

# ROLE OF CONSCIENTIOUSNESS FACTORS IMPACTING THE JOB PERFORMANCE OF EMPLOYEES WORKING IN HOSPITALITY INDUSTRY: AN EMPIRICAL STUDY

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## **Abstract**

*The connection between the Conscientiousness Personality and job performance of workers as frequently studied in many fields. In the digital era of diversity of customer expectations many new viewpoint 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. Study is investigating the role of Conscientiousness Personality factors impacting on the Job Performance in Hotel Industry. Hospitality Industry is one of the fastest growing industries in India. So, there is a need to continuously tap the new changes of the industry. This is an empirical study, data were collected from 276 employees (male & female both) from all age groups working in five star hotel of India. Data were collected from a five point Likert scale developed questionnaire. Pilot study has done on 50 employees, on the basis of pilot study results AMOS software is used for the data analysis of the respondents. Based on the Big five Model the Conscientiousness trait of personality consist two sub variables (dutifulness and self-discipline), where Job performance consists task and contextual performance. Study shows that a significant positive correlation with task and contextual job performance.*

**Keywords:** *Individual Personality, Conscientiousness, Job Performance, Task Performance, Contextual Performance, Hotel Industry.*

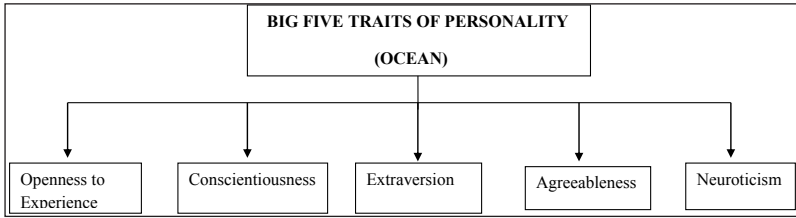
## Introduction

### *The Big Five Traits of Personality*

The historical backdrop of the traits of Personality research is long. Allport (1937) characterized the Personality as “the powerful association inside the person of those psychophysical frameworks that decide his exceptional changes in accordance with his environment. Personality shows an individual’s relatively stable feelings, behavioral patterns and thoughts. Every one of us has a remarkable character that separates us from others, and understanding somebody’s personality gives us a thought regarding how that individual is probably going to act and feel in an assortment of circumstances. This information is also helpful for placing individuals into right jobs in the organizations. Research showed that the traits of personality are related to job performance (Rosse, Stecher, Miller & Levin, 1998; Wright et al., 1995). According to Barrick and Mount, (1991) big five personality dimensions are Extraversion, Agreeableness and Conscientiousness, Openness to Experience, Neuroticism.

*Conscientiousness*: “Lounsbury et al., 2012 Characterized the conscientiousness as a quality related with willing fullness, reliability and tendency follow organization rules, standards and qualities; productivity, determination and feeling of obligation (Eric et al., 2005)”. On the negative side, high Conscientiousness may lead to annoying fastidiousness, compulsive neatness or workaholic behavior. Low scorers may not necessarily lack moral principles, but they are less thorough in applying them. The six sub dimensions included in this broad dimension of personality refer to Competence, Order, Dutifulness, Achievement-striving, Self-discipline, and Deliberation. By summarizing large amounts of data from studies conducted from 1952 to 1988, Mount and Barrick (1991), in their large scale meta-analysis, investigated the relationship between the FFM and job performance across five occupational groups (i.e., professionals, police, managers, sales, and skilled/semiskilled).

Barrick and Mount (1991) has affirmed that this characteristic is legitimate indicator for great job performance in different word related gatherings. Then again, Mount et al. (1998), person who have high conscientiousness act well in client support field. Client support work requires specialist co-op become constantly and adhere to technique and rules, it suit well in conscientiousness. For example, client support occupation emphatically showed more elevated level of conscientiousness (Lounsbury et al., 2012).



Source: Prepared by authors.

**Fig. 1: Big Five Traits of Personality**

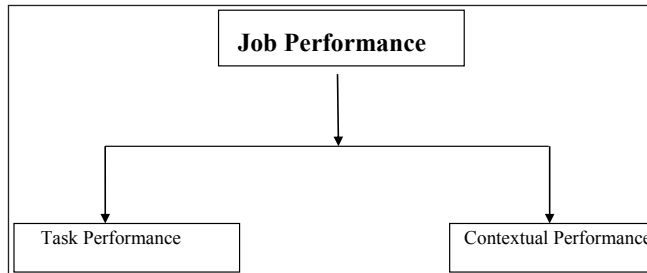
## Job Performance

Job performance is a means to reach a goal or set of goals within a job, role, or organization (Campbell, 1990). Hall and Goodale (1986) called attention to that job performance is the means by which a worker plays out their tasks by utilizing time, procedures and communications with others. Furthermore, the way they utilize their available resources and the time & energy they spend on their task. Job performance could be affected by situational factors- like: characteristics of the job, the organization and the co-workers. Customer satisfaction and reliability in the accommodation business will extraordinarily rely upon forefront specialist (Uysal & Magnini, 2010). Thusly, job performance is the method of how employees play out their work in managing clients. It has become a significant measurement utilized by association to gauge workers performance capacity. As per Motowidlo et al. (1997), job performance is partitioned into two particular primary concerns which are task performance and contextual performance.

