarily turned in10 traits and behaviors to describe each type of person on exchange for between 5 to 10 extra points toward their total 440 maximum points for their grade. Neatly typed 30 traits and behaviors (10 for each) having face validity earned 10 points. If the content and effort were sloppy, a student received only 5 points. Some students also received in-between points for listing less than 10 items for each type of person.

Eighteen responses out of 31 total students from Fall 2001 semester and 16 responses out of 29 total students from Fall 2002 are used for tabulation of their frequency appearance for all traits and behaviors identified for Necessity, Common, and Parasite. Each item from 34 respondents was carefully evaluated. If any item was too grossly stated or if any item was too closely related to the main concept of three types of people, the item was discarded.   For examples, the words such as "hard to replace," and "vital person" were discarded since these words are not traits or behaviors of the Necessity, but explain what Necessity means.

A total of 961 usable items from 34 respondents were included for the frequency tabulation: 333 for Necessity; 307 for Common; and 321 for Parasite. These items were grouped together according to their words' synonyms and their meanings. The grouping process took place in two steps. Initially the authors grouped them to make the frequency table (Appendix I) for Necessity, Common, and Parasite from the most to the least frequent responses. An

independent person who is not in the field of Organizational Behavior, but who is a well-qualified person for factoring, regrouped them again to summarize five of the most identifiable traits and behaviors for each type of person according to close meaning and the number of appearances.

Necessity

1. Hard Working: Workaholic, work horse, motivated, passionate, ambitious, dedicated,
   (51 frequencies)   devoted, committed, task oriented, focused, detailed, & conscientious.

2. Friendly: Good natured, gracious, sociable, agreeable, cooperative, relationship
   (48 frequencies)   oriented, helpful, extroverted, speaking up, empathy, caring.

3. Knowledgeable/   Knowledge, skills, competence, quality, intelligent, self-assured, secure,
   Confident: (36)   assertive, good decision-making, problem-solver.

4. Dependable/Punctual   Consistent, responsible, punctual, work on time, arrive early, work
   (33 frequencies)   overtime, goes beyond call of duty.

5. Honest: (16)   Honest, trustworthy, integrity, forthright.

Common

1. Ordinary: Normal, typical, regular, routine, standard, mediocre, just getting by,
   (72 frequencies)   only required work, generally satisfactory, good enough, inconsequential.

2. Occasional slacker: Some motivated , some pride, decent work ethic, lazy at times,
   (56 frequencies)   complacent, carefree, inattentive, lack of enthusiasm.

3. Conformer: Cooperative, compliant, helps if asked, agreeable, friendly, polite, getting
   (46 Frequencies)   along. influenced easily, passive, less confrontational, compromising.

4. "Laissez-faire"   Indecisive, not controlling, no opinion, laid back, happy-go-lucky,
   (39 frequencies)   low stress, relaxed, occasional input, participates when asked, dependent.

5. Introverted   Shy, meager, timid, unassertive, apprehensive, unsociable, loner, distant,
   (30 frequencies)   quiet, calm, reserved, boring, dull.

Parasite

1. Lazy: Sluggish, idle, lagging, slacker, loafer, no effort, late to work, play at
   (64 frequencies)   work, procrastinator, absent from work.

2. Trouble making: Negative, rude, unkind, uncooperative, disliked by others, irrational,

(60 frequencies)	blame others, annoying, outcast, interferes, complains, victim of society.
3. Incompetent: (54 frequencies)	Incomplete, failing, no achievement, irresponsible, careless, ignorant, no knowledge, no intelligence, unreliable, undependable, no confidence.
4. Immoral: (52 frequencies)	Unethical, scandalous, cheating, cut corners, leech, sponger, free-loader, dishonest, lying, deceiving, devious, no integrity, false information.
5. Unmotivated: (43 frequencies)	Uninterested, unenthusiastic, lagging, slacker, just for pay, followers, zombie, total dependency, no aspirations, no goals, no initiative.

