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Relationship of conscientiousness and job performance in service sector: A literature review

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Abstract

There are many organizational parameters like job performance, job satisfaction, leadership qualities etc., whereas personality traits play a significant role. The connection between the Big five characteristics of Personality and job performance of workers as often as possible studied in different fields like Infrastructure and medical sector etc. from many years. During that time, in which researchers conducted their research on the relationship of individuals from different personality facets to various aspect of job performance. In the digital era of diversity of customer expectations many new perspective came in service sector field and the expectations of customers continuously rising on, so the service sector employees have to manage the demands and expectations of the customers according to their needs. It becomes very important and challenging task for the service sector employees to generate sales for the organization to maximize the profit for the organization. This paper attempts to study the association of Conscientiousness and job performance of service sector employees/workers on the basis of literature review. Results indicated that all traits/dimensions of personality positively significantly correlated with job performance according to their occupational group. Study support that one aspect of Personality (Conscientiousness) indicated predictable and consistent constructive association with each kind of employment execution criteria for every single word related gathering. Individual personality, who have abnormal state of scruples, act well in administration division field occupations and administration segment occupation requires service provider which follow procedure and rules. For example, customer service business significantly positively exhibited high level of conscientiousness.

Keywords: personality, big five, conscientiousness, job performance of employees, service sector.

1. Introduction

The big five traits of personality

Research over the history of personality traits is long. Personality shows an individual's behaviour, relatively stable feelings, and thoughts. Each of us has a different personality that differentiates us from other individuals, and gives us an idea about others personality act and feel in an assortment of circumstances. This information is additionally useful for staffing individuals into occupations in associations. Research of (Rosse, Stecher, Miller and Levin, 1998; Wright *et al.*, 1995) ^[22, 25] demonstrated that the characteristics of character are identified with job performance. The big five personality traits are Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism. It is also named as OCEAN.

Conscientiousness

According to the research of Lounsbury *et al.* (2012) ^[17], a characterized scruple which is related with dependability, trustworthiness, follow organization rules, unwavering quality, qualities and standards. It shows dutifully, aim for achievement against outside expectations and self-discipline. It's associated to the way in which people regulate, direct and control their impulses. High scores on conscientiousness shows a preference for planned rather than spontaneous behavior. According to Barrick and Mount (1991) ^[4], Conscientiousness is a positive predictor for good job performance in different occupational groups. Mount *et al.* (1998) ^[5], investigate demonstrated that person who have abnormal state of principles act well in the field of client support. Conscientiousness suits well client assistance work since it requires specialist co-op which pursue the method and standards. Customer service field occupation positively related to high level of conscientiousness (Lounsbury *et al.*, 2012) ^[17].

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The big five traits of personality



Source: psychometric-success.com

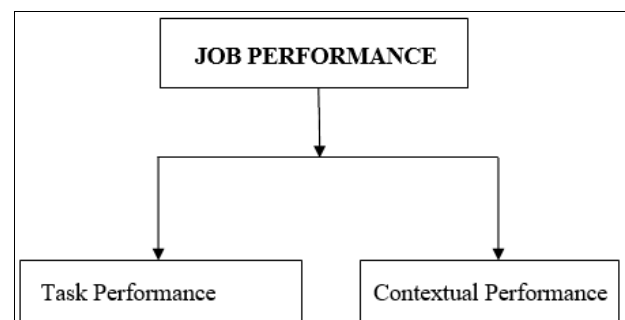
Job Performance

According to the research of Campbell, 1990 [9], Job performance means to reach a defined goal within a job or organization. According to the research of Hall and Goodale (1986) [12] job performance is how an employee performs their tasks by using different techniques and interactions with each other in a given time. Besides, the manner in which how they use their accessible assets and the vitality they spend on their errand on a given time. Occupation execution could be influenced by numerous situational factors- for example: organization, characteristics of job and the co-workers of the organization. According to Uysal and Magnini (2010) [20], client steadfastness and fulfillment in the neighborhood business will profoundly rely upon the bleeding edge administration workers or suppliers. So the job performance is the way of how employees perform their tasks in dealing with the customers. As indicated by Motowidlo *et al.* (1997) [6], job performance is of two sorts which are task and contextual performance. Undertaking task performance demonstrates a worker's essential employment duties; while contextual performance shows to conduct that influences the more extensive or in general mental, hierarchical and social condition in which errand execution happens (Motowidlo *et al.*, 1997) [6].

Task Performance: Task performance consist the behaviour which is job-specific or related to center occupation duties regarding which the essential forerunner are probably going to be understanding. Motowidlo *et al.* (1997) [6] examine worried that errand execution has a solid positive association with subjective capacity and its factors. It include maintain situations awareness, operating facilities, and performing communication task. Therefore, frontline employees need to adapt themselves in structured situations

in the organization as their actions determine whether a customer becomes a brand premier.