*Task Performance:* Task performance comprises of job-specific practices including center job duties, for which the essential forerunners are probably going to be capacity and experience. Motowidlo et al. (1997) featured that task performance has a more grounded relationship with psychological capacity factors. Task performance incorporate keep up circumstances mindfulness, executing control activities, working offices and performing correspondence task. In this way, forefront workers need to adjust in organized circumstances as their activities decide if a client turns into a brand evangelist or naysayer.

*Contextual Performance:* Paradoxically, Borman and Motowidlo (1993) proposed extending the job performance measure space to remember contextual performance for expansion to task execution as the viewpoints have regularly been disregarded by the scientists. Contextual execution comprises of non-

work explicit practices, for example, helping out associates and indicating commitment, for which the essential forerunners are probably going to be volition (Borman & Motowidlo, 1993). It is in reality a decent quality for bleeding edge workers as they are managing the current circumstance, as what happen now. Instances of task performance measurements for a business work as per Borman and Motowidlo (1997) will be Product Knowledge, Closing the Sale, and Organization and Time Management.



Source: Prepared by authors.

**Fig. 2: Job Performance**

## Indian Hospitality Industry

The Indian the hospitality industry has emerged as one of the crucial drivers of advancement among the organizations region in India. Travel industry in India has enormous possible contemplating the rich social and chronicled inheritance, variety in climate, scenes and spots of trademark greatness spread the country over. Unfamiliar Tourist Arrivals has expanded to 8.36 million in January-October 2018, accomplishing a development pace of 6.20% year-on-year. The travel industry is moreover a perhaps huge business generator other than being a tremendous wellspring of new exchange for the country.

## Literature Review

Yang et al. (2021), study researches the connection between innovation availability (TR) and innovation conveniences (TA) as precursors to visiting expectations, utilizing a lengthy innovation acknowledgment model (Hat). In view of an online review with 648 substantial reactions, the outcomes show that apparent convenience and seen value are connected with TA, however not with TR. Besides, TR influences expectations to visit savvy inns, yet TA doesn't. The discoveries improve the cordiality writing and have pragmatic ramifications for accommodation advertisers planning innovation related

showcasing techniques to keep up with intensity. This investigation adds to bringing issues to light of the significance of mechanical conveniences and administrations for the future visiting aims of inn shoppers.

Junbang Lan et al. (2021), Winning neighborliness research has exhibited the effect of character qualities on different human asset results. In any case, most examinations on representative character applied a develop focused methodology and treated every character measurement as a different build. Albeit a few therapists have started to contemplate the mixes of different character measurements as by and large individual profiles, much remaining parts obscure about the generalizability of these character profiles in inn representatives and what these profiles may mean for singular work results, including position execution and fulfillment. To address this writing hole and cross-approve the outcomes, information from 1035 respondents was gathered from two five-star inns of Hong Kong with various foundations. Drawing on self-guideline hypothesis and utilizing the Latent Profile Analysis (LPA), we distinguished two significant character profiles from the respondents. Results showed that the character profiles prompted changing degrees of occupation execution and fulfillment, contingent upon the representatives' recurrence of contact with the lodging visitors. Calculated, methodological, and down to earth suggestions were examined.

Chen et al. (2021), This examination analyzes the impacts of leader sex variety (EGD) and board sex variety (BGD) on lodging monetary execution in China dependent on the system of the sexual orientation job, office, and asset reliance hypotheses. This examination reports an adverse consequence of EGD and no huge impact of BGD on lodging monetary execution. Besides, the impact of EGD on inn monetary execution caught by return on value (ROE) shows a U-formed bend, with the benefit measure reaching as far down as possible at 21%. Our investigation likewise shows that a minimum amount of 40% of EGD fills in as a positive mediator for the EGD-ROE relationship. Past this point, sexual orientation adjusted chief gatherings avoid negatives established in the sex job hypothesis, appreciate positives attracted the organization and asset reliance hypotheses, and create better monetary execution analyzed than all-male leader gatherings. This exploration offers significant ramifications for human asset the executives and strategy and guideline plan.

Truong et al. (2020), study expects to investigate the effect of ingenuity on consumer loyalty in the instance of inn tasks as subjective exploration. A bunch of recommendations are produced dependent on important works of writing and a surmised of 1,000 audits on the Trip Advisor site. The analysts

were global clients of 20 store inns in Vietnam. The topical investigation with deductive methodology was utilized to decide the critical topics of Innovativeness that impact client fulfillment. The discoveries propose a theoretical model about the impacts of 1) Innovative Humanic Clues, 2) Innovative Repairman Clues and 3) Innovative Functional Clues on the client's Transaction-Specific Satisfaction. The model clarifies how clients see ingenuity through the five faculties and their assessment on the ingenuity of the tasks. The examination, thusly, addresses the significance of ingenuity in help activity the board to fulfill client assumption for another experience.