The second set of data was collected from 38 working people in July 2003. Twenty five were from MBA students in an Organizational Behavior class, and 13 were managerial employees from one of students' company. The process of collecting and analyzing the second set of data was identical with the first data set including volunteer participation, the bonus points, and the two steps of group process by the authors and by the independent & qualified person.

A total of 1002 usable items from 38 respondents were included for a frequency tabulation as we have done for the first study: 343 for Necessity, 314 for Common, and 345 for Parasite. From this frequency table made by the authors, the independent person also grouped together from the most identifiable traits and behaviors of Necessity, Common, and Parasite to the least identifiable traits and behaviors of the three types of people for the second set of data, according to its close meaning and the number of appearances, which is shown in Appendix II..

To be consistent with the first study, we just selected the top five traits and behaviors for each type of people. Table 1 shows the comparison between the first and the second data sets.

Table 1

Comparison Between the First and the Second Data Sets

	The First Data Set	The Second Data Set
Sample size & Subjects	34 undergraduate OB students	38 total (25 MBA students who are all working and 13 managers in a company)
Necessity	1. Hard working (51 frequencies) 2. Friendly (48) 3. Knowledgeable (36) 4. Dependable/Punctual (33) 5. Honest (16)	1. Reliable (64 frequencies) 2. Hard working (56) 3. Friendly (38) 4. Motivated (36) 5. Knowledgeable (29)
Common	1. Ordinary (72 frequencies) 2. Occasional slacker (56) 3. Conformer (46) 4. Laissez-faire (39) 5. Introverted (30)	1. Friendly (48 frequencies) 2. Unmotivated (37) 3. Conforming (35) 4. Reliable (31) 5. Hard working (29)
Parasite	1. Lazy (64 frequencies) 2. Trouble maker (60) 3. Incompetent (54) 4. Immoral (52) 5. Unmotivated (43)	1. Trouble maker (114 frequencies) 2. Lazy (56) 3. Unreliable (55) 4. Incompetent (38) 5. Immoral (35)

Discussion and Conclusion

We have claimed that there could be three types of person in any group, where an individual determined his/her roles: Necessity, Common, and Parasite. We defined Necessity as the one who is an irreplaceable person. Commons are the people who make no significant difference whether they are present or not, and Parasites are basically free-loaders and non-contributors.

As shown in Table 1, we have compared five most important traits and behaviors for each type of person from two data sets according to the frequency of responses indicated by the research subjects. The traits and behaviors being a Necessity are almost identical between two data sets: **Hard working, Friendly, reliable/dependable,** and **knowledgeable**. Only "Honest" in the first data set and "Motivated" in the second data set are not identified in both places

together. At the same time, if we consider "Motivated" as a subset of "Hard working," we could claim that the two data sets for identifying traits and behaviors of Necessity are indeed identical.

The traits and behaviors being a Parasite are also almost identical between two data sets: **Trouble maker, Lazy, Incompetent,** and **Immoral**. Only "Unreliable" in the second data set and "Unmotivated" in the first data set are not identified in both data sets. However, if we consider "Unmotivated" as a subset of "Lazy," we also could claim the two data sets are almost identical.

On the other hand, traits and behaviors being a Common are quite different between two data sets. Only **Conformer** is identified in both data sets. Most of the undergraduate students in the Organizational Behavior class were full time students except a few working students. They identified "Ordinary," "Occasional slacker," "Conformer," "Laissez-faire," and "Introverted." These traits and behaviors are closer to the definition of Common we described above. At the same time, all subjects in the second set are full time employees who had at least a few years of working experience, and they identified "Friendly," "Unmotivated," "Conforming," "Reliable," and "Hard working," as the traits and behaviors of Common. There traits and behaviors are closer to the identified traits and behaviors of being a Necessity.