Contextual Performance: Contextual performance/Logical execution alludes of non-characterized explicit practices like participation with colleagues or universities and devotion towards the work and the organization. Contextual performance is a decent quality for cutting edge representatives as they are managing the present circumstance, as what happen now in the organization. When making overall performance ratings supervisor's given more consideration to task execution, while businesses gave more consideration to relational help. Examples according to Borman and Motowidlo (1997) [6], of task execution measurements for a business employment will be Product Knowledge, Closing the Sale, Organization and Time Management.



Literature Review

Alanoud Alsuwaillem, Dr. Amir Abou Elnaga (2016) [3], In light of the examination of the immediate and circuitous effects of personality and performance, study concluded that

personality trait (good faith) has the most noteworthy impact hands on performance and furthermore positively correlated to performance in training of the employees. Extraversion and Conscientiousness are the two pieces of the five-factor model that are in every case decidedly identified with job performance, despite the fact that scruples characteristic is all the more altogether emphatically corresponded with employment performance. Receptiveness to experience is irrelevant while Neuroticism is adversely associated with occupation performance, Extraversion is contrarily related with employment performance and Agreeableness is adversely related with occupation performance inside an influential position.

Peter Hosie and Alan Nankervis (2016) ^[14], this is an empirical study into manager's job performance, field appraisals was finished by administrators expressly and all the while estimated the two supervisors task and contextual performance. A cross-sectional survey was directed to an assortment of open and third part chiefs in Western Australia. Factor investigation was utilized to decide the things that comprise administrator's view of director's execution utilizing descending evaluation and a purposive example yield a reaction pace of 32 percent. Study indicated that the construct "manager's job performance" was found to be multidimensional.

Janjua Najam-us-Sahar (2016) ^[15], study finds the effect of character quality of representative occupation efficiency. A review from various urban areas of 10,000 people was led to discover the relationship between various intra-hierarchical factors and authoritative objectives. Result demonstrated that all components have critical association with worker efficiency excepts, Conscientiousness, Extraversion and Agreeableness has positive association with the representative profitability, while Openness to experience and Neuroticism has negative association with the representative efficiency. Study discoveries likewise have numerous ramifications for scientists. Study proposes that administrators ought to recognize in their change forms that choices at a hierarchical level in regards to the qualities of character could profoundly affect the profitability of workers. Besides, administrators of capacities may think that it's valuable to control a scope of intra-authoritative factors to improve representative efficiency.

Hongwei He *et al.* (2015) ^[13], study data were collected from the call center workers. Employees rated their Personality traits, customer orientation and organizational identification. Supervisors rated their subordinate employees based on their job performance. Result founds that the orientation of the customers strengthens the relationship between service worker's job performance and organizational identification.

Cheng-Liang Yang and Mark Hwang (2014) ^[26], study test the relationships among three important variables: Big five, job satisfaction and performance. A causal based study model is developed to hypothesize that how big five traits of personality affects job satisfaction and performance and how they are simultaneously affect each other. Study found that the Job performance and satisfaction have a two side relationship that is simultaneously influential. Personality traits significantly influence job performance and showing the higher effect with agreeableness which is pursued by extraversion. Extraversion is the quality that demonstrates a critical impact over employment fulfillment. Study adds to the writing that the discoveries of the causal connection

between occupation fulfillment and execution in past examinations.

Abhoy K Ojha and Suresh Gairola (2014) ^[21], Study aims to find the impact of goal orientation, motivation, job satisfaction and job stress on work execution of woodland monitors. Woods gatekeepers assume a significant job in the security, the board and preservation of backwoods however next to no consideration has been given to comprehend their presentation. Result demonstrates that inborn inspiration and undertaking direction had a solid positive effect. Cleanliness components had a moderate negative effect on errand execution and Job pressure had a solid negative effect. Concentrate additionally found that the undertaking direction and natural inspiration had a solid effect in this way achievement direction had a moderate positive effect and employment stress had a frail negative effect on logical execution.

Abdullah *et al.* (2013) ^[11], A sample of 700 employees of Pakistani banks, study exploring that how huge five character features influences on the presentation of representatives, so that through their character investigation best performing workforce could be contracted for Pakistani financial area. Aftereffects of the investigation affirm the speculation that character is a decent indicator of occupation execution. Receptiveness to Experience, Extraversion, Conscientiousness and Agreeableness has essentially constructive outcome on Job Performance of workers while neuroticism has negative impact on occupation execution of Employees.

Ningyu Tang and Gigi Wang (2010) ^[24], based on the objective to test the relationship big five and job performance of employees in Chinese associations by means of meta-examination. Study finds that all the enormous five qualities of character are significantly identified with the general occupation execution in Chinese authoritative setting and reliability characteristic of character has the most noteworthy connection coefficient, while neuroticism attribute of character has a negative connection with the activity execution. Neuroticism is more related with the logical activity execution than with undertaking work execution. Generally, FFM or Big five is identified with self-rating execution instead of that with others-rating execution. Relationships between's activity exhibitions and Extraversion are higher in instructor's gathering than for the other activity gatherings.