Schuckert et al. (2019), this examination evaluates web-based media content created by clients and related survey the executives systems of homegrown and global inn networks in Mainland China. Spellbinding factual techniques and staggered relapse are utilized. The outcomes propose that: (a) extravagance shoppers are bound to pick global inn networks; (b) global inns focus harder on further developing reaction procedures than homegrown inns do; and (c) a reaction the executives methodology is a powerful way for supervisors of Chinese lodgings to improve consumer loyalty however shows just a restricted impact for inns with global brand starting points. Significant ramifications are accommodated the inn business.

Ibraheem and Tournois (2018), expanding the Mehrabian - Russell model (1974), this investigation proposed a theoretical model to look at the effect of administration climate on passionate reactions, seen administration quality and reliability. All things considered, the middle person job of ideal incitement level is considered. The proposed model was tried into the setting of lavish inns, which are quite possibly the main lodging portions in France. The information were gathered from 354 people who were seen in better places in Nice and who have as of late remained in four or five-star lodgings. The speculations were tried utilizing underlying condition demonstrating. The outcomes showed that clients' impression of administration climate expands clients' assessment of administration quality and emphatically influences the sensation of joy and excitement, which lead to dependability. Also, the outcomes demonstrated that apparent assistance quality significantly affected joy and not on excitement. At last, the directing job of (OSL) was upheld just for the connection among delight and devotion.

Alsawailem and Elnaga (2016), In light of the connection between the job performance and personality traits the administrators should search for the techniques by which the people are recruited by their personality qualities and abilities. In this manner, the proficiency and productivity in playing out the work will essentially improve by considering the mental and personality

characteristics of the people. In view of the examination of the immediate and roundabout effects, it is for the most part inferred that the conscientiousness has the most noteworthy impact hands on job performance and furthermore certain identified with execution in training. Extraversion and Conscientiousness are the two pieces of the five-factors that are constantly related with positive job performance, in spite of the fact that conscientiousness is all the more emphatically corresponded while extraversion is contrarily related with job performance in that it glances in more nonattendance, however just when joint with low degrees of the conscientiousness. Agreeableness is contrarily related with the job performance inside a position of authority. Neuroticism is adversely associated with job performance, while Openness to experience, as a rule, is irrelevant.

Hosie and Nankervis (2016), study report the discoveries of an observational examination into manager's job performance. Another measure was created from build up the multidimensional design of managers contextual and task performance and the writing to test. Field appraisals by chiefs unequivocally and at the same time estimated the two supervisor's task performance and contextual performance. A cross-sectional survey was directed to an assortment of public and third area directors from a scope of private, public and third area occupations living in (Western) Australia. A purposive example yielded a reaction pace of 32%. Factor investigation was utilized to decide the things that establish heads' view of chiefs' presentation utilizing descending examination (for example by the individual to whom an administrator reports). Study finds that the develop "managers job performance" was discovered to be multidimensional; comprising of four unmistakable logical components (Persisting, Following, Endorsing and Helping,) and a further four particular task factors (Monitoring, Influencing, Technical and Delegating).

Najam-us-Sahar (2016), study finds out the effect of personality traits of an employee on his job profitability. A study of 10,000 individuals was guided from different metropolitan networks to clarify the connection between definitive destinations and different intra-various leveled factors. In this assessment, maker found that there are various parts which impact the representative's show and which are either affected by specialist's presentation or laborer's exhibition is affected by them. Among those components, character of a specialist expects a huge part. Result indicated that all components have critical relationship with worker profitability aside from. Extraversion, Agreeableness and Conscientiousness has positive relationship with representative profitability, while Neuroticism and Openness to encounter has negative relationship with worker efficiency.

The revelations of the assessment moreover have different implications for experts. At a fundamental level, the examination prescribes that bosses should perceive in their change estimates that decision at a definitive level as for the character of a laborer could significantly influence the productivity of the representatives. Further, bosses of limits might feel that it is profitable to control an extent of intra-various leveled components to redesign employee efficiency.

Bilgihan et al. (2016), the aftereffects of this investigation give bits of knowledge into the changing mentalities toward in-room amusement innovation that numerous lodging designers should observe. The objective populace of this examination comprised of 2,500 US inhabitants whose email addresses were haphazardly drawn from a public data set organization. A progression of t-tests and ANOVA were led to address the exploration questions. The measure of time visitors spend in their rooms straightforwardly connects to expanded incomes from in-room feasting, in-room conveniences offered and, as a rule, all compensation for-use items and administrations like the web and films. Hence, with the right arrangement and offering of innovation conveniences, inns will build their incomes from these subordinate incomes. In addition, an inn property with the right combination of wanted in-room conveniences and administrations can charge higher rates for their guestroom deals.