The traits and behaviors identified for Necessity and Parasite are almost identical between two data sets, but the identified traits and behaviors for Common are quite different between two data sets. It is a potential explanation that the work experience by the respondents does not matter when we identify traits and behaviors of real good person (Necessity) or real bad person (Parasite). At the same time, when we identify the traits and behaviors of Common, the work experience affect their perception. The full time students, who do not have much work experiences, tend to think Commons more neutral or ideal image of the Commons, and full time employees of the second data set tend think Commons as more acceptable employees who has some merit of Necessity.

As indicated in our first paper (Kim & Sikula, 2003), ranking of items according to their frequency tabulation does not always necessarily mean the order of importance, since one trait or

behavior may be more important in a situation than others. We also did not follow strict frequency tabulation only to decide the five traits and behavior for each person. For example, there were 50 frequencies relating leadership traits and behaviors to be a Necessity in the first data set, but we did not include these items (motivator, has vision, leadership skills, and encourager) according to our definition of a Necessity who is not necessarily a leader in a group.

The traits and behaviors of being a Necessity may be quite different from one role to another, but we strongly believe that the lists identified from our both data sets are valid since we have increased the reliability of our study from the replication study. This finding should help to separate at least two types of people (Necessity and Parasite) for organizational personnel decision makings including selection, promotion and lay-off processes.

As we increase our data from various subjects in the future, we should be able to come up more finite number of traits and behaviors for three types of people in various situations. Therefore, the authors plan to survey other employees and managers in different industrial settings to get additional data. When we reasonably set the finite number of traits and behaviors for three types of people, we plan to design the measurements of those traits and behaviors, which can be used for the human resource management in practice.

Reference
Kim, Chong W. & Andrew Sikula, Sr., "Three Types of People in The Workplace: 3D Theory," Proceedings of Pan-Pacific Conference XX, Shanghai, China, May 28-30, 2003. This paper is also accepted for publication in Ethics & Critical Thinking Journal**,** March 15, 2005.

Appendix I
The Frequency Table for Necessity, Common, and Parasite

Necessity

20 Competence/Quality/Skills/Knowledge/Intelligence
18 Dependability/Consistency/Responsibility (i.e., low absenteeism)
17 Work ethic (solid)/Workaholic/Hard work/Workhorse
16 Honest/Trustworthy/Forthright/Integrity
16 Confident/Self-assured/Secure/Assertive/Decisive/Good decision making/Problem solver
14 Good natured/Gracious/Friendly/People person/Pleasant/Sociable/Works well with others/
        Agreeable/Companion/Relationship-oriented
14 Empowerment/Inspiration/Motivator/Brings out the best in others
12 Vision (New ideas, innovations, suggestions)/Creativity/Imagination
12 Leader/Leadership skills/Influential
12 Encouraging/Enthusiastic/Energetic/Eager/Positive/Optimistic attitude
11 Ambition/Motivation/Passion/Initiative
10 Punctual including assignment/Prompt
10 Efficiency/Multi-tasking/Role fulfillment/Delegating
 9 Self-controlled/Stable emotionally (calm/cool)
 8 Organized/Thorough/Prepared
 8 Helpful/Helps others
 8 Dedication/Devotion/Commitment/Takes their job seriously/100% effort
 7 Extroverted/Out-going/Talkative/Speaks up
 7 Empathy/Compassion/Caring/Value others' well-being
 7 Challenging/Demanding/Sets high expectations and standards/Tough leader
 7 Achievement/High goals
 6 Persistent/Determined/Strong-willed
 6 Loyal/Protective
 6 Compliments other's work/Gives credit where it's due/Supportive/Positive feedback
 5 Task-oriented
 5 Successful/Triumphant/Effective/Exemplary
 5 Respectable
 5 Focused/Stays on track
 5 Exceeds expectations (i.e. arrives early, works overtime, consistently goes beyond call of
        duty)