I.M. Jawahar and Dean Carr (2007) ^[16], in this study data collected from 158 professional employees and hierarchical analysis was used to test the untested hypotheses, study aims to find that at the point when and why representatives participate in relevant occupation execution which is coordinated toward one's association and the quick director. Results shows a strong positive connection for the conjectured directing impacts, with the end goal that abnormal amounts of help can made up for low degrees of good faith quality in influencing logical occupation execution.

P. Bott *et al.* (2003) ^[8], based on the sample of 356 on- site employees working in a Midwestern manufacturing organization, encompassing a wide variety of jobs across eleven departments. Study examined the role of work experience and big five in predicting two measures of job performance. Proficiency on the job task assigned to employees and helping behaviors that may or may not be performed by employees. The two types of performance

measures were shown to have different pattern of association with personality dimensions and work experience, with the goal that character was progressively prescient of logical execution, while professional training was increasingly prescient of undertaking execution. The majority of workers had been with the organization between five to ten years and had been with their current job between one and three years.

Mohammed *et al.* (2002) ^[18], study connections were tried utilizing information gathered from 120 understudies joined up with an undergrad inn the executives course. Understudies are required to administration and planning of dinner in a cafeteria feasting corridor uphold by college understudies, workforce and staff. Consequences of the examination uncovered that both group and assignment related compliance factors anticipated authority and logical execution. GPA was fundamentally decidedly related to specialized authoritative errand execution. Extraversion, neuroticism, and grade point normal were identified with initiative undertaking execution. Pleasantness and eatery experience anticipated relevant execution.

Barrick *et al.* (2001) ^[5], consequences of the investigation support the past revelations that uprightness is a substantial pointer transversely over execution measures in all occupations gatherings. Excited soundness was also seen to be a generalizable marker when all around work execution was the paradigm, yet its relationship to explicit execution criteria and occupations was less steady than was good faith. Despite the way that the other three extraversion, pleasantness and receptiveness to experience did not envision generally work execution, they anticipated accomplishment in unequivocal occupations or relate to express criteria. The results are based involve the vast majority of the examination that has been driven on this point in the earlier century.

Barrick & Mount (1991), ^[4] study researched the connection between character attributes to three type of job performance with the five occupational groups. Result shows that just one component of character (honesty), demonstrated reliable connection with all movement execution criteria in each and every word related assembling. Extraversion was a legitimate pointer for two occupations including social joint effort, boss and arrangements. Extraversion and receptiveness to experience were legitimate indicators of preparing capability rule. Other character measurements were likewise legitimate indicators for a few occupational & some criterion. The findings have different ramifications for research and practice in faculty brain research, especially in the subfields of work power assurance, getting ready and improvement and execution assessment.

John M. Digman (1990) ^[10], study discusses the five factor model and its historical roots of the five robust factors of personality along with recent literature; and compare the other personality systems and the big five traits of Personality.

Scope of the study

Research study focusing on service sector, because it's a fastest growing industry in India and there is a need to focus on Personality traits, especially on conscientiousness because this is the less studied trait in literature with the job performance in service sector of India. This is helpful for predicting the performance of service sector employees.

This study may direct help for staffing decision, as well as employees training & development and performance management.

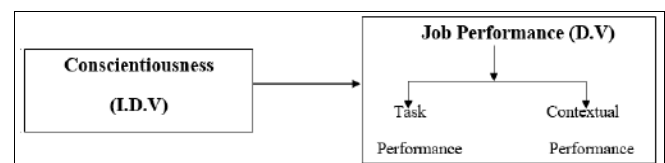
Research Objectives

1. To examine the relationship between Conscientiousness and Job performance.
2. To explore the relationship between Conscientiousness and Task performance.
3. To examine the relationship between Conscientiousness and Contextual performance.

Research Questions

- Q1. Does Conscientiousness play a significant role in job performance among service sector employees?
- Q2. Does Conscientiousness is positively related to task performance among service sector employees?
- Q3. Does Conscientiousness is positively related to contextual performance among service sector employees?

Proposed Conceptual Model



Research Methodology

In literature review to find the study variable almost all ABDC listed research papers are included. Various national and international research papers are studied; which conceptualize personality and job performance establishes the relationship between conscientiousness and job performance. Mostly, descriptive research design used in the studies and data collected through Questionnaire. Correlation and Regression method used as analytical tools. Personality (conscientiousness) is the Independent variable of the study and job performance/Occupation execution is the Dependent variable of the investigation.

Results and Conclusion

In this research paper the work done over the recommendation given in my last research paper about to correlate a specific personality trait with different work related criteria in different industries. According to the review of literature, less work done over personality (conscientiousness) also, job performance of service sector in India. All Enormous Five character Traits (Extraversion, Agreeableness, Openness to Experience, Conscientiousness and Neuroticism) are essentially identified with job performance. It depends on the type of job and criteria. Conscientiousness is the best indicator in all sort of job performance. Moreover, a few analysts have proposed that character is valuable for anticipating other business related criteria, similar to work fulfillment, organizational identification, customer orientation, Leadership, job productivity, General Mental Ability, Response distortion etc. Future Research can be done over specific trait of personality with different work related criteria on different level of employees in different industries.

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