Jani and Han (2015), the point of the exploration was to test the balance impacts of the BFF of personality on lodging vibe visitors' utilization feelings reliability relationship. This was an endeavor to extend the "Stimuli Organism Response" that has been broadly utilized in buyer concentrates without intergrading character factors that might apply consequences for the connections. A self-directed questionnaire was appropriated to inn visitors; 563 reactions were utilized in information investigation. The aftereffects of the structural model assert the impact of inn feeling on visitors' utilization feelings, with those feelings having huge consequences for devotion. Among the character factors, receptiveness to experience, extraversion and pleasantness essentially directed the connections, with bunches scoring high in attributes having stronger connections than those lower in qualities. In general, the investigation upholds the augmentation of the "Stimuli Organism Response" with the incorporation of character.

He et al. (2015), study intends to propel the writing by testing the limit of this relationship concerning a vital develop in employees performance in the help space: employee client direction. Hierarchical distinguishing proof alludes to worker's apparent unity and belongingness to their work association,



and has been contended to be related with higher employer performance. Information was gathered dependent on an example of call center service workers. Workers appraised their hierarchical recognizable proof, customer orientation and personality traits. Administrators autonomously appraised their subordinate's presentation. Factors measurement instruments were utilized to investigate the information and test a progression of theories. Result Finds that client direction reinforces the connection between hierarchical distinguishing proof and administration specialist's work execution, and it upgrades the interceding impact of authoritative ID on the connection between administration laborers agreeableness personality trait and their performance.

Jani et al. (2014), this article evaluates a hypothetical model that relates character, fulfillment, dependability, feel, and picture in an inn setting. The consequences of the underlying condition displaying demonstrated that extraversion, appropriateness, and neuroticism among the Big Five Personality Factors essentially influence fulfillment. Fulfillment fundamentally affected lodging picture and visitors' unwaveringness. Contrasted with fulfillment, inn picture lesserly affected steadfastness just as being a go between for the effect of fulfillment on unwaveringness. The directing job of inn atmosphere in the proposed hypothetical system was additionally recognized. The results offer hoteliers likely techniques/strategies for unwaveringness improvement.

Cheng-Liang Yang and Mark Hwang (2014), study intends to test the associations among three huge components in the organization of Chinese agents: character qualities, execution and occupation fulfillment. A causal model is made to think about what character qualities implies for work execution and fulfillment and what work execution and fulfillment meanwhile mean for each other.

Underlying condition demonstrating utilizing LISREL 8.8 is utilized to test the causal model. Study secured that the Position execution and occupation fulfillment have a two-sided relationship that is simultaneously convincing. All Big Five character characteristics generally sway work execution, with pleasantness showing the best effect, followed by extraversion. Extraversion is the solitary character trait that shows a tremendous effect over work fulfillment. This assessment adds to the composition by clarifying the clashing revelations of causal association between work execution and occupation fulfillment in past examinations. Another responsibility is giving the effect of character characteristics a shot occupation execution and occupation fulfillment in a coordinated corresponding model.

Ojha and Gairola (2014), Study examine the effect of objective direction (task & succession direction), inspiration (characteristic inspiration and

cleanliness factors), work fulfillment and occupation weight on occupation execution (task and context oriented execution) of woods watches in India. Timberland monitors assume an essential part in the security, preservation and the executives of backwoods, yet almost no consideration has been given to comprehend the individual and social predecessors of their presentation. Result shows that task direction and inborn inspiration had a solid positive effect, while work pressure had a solid negative effect, and cleanliness factors adversely affected errand execution. This likewise discovered that task direction and inherent inspiration had a solid positive effect, achievement direction had a moderate positive effect, and occupation stress contrarily affected contextual performance. Unexpectedly, job satisfaction didn't appear to affect either task or contextual performance.

Bertolino et al. (2013), based on the sample of 155 randomly assigned younger and older employees, this is the first study that inspects impression of personality and performance measurements of more established and more youthful laborers in a field setting. Such insights may affect the choices that administrators make with respect to more seasoned and more youthful laborers (for example determination, advancements). Study finds that more established and more youthful laborers were seen diversely regarding certain Big Five character factors and organizational citizenship behavior. These apparent are contrasts by and large reflected genuine age-related contrasts on these factors. Nonetheless, respondents' age directed a considerable lot of these impacts, with the end goal that respondents' insights supported their own age gathering. Seen FFM might be a helpful system to inspect age generalization and what they may mean for hierarchical choices.

Chen (2011), the developing rivalry emerging from expanding worldwide business sectors intensifies the interest for lodgings to enhance their administrations and cycles to constantly guarantee a good outcome. To distinguish the cycles that guarantee fantastic assistance and inventive execution, this work utilizes a writing survey and series of poll reviews of 185 representatives working at worldwide vacationer lodgings in Taiwan, to inspect the connections among administration development culture, proactive character, charged conduct and advancement. This work adds to the help development writing by exhibiting that ecological powers offset singular powers in forming development practices.