5 Communication/Good listening skills/Eye contact
4 Independent/Self-sufficient
4 Cooperative/Team player
3 Tolerant/Open-minded/Non-judgmental
3 Satisfaction (job)/Low turnover/Stable work life
3 Powerful/Charismatic
3 Perfectionist/Detailed person/Flawless
3 Essential/Critical
2 Sacrifice (willing to)/Unselfish
2 Rules & regulations (follows them)
2 Instinctive/Intuitive
2 Humble/Grounded
2 Flexible/Adaptable
2 Experienced
2 Conscientious
1 Wit/Humor
1 Spiritual
1 Risk taker
1 Personal hygiene (good)
1 Mysterious
1 Liberal
1 Improvement
1 Fun

Common

49 Ordinary/Normal/Typical/Regular/Routine/Standard/Mediocre/Classic/Usual/Average/
    Average/Alright/Okay/Tolerable/Joe Shmoe/Hum Drum/Just get the job done/Do only
    what is required
15 Indecisive/Prefers not to make decisions/Neutral/Not controlling/No opinion
13 Cooperative/Conforming/Compliant/Team player/Helps if asked
13 Agreeable/Friendly/Sweet/Sociable/Outgoing/Polite/Gets along well with
    others/Conscientious
12 Motivated, Somewhat/Somewhat determined/Cares if they are present/Some pride/
    Some expectation/Decent work ethic
11 Shy/Meager/Timid/Unassertive/Apprehensive/Insecure
10 Satisfactory, Generally/Good employee/Good enough/Completes what is needed in the set
    time
10 Follower/Influenced easily/Passive/Less confrontational
10 Distant/Unsociable/Introverted/Loner/May not like group work
 9 Lazy at times/Complacent/Occasional slacker
 9 Laissez-faire/Laid back/Happy-go-lucky/Low stress/Relaxed/At ease
 9 Input, Some/Occasional opinion/Participates when asked
 8 Expendable/Inconsequential/Invisible/Easily overlooked/No impact/Just there
 7 Dependable/Maintaining/Steady/Low absenteeism/Predictable/Trust
 7 Carefree/Careless/Inattentive/Doesn't check work

6 Uninterested/Lack of enthusiasm/Doesn't care one way or the other
6 Selfish/Self-absorbed/Puts forth effort only for incentives/Perceives self as overworked
   compared to others
6 Quiet/Calm/Reserved
6 Knowledge, Somewhat low/Low skills/Limited Intelligence
6 Fixed/Unchanging/Repetitive/Habitual/Less open to new experiences/Slow adaptability
6 Dependent/Relies mostly on others/Low autonomy
6 Compromising/Appeasing/Few complaints/Yes-man/Submissive/Doesn't challenge
5 Smart (since they know when the extra is needed)/Practical/Survivor
5 Punctual, Mostly/Sometimes Tardy/Usually on task
5 Ambition, Little/Few aspirations/No clear goals/No future plan
4 Responsibility, Low/Limited projects
4 Boring/Unimaginative/Dull
3 Unsuccessful/Low advancement/Second rate
3 Tense/Distrustful
3 Efficient, Less/Works at own pace
3 Conservative/Traditional
3 Communication, Fair/Lacks good listening skills
2 Unpredictable/Inconsistent
2 Rules & regulation, Follows most
2 Preparation, Some/Organizer
2 Pest/Brings others down
2 Moody/Somewhat emotional
2 Loyalty (job & company)
2 Gullible/Naive
2 Basic/Simplistic
1 Unorganized
1 Superficial
1 Specialization
1 Uses all sick days
1 Self-control
1 Always in line for promotion
1 Generally positive
1 Little overtime
1 Indigenous
1 Funny
1 Forthright when dealing with others
1 Family before work
1 Excuse-maker
1 Equal
1 Busy
1 American dream workers