Tang and Wang (2010), based on the objective to test the connection between of job performance and personality in Chinese associations by means of meta-examination. It likewise expects to take a gander at the directing impacts of occupation types and rating sources. Nine papers from

Chinese Excellent Graduate Dissertation Database and Chinese Academic Database are picked as tests for assessment. Fundamental experiences, examination of distinction and homogeneity test are used to analyze the data. Study tracks down that all the FFM are significantly related to the overall occupation execution in Chinese legitimate setting. A scruple has the most vital association of coefficient while neuroticism has a negative association with the presentation. Neuroticism are more related with the logical exhibition than with task execution. As a rule, FFM is related to self-rating execution more than that with others-rating execution. Associations among occupation execution and extraversion are higher for the teacher pack than for the other occupation social occasions.

O'Neill and Xiao (2010), Utilizing an example of 544 hotel managers from 36 lodgings situated all through the United States, this investigation looks at whether passionate weariness is an element of authoritative and word related attributes, including position requests, quality direction, strain to deliver, and require for "publicity." likewise, this examination dissects whether character characteristics of the actual supervisors, counting extroversion and neuroticism, are indicators of enthusiastic depletion. This examination found enthusiastic depletion of inn directors to be an element of not just work and authoritative qualities, yet in addition character attributes.

Jawahar and Carr (2007), study aims to understand when and why representatives participate in contextual performance coordinated toward one's association and quick boss. Information gathered from 158 expert workers were exposed to confirmatory factor investigation and directed various leveled examination was utilized to test until now untested theories. Results demonstrate solid help for the theorized directing impacts, with the end goal that significant degrees of help made up for low degrees of conscientiousness in influencing contextual performance. Result infers that although contextual performance is probably not going to influence one's degree of conscientiousness, the cross-sectional plan of the examination doesn't allow firm ends with respect to causality for the influence of help on contextual performance.

Bott et al. (2003), 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 job of personality and work experience in anticipating two proportions of job performance. Capability hands on task appointed to representatives (task performance) and optional practices (helping) that might be performed by representatives (contextual performance). The two kinds of performance measures were

appeared to have changed example of relationship with work experience and personality measurements, with the end goal that character was more prescient of contextual performance, while professional training was more prescient of task based performance. 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.

Witt et al. (2002), based on the hypothesis that the connection among the conscientiousness and job performance would be grounded for people high in suitability than for those low in agreeableness. Consequences of various leveled directed relapse examinations for 7 free examples of representatives across different occupations offered help for the speculation in 5 of the examples. In examples supporting the theory, among the profoundly conscientious workers, those low in agreeableness were found to get lower evaluations of job performance than laborers high in suitability. Results show that profoundly reliable specialists who need relational affectability might be ineffectual, especially in positions requiring helpful trade with others.

Barrick et al. (2001), study quantitatively sum up the consequences of 15 earlier meta-logical examinations that have researched the connection between the job performance and FFM. Results uphold the past discoveries that conscientiousness is a substantial indicator across the performance quantifies in all occupations considered. Emotional Stability was additionally discovered to be a generalizable indicator when by and large work execution was the measure; however its relationship to explicit execution standards and occupations was less predictable than was conscientiousness. Despite the fact that the other three Big Five attributes (transparency, extraversion, suitability) didn't foresee in general work performance, they anticipated accomplishment in explicit occupations or identify with explicit models. The outcomes are based include the vast majority of the examination that has been led on this theme in the previous century.

Borman and Motowidlo (1997), study recognizes task and contextual exercises, and scientific classification of contextual performance containing components of hierarchical citizenship conduct and supportive of social authoritative conduct is advertised. Proof is introduced exhibiting that managers weight generally similarly subordinate assignment and contextual performance when making by and large decisions of their presentation. This, alongside information indicating that personality effectively predicts contextual performance gives an elective clarification to ongoing meta-

scientific discoveries that the personality corresponds respectably with overall performance. Personality might be anticipating the contextual segment of in overall performance. Results from considers utilizing the Hogan Personality Inventory affirm that relationships among the personality and contextual performance models are higher than connections among the personality and overall performance.

Barrick and Mount (1991), study investigated the relationship between the personality traits to three job performance criteria (training proficiency, job proficiency, personnel data) for five professional groups (Sales, professionals, administrators, skilled/ semi-skilled and police). Results indicated that only one dimension of personality, conscientiousness, showed stable relation with all job performance criteria with all occupational groups. Extraversion was a valid predictor for two occupations involving social interaction, managers & sales. Also both Extraversion & openness were valid predictors of training proficiency criterion. Other personality dimensions were also valid predictors for some occupational & some criterion. The findings have numerous implications for research & practice in personnel psychology, especially in the subfields of training & development, performance appraisal and personnel selection.