Parasite

39 Lazy/Sluggish/Idle/Unproductive/Lagging/Slacker/Loafer/No effort/Poor work ethic

26	Unmotivated/Unenthusiastic/Uninterested/No pride in work/Bad attitude/No challenge/ Just there for pay
17	Selfish/Out for oneself/Self-centered/Self-indulgent/Expedient/Self-absorbed/Narcissistic
15	Tardy/Late on assignments
14	Incompetent/Useless/Unsatisfactory/Doesn't complete work/Unsuccessful/Goals not accomplished/Failing/Lack of achievement
13	Leech/Sponger/Moocher/Free-loader/Takes advantage of others/Takes credit for others' work
12	Irresponsible/Impulsive/Careless
12	Immoral/Criminal/Unethical/Scandalous/Doesn't follow rules/Cheating/Cuts corners
12	Follower/Zombie/Totally dependent/No self-empowerment
11	Ignorant/Low intelligence/No knowledge/Lack of comprehension
11	Disorderly/Belligerent/Trouble maker/Brings in problems from outside/Burdens others/ Causes conflict
11	Dishonest/No trust/Lying/Deceiving/Devious/Questionable integrity/False information
10	No feedback/Lack of Participation/No input/No communication/No information
8	Unreliable/Not dependable/Cannot keep confidence
8	Manipulative/Shrewd/Uses others/Opportunist/Scrounger
8	Inconsiderate/Thoughtless/Rude/Unkind/Unpleasant
6	Uncontrolled/Lack of composure/Undisciplined/Unbalanced (between working & drinking)
6	Plays at work site/Leisure
6	Domineering/Oppressive/Overbearing/Heavy scrutinizer/Tough minded
5	Uncooperative/Unhelpful/Unsupportive
5	Negative/Pessimistic
5	Indecisive/Tentative/Unassertive/Weak
5	Close-minded/Resists change
5	Ambition, Lack of/No aspirations/No goals/No initiative/Rarely promoted
4	Unorganized/Unprepared
4	Disloyal/Back Stabber/Betrayal
4	Disliked/Poor working relationships/Doesn't get along with others
3	Suspicious of everyone's motives
3	Impractical/Irrational
3	Distracted, Easily/Loses sight of tasks
3	Blames others
3	Annoying/Bothersome
2	Unstable emotionally
2	Shy/Reserved
2	Relaxed
2	Procrastinator
2	Outcast/Reject
2	Nonsocial/Loner
2	Interferes/Gets in the way
2	Inconsistent
2	Depressed/Miserable
2	Complains (on the job, often)
2	High absenteeism

1   Welfare
1   Victimization (victim of society)
1   Unpredictable
1   High turnover
1   Secretive
1   Worst nightmare
1   Disreputable
1   No creativity
1   Brown-nosier
1   Beggar

APPENDIX II: Necessity

1. <u>Reliable</u>		5. <u>Knowledgeable</u>	
(Dependable, Accountable, Loyal, Takes pride in what they do)	23	(Intelligent, Smart, Sharp, Clever, Highly skilled, Expert, Capable)	20
Responsible (Independent, Self-monitoring)	15	Problem Solver	4
Punctual (Prompt, Fast-acting)	7	Resourceful	4
Dedicated, Committed	6	Fast Learner	1
Organized (Structure)	5	Total for Knowledgable	29
Emotionally Stable	4		
Responsive	2	6. <u>Confident</u>	
Mature	2	(Self-assured, Secure, Decisive)	13
Total for Reliable	64	Aggressive, Assertive	7
		Risk Taker (Courageous)	5
2. <u>Hard-working</u>		Competitive	3
(Ambitious, Motivated, Passionate, Tenacious, Persistent, Determined)	15	Total for Confident	28
Hard-working (Constructive, Diligent, Productive, Industrious)	10	6. <u>Visionary</u>	
Goal-oriented (Focused)	10	(Long term thinker, Creative, Generates Ideas, Innovative)	17
Conscientous (Careful, Detail-oriented)	9	Proactive (Anticipates, Challenges)	4
Exceeds Expectations (Goes beyond the call of duty, Arrives early for work)	6	Originality	4
		Perceptive (Alert)	3
Achieves/Accomplishes	5	Total for Visionary	28
Multi-tasks	1		
Total for Hard-working	56	8. <u>Honest</u>	