## **Gap Analysis**

The review of past studies provides relevant information the study variables. Various studies establish the significant relationship between personality and job performance of the employees. Similarly, a number of studies depicted the relationship of different personality traits with job performance of the employees. But a number of studies indicated that the Conscientiousness personality trait is significant with all type of job performance, (Barrick & Mount, 1991). The past review evidently pointed out a direct or indirect relationship of personality and job performance. Hence, on the basis of past literature the following objective and hypothesis made:

## **Research Objectives**

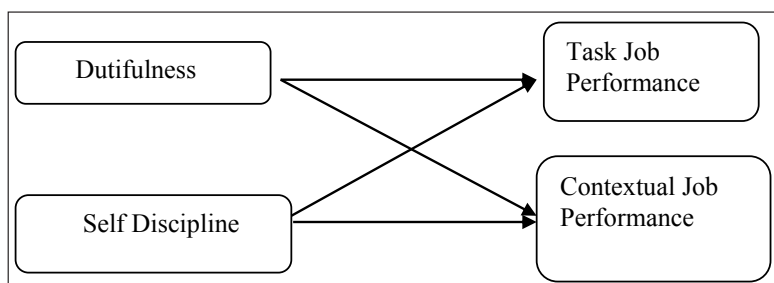
- To determine the relationship between Conscientiousness and Job Performance.
- To determine the relationship of Conscientiousness and Task Performance.

- To determine the relationship of Conscientiousness and Contextual Performance.
- To study the impact of Conscientiousness on Job Performance.

## Research Methodology

### Scales

The constructs of Dutifulness, Self Discipline, Task Job Performance and Contextual Job Performance were considered for the development of proposed model for the present study. The construct of Dutifulness and Self Discipline was taken from NEO-PI-3 by Costa & McCrae, (1992), Task Job Performance was taken from McAllister (1995) & Fisher's (1980) and Contextual Job Performance from Organ's (1988b) & Farh's et. al (1997).



Source: Prepared by authors.

**Fig. 3: Proposed Model**

On the basis of above model, the following hypotheses were framed-

H<sub>1</sub>: Dutifulness is significantly influences task job performance.

H<sub>2</sub>: Dutifulness is significantly influences contextual job performance.

H<sub>3</sub>: Self Discipline is significantly influences task job performance.

H<sub>4</sub>: Self Discipline is significantly influences contextual job performance.

## Questionnaire Development

The research questionnaire developed was divided into two parts. The first part of the questionnaire had items to collect demographic details of service

sector employees. The second part consisted of items related to the four constructs under study: Dutifulness, Self Discipline, Task Job Performance, and Contextual Job Performance. Dutifulness and Self Discipline were the independent constructs whereas Task Job Performance and Contextual Job Performance were the dependent constructs of the study. Responses of service sector employees were recorded using a Five-point Likert scale; where 0 indicates strongly disagree, 2 indicates neither agree nor disagree and 4 indicates strongly agree. A scale of 32 items was constructed having 16 items each of independent and dependent constructs.

### **Data Collection and Tools for Analysis**

Service sector employees were the target respondents for the present study. Responses were collected from all over the country. In total 293 responses were received, out of those 17 responses were found to be incomplete and thus were dropped. So, 276 responses were considered for final analysis. Majority of the respondents belonged to the age group of 21-25 (32.60%), followed by 26-30 (23.50%). About 73.60% of the employees surveyed were having more than six months of experience indicating their expertise in the industry and as a result high level of understanding in responding to the items of the questionnaire. Most of the employees were either working in food & beverages (29.30%) or engineering departments (30.10%). In addition to it there were employees from other departments as well indicating a broad coverage from various departments. Majority of the respondents were males (71%), but there was a fair representation of females as well (29%). Most of the respondents were employees of ITC Maurya Hotel (31.20%), followed by The Lalit Hotel (21.70%). In addition to it, responses were collected from many other hotels as well indicating a better reach for data collection. The demographic details of the respondents (service sector employees) are presented in Table 1. The data collected was analyzed using Statistical Package for Social Sciences (SPSS) 22.0 and Analysis of Moment Structures (AMOS) 20.0. Exploratory factor analysis (EFA), Reliability Analysis, Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) were applied in this study.

**Table 1: Demographic Profile of the Service Sector Employees**

Sr. No.	Demographics		Frequency	Percentage (%)
1.	Age	16-20	19	6.9
		21-25	90	32.6
		26-30	65	23.5
		31-35	44	16
		36-40	19	6.9
		41-45	22	7.9
		46-50	13	4.8
		51-55	4	1.4
		Total	276	100.0
2.	Experience	0-6 months (Fresher's)	73	26.4
		More than 6 months (experienced)	203	73.6
		Total	276	100.0
3.	Department	Food & Beverage	81	29.3
		Housekeeping	42	15.2
		Engineering	83	30.1
		Front Office	29	10.5
		Bar tenders	41	14.9
		Total	276	100.0
4.	Gender	Male	196	71.0
		Female	80	29.0
		Total	276	100.0
5.	Hotel	Crown Plaza	19	6.9
		Pride Plaza	20	7.2
		Surya Hotel	27	9.8
		Radisson Blu	33	12.0
		The Taj	31	11.2
		ITC Maurya	86	31.2
		The Lalit	60	21.7
		Total	276	100.0

Source: Prepared by the authors.



## Analysis

### Exploratory Factor Analysis

EFA was employed for data reduction (Hair et al., 2010). Principal component analysis was carried out using varimax rotation with Kaiser normalization. As suggested by (Hair et al., 2010; Mehdi et al., 2020; Mehdi & Ahmed, 2019) only those items were retained whose factor loadings were 0.5 or higher and rest of the items were dropped.

After application of EFA, three items (out of eight) of C3, three items (out of eight) of C4, three items (out of eight) of CJP and three items (out of eight) of TJP were retained. Thus 12 items were considered for further analysis, having factor loadings greater than 0.5. The factor loadings are shown in Table 2. The Eigen value of all the constructs was greater than 1, explaining 52.47% of the variance. The Kaiser-Meyer-Olkin (KMO) assessment of sampling adequacy for the scale was 0.641 (> 0.6) indicating sufficient inter-correlations of the Bartlett’s test of sphericity, which was found to be significant ( $\chi^2 = 331.175$ ,  $df = 66$ ,  $p = 0.000$ ). Thus, the sample size of 276 was found to be sufficient for the purpose of this study.

**Table 2: Exploratory Factor Analysis**

	Component			
	1	2	3	4
C4.2	.783			
C4.6	.727			
C4.7	.703			
CJP.8		.743		
CJP.1		.688		
CJP.2		.628		
TJP.3			.771	
TJP.6			.723	
TJP.8			.569	
C3.6				.702
C3.4				.683
C3.1				.681

Source: Prepared by authors.

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup> Rotation converged in 5 iterations.

### ***Reliability Analysis***

The degree of consistency between multiple measurements is calculated by reliability of scale (Hair et al., 2010). The reliability analysis was performed for the 12 retained items. The reliability coefficient (Cronbach  $\alpha$ ) value equal to or more than 0.6 is considered adequate and satisfactory (Hair et al., 2010; Mehdi et al., 2020; Mehdi & Ahmed, 2019). The reliability coefficient value for individual constructs was found to be close to 0.6. The overall reliability of the scale was found to be 0.746 ( $> 0.6$ ), thus indicating the reliability of the 12 retained items. The overall reliability and reliability of individual constructs are shown in Table 3.

**Table 3: Reliability**

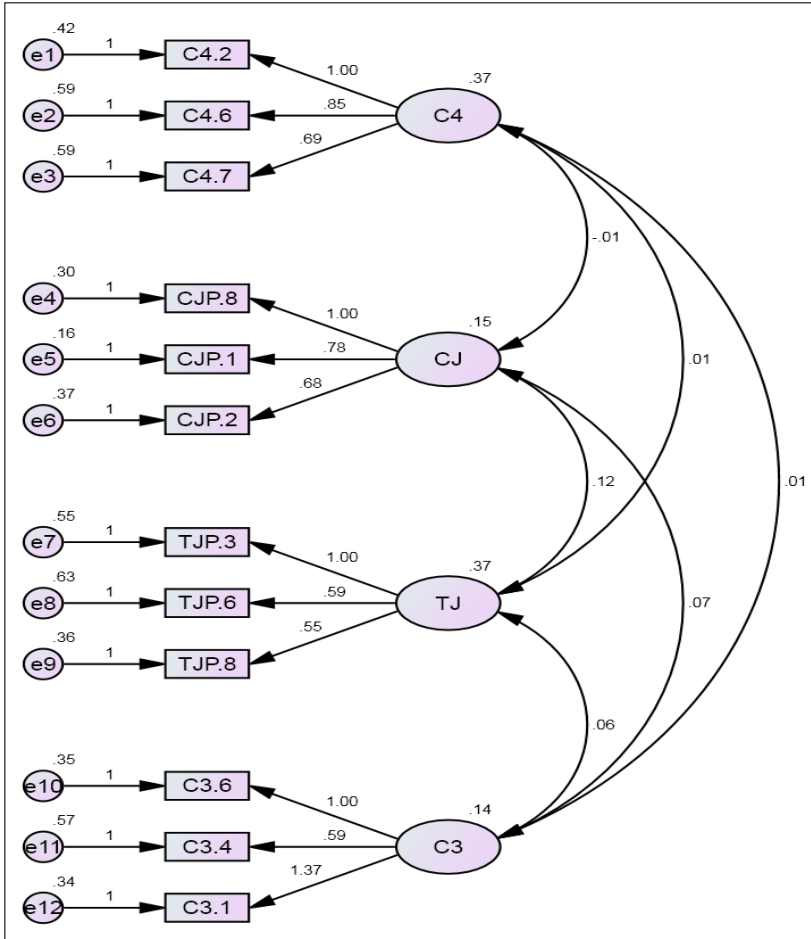
<b>Sr. No.</b>	<b>Constructs</b>	<b>Construct Reliability</b>	<b>Overall Reliability</b>
1.	C3	0.420	0.746
2.	C4	0.589	
3.	TJP	0.529	
4.	CJP	0.592	

Source: Prepared by authors.