(Credible, Trustworthy, Loyal)	12

3. Friendly

(Cooperative, Collaborative, Team Player, Inclusive, Courteous, Respectful, Reverent, Likeable)	18
Empathetic (Compassionate, Understands others' needs)	5
Humble (Approachable, Safe, Relaxed)	5
Extrovert, Charismatic	4
Good Sense of Humor	2
Forgiving, Patient	2
Serves Others (Charitable)	2
Total for Friendly	38

4. Motivated

(Energetic, Positive, Optimistic, Upbeat, Eager, Dynamic, Lively)	21
Curious (Inquisitive, Asks ?'s)	5
Energetic (Enthusiastic, Spontaneous)	4
Self-motivator, Self-starter	4
Perfectionist	1
Continual Learner	1
Total For Motivated	36

Fair, Objective	3
Has Integrity (Professional)	3
Ethical	1
Total for Honest	19

9. Flexible

(Adaptable, Willing to change)	13
Open-minded	3
Receptive	1
Total for Flexible	17

10. Good Communicator

(Good Networker, Good listening skills)	10
Articulate	2
Conflict Manager (Mediator)	2
Total for Good Communicator	14

APPENDIX II: Common

1. Friendly

(Agreeable, Sociable, Gets along with others, Easygoing, Amiable, Likeable, Amicable, Good attitude, Congenial, Pleasant, Friendly, Kindhearted)	27
Team Player (Works well with others, Compliant, Cooperative)	9
Humble (Modest)	4
Understanding (Empathy)	3

6. Honest

(Trustworthy, Sincere, Authentic)	11
Loyal	6
Fair (Equitable)	2
Integrity	1
Total for Honest	20

7. Knowledgeable

Civil (Good citizenship)   2

Appreciative (Gratefulness)   2

Patient   1

Total for Friendly   48

2. Unmotivated

(Satisfied, Comfortable, Content, Complacent, Safe, Does the minimum amount of work required)   20

Apathetic (Uninterested, Dispassionate, No desire to move ahead, Static, Lackadaisical, Lazy, Indifferent, Neutral, Impassive)   13

Slow-paced (Doesn't like pressure, Relaxed)   4

Total for Unmotivated   37

3. Conforming

(Follows instruction, Follower instead of leader, Passive, Meek, Conformist)   22