### ***Confirmatory Factor Analysis***

Confirming that the items measured correspond to a particular construct under study or not is done through CFA (Hair et al., 2010), CFA was applied to the scale of 12 retained items.

Three items each of C3, C4, CJP and TJP were retained after the application of CFA. All these 12 retained items loaded significantly on their respective constructs and the factor loadings were found to be in the acceptable range (Fig. 4 and Table 4). The chi-square value was 49.644 with 48 degrees of freedom, probability level ( $p$ ) was 0.408 ( $< 0.05$ ). The observed values of the fit indices are shown in Table 5.



Source: Prepared by authors.

**Fig. 4: Measurement Model**

**Table 4: Standardized Regression Weights (CFA)**

			Estimate
C4.2	<---	C4	.688
C4.6	<---	C4	.560
C4.7	<---	C4	.480
CJP.8	<---	CJ	.579
CJP.1	<---	CJ	.606

			<b>Estimate</b>
CJP.2	<---	CJ	.398
TJP.3	<---	TJ	.632
TJP.6	<---	TJ	.411
TJP.8	<---	TJ	.489
C3.6	<---	C3	.528
C3.4	<---	C3	.276
C3.1	<---	C3	.652

Source: Prepared by authors.

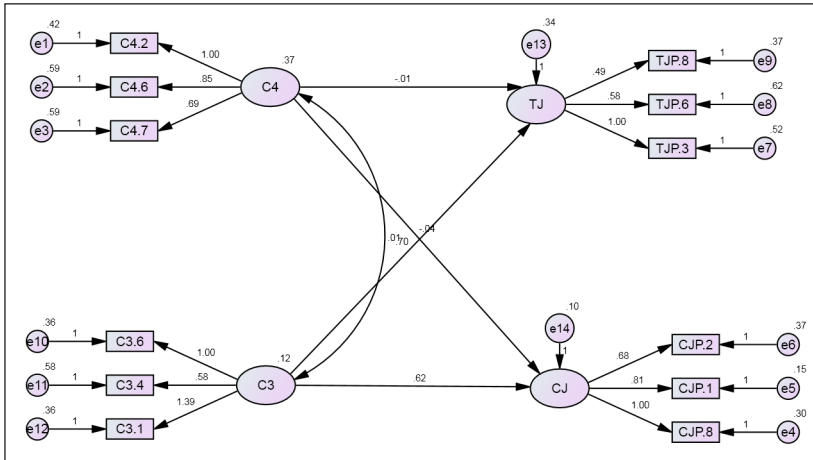
**Table 5: Fit Indices of Measurement Model**

<b>Fit Index</b>	<b>Observed Values</b>
CMIN/DF	1.034
GFI	0.972
AGFI	0.954
CFI	0.994
RMSEA	0.011

Source: Prepared by authors.

### ***Structural Equation Modeling***

The relationship between independent and dependent variables under study was checked by application of SEM. The results of SEM on the proposed model can be observed from Fig. 5 and Table 7. Out of the four hypothesized relationships, only two were in the expected direction of  $p < 0.05$  and were statistically significant. The relationship of C3 with TJP (H1) and the relationship of C3 with CJP (H2) were found to be statistically significant (Table 7). However, the relationship of C4 with TJP (H3) and the relationship of C4 with CJP (H4) were not found to be statistically significant (Table 7).



Source: Prepared by authors.

**Fig. 5: SEM Results**

**Table 7: Hypotheses Results**

Hypotheses	Relationship	Standardized Regression Weights	P-Value	Result
H1	TJ <--- C3	.388	.002	Supported
H2	CJ <--- C3	.572	.000	Supported
H3	TJ <--- C4	-.008	.941	Not Supported
H4	CJ <--- C4	-.065	.523	Not Supported

Source: Prepared by authors.

### Discussion and Conclusion

As this study is restricted to employees working in five stars hotel industry & it is a service organization, so relevant the society as well. Understanding the connection between the conscientiousness and Job Performance will help the Manager to redesign/restructure their recruitment & selection process if required. There are control variables too (age, gender and experience), which shall help the researcher to understand the ability/strength and direction of

the connection between personality dimension (Conscientiousness) and job performance. Finally, the relevance of the study is to hire right people & place them at right position in the organizations. This study may direct help for staffing decision, as well as employees training & development and performance management, which is also help of the employees to understand and performing their job effectively. For this, it is necessary to scientifically design the recruitment & selection process being practiced in five star hotels. So we need to streamline the existing selection process. This will help in offering better services to the customers. Selecting & placing the right candidate at right job position will make work interesting & job holders efficient & effective. By that, there will be reduction in job hopping & people shall have stability in their career leading to job satisfaction.

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