Needs guidance (Needs direct supervision, Needs exact parameters)   5

Apprehensive (Anxious, Insecure)   3

Ambivalent (Lacks assertiveness)   3

Controlled   2

Total for Conforming   35

4. Reliable

(Dependable, On time, Punctual, Prompt)   16

Responsible (Consistent, Stable)   8

Emotionally Stable (Even-tempered)   4

Organized   1

Takes pride in workmanship   1

Fair to Good attendance   1

Total for Reliable   31

5. Hard-working

(Intelligent, Prudent, Good ability)   11

Logical (Rational, Sensible)   4

Competent   2

Technology oriented   1

Total for Knowledgeable   18

8. Motivated

(Enthusiastic, Self-starter, Self-sufficient, Can leave unsupervised)   10

Eager (Upbeat)   5

Total For Motivated   15

9. Ordinary

(Average, Undistinguished, Mundane)   11

Limited Potential (i.e., cannot multi-task)   2

Blue collar   1

Total for Ordinary   14

10. Unreliable

(Imprecise, Inconsistent quality/lapses in work)   5

Careless (Impulsive, Impetuous, Indiscriminate)   4

Overlooks specifics (Little concern for detail)   2

High absenteeism (High turnover)   2

Total for Unreliable   13

11. Inflexible

(Not adaptable to change, Inflexible, Dogmatic Conservative)   10

Not willing to take a chance   2

Total for Inflexible   12

12. Introverted

(Quiet, Calm, Peaceful)   10

Minds own business   1

(Dedicated, Good Effort, Productive)	13	Total for Introverted	11
Helpful (Useful, Practical, Pragmatic, Always doing something)	7	**13. Troublemaker**	
		Complains	2
Conscientious (Accurate, Attentive)	6	Selfish (Lack of empathy/Blunt)	2
Self-disciplined	2	Disrespectful (Harsh)	2
Achiever	1	Distrustful (Skeptical)	2
Total for Hard-working	29	Thinks about self before company	1
		Separatist	1
		Total for Troublemaker	10

APPENDIX II: Parasite

1. Troublemaker		4. Incompetent	
Complains (Negative, Pessimistic, Cynical, Judgmental, Critical, Bad Attitude)	28	(Ineffective, Non-contributor, Does not accomplish tasks)	10
Selfish (Self-centered, Self-absorbed, Disloyal, Uncooperative, Not a team player, Does not work well with others, Does not care about others, Individualistic, Exclusive, Unlikeable)	20	No communication skills (Low interpersonal skills, Difficulty in handling conflict/stress)	9
		Senseless (Irrational, Disoriented, Pathetic, Dim-witted, Ignorant)	7
Arrogant (Proud, Conceited, Stubborn, Insolent, Dominant, Bossy, Defensive, Blames others, Passes the buck)	15	Not creative (Unoriginal)	4
		Uneducated (Unskilled)	4
Antagonistic (Belligerent, Destructive, Abrasive, Virulent, Chaotic, Creates conflict, Confrontational)	13	Slow learner	2
		Unorganized	1
Disrespectful (Rude, Insensitive, Rebellious, Obnoxious, Offensive, Verbally Aggressive, Does not respect authority)	12	Low quality Product	1
		Total for Incompetent	38
Hostile (Spiteful, Angry, Irritable, Disagreeable, Unsociable)	10	5. Immoral	
		(Dishonest, Untrustworthy, Mendacious, Liar)	12
Immature (Impatient, Petty)	7	Cheater (Unethical, Doesn't follow rules)	6
Gossips	5	Manipulates (Back Stabber, Deceptive, Deceitful, Scheming, Fraudulent)	8
Violent (Hazardous, Unsafe)	3	Dishonorable (Lacks Integrity)	5
Distrustful (Skeptic)	1	Thief (Freeloader, Cadger)	3

Total for Troublemaker	114	Foul-mouthed	1
		Total for Reliable	35

2. Lazy

(Lazy, Idle, Apathetic, Uneager, Uninterested, Indifferent, Defeatist)	27	**6. Conforming**	
		(Dependent, Passive, Acquiescent)	8
Underachiever (Puts forth minimum effort, Only works for paycheck, Half-hearted, No goals/direction)	19	Insecure (Neurotic, Anxious, Nervous, Tense, Low self-esteem)	8
Procrastinates (Always provides an excuse to avoid work)	8	Indecisive (Hesitant, Has to be told what to do)	5
		Total for Conforming	21
Lack of focus (Easily distracted)	2		
Total for Lazy	56	**7. Inflexible**	
		(Not adaptable, Rigid, Unwilling to change)	8

3. Unreliable

(Unpredictable, Inconsistent, Undependable, Imprecise, Negligent)	18	Narrow minded (Close-minded)	3
		Total for Inflexible	11
Careless (Reckless, Irresponsible, Unaccountable)	15	**8. Introverted**	4
Tardy (Late to work)	9		
High absenteeism	8	**9. Hard-working**	
Unstable (Moody, Emotionally Unstable)	4	Persistent (Repeatedly)	3
Forgetful	1	Ambitious	1
Total for Unreliable	55	Total for Hard-working	4