

EFFECTS OF PERSONALITY ON EMPLOYEE PERFORMANCE IN HOSPITALITY INDUSTRY IN ABIA STATE

¹Amobi Maxwell Ubabuiké & ²Sunday Moses Okebaram

¹Department of Business Administration, Micheal Okpara University of Agriculture University Umudike..

Phone: +2348033771857, E-mail: uba.amobi@yahoo.com

²Department of Business Administration, Micheal Okpara University of Agriculture University Umudike,

Phone: +2348037793532, E-mail: s.saveasoul@gmail.com

ABSTRACT

This study focuses on the effects of personality on employee performance in hospitality industry in Umuahia. The specific objectives of the study were to determine the effect of openness to experience, ascertain the effect of conscientiousness, establish the effect of extraversion and examine the effect of agreeableness on employee performance in hospitality industry in Umuahia. Descriptive survey design was adopted and questionnaire was used as key instrument for data collection. Out of 100 population; a sample of 80 using Taro Yamane's formula which comprises of both management and staff of randomly selected hospitality industry in Abia State was used. Content validity and test re-test was used for the validity and reliability. The hypotheses were tested using t-test statistical tool. The study discovered there is significance effect of openness to experience on employee performance in the hospitality industry in Umuahia, there is significance effect of conscientiousness on employee performance in the hospitality industry in Umuahia. Also there is significance effect of extraversion on employee performance in the hospitality industry in Umuahia and there is significance positive relationship between agreeableness and job performance in an organization. The study recommends that there should be stringent psychological test on employee personality before the given task in an organisation and there should be check on employee openness to enable proper placement in the organisation. Based on the finding, the big five personality traits (openness to experience, conscientiousness, extraversion, agreeableness, emotional stability) play an important role in influencing employee performance in the hospitality industry.

Keywords: Personality, Employee performance, Hospitality industry, Openness to experience, Conscientiousness, Extraversion

INTRODUCTION

In general, individuals are created with different instinct that subsequently determines the personality of such individual's reaction to the environment. As an employee, the personality in the workplace is important so as to achieve organization objective; and it is not only merely in terms of profit but also successful performance through the employees. This research area recognizes that the profitability of an organization depends on

the degree of customer loyalty (Chen and Hitt, 2002). The first impression of the customer towards employees is an important tool to build customer loyalty and satisfaction. Christopher, Payne and Ballantyne, (2004) demonstrate that customer loyalty is a core goal of organization either at service or product. Personality relates each individual's reaction, perception, thinking, attitude or behavior with reference to their environment. Personality can be defined as

a dynamic or set of characteristics possessed by a person that influences his or her cognition, motivation and behavior in a variety of situations. Ozer and Barnett, (2006) see personality as the effective tool that predicts job performance because, the way people solve problems and perform in the workplace in completing assigned tasks will contribute to the organization's achievement. As a result, this will have a bearing on effective job performance. Personality is the combination of characteristics of individuals that form a unique character for different people. For example, some people may be open-minded while others will not be. Margaret, (2009) states that a personality profile tool can be used to provide an evaluation of an employee's personal attributes, values and life skills in an effort to maximize his or her job performance and contribution to the company.

Organizational performance can be defined as when an organization meets its targets putting into consideration all other personality, external and internal dimensions that affect performance. An organization's performance is accumulated by the end result of all the organization's work processes and activities. Personality of employees is important to make sure the organization can accomplish the process and activities successfully. This research area intends to present the profitability of an organization on the degree of customer loyalty by using a typical case study. It will provide the effect of employee's personality by emphasizing the big five personality variables which include extraversion, conscientiousness, agreeableness, openness to experience, and neuroticism.

In the past decade, researchers have investigated the relationship of the role of autonomy with the relationships between the ratings of job performance and the Big Five Personality dimensions. The degree of autonomy a person has when conducting their job can be influential to their work output. According to Gellatly and Irving (2001), when a person has freedom, independence, or personal discretion to make decisions, it makes sense to expect an

emphasis on prescribed role-related activities to the possible exclusion of non-role-related activities. Hence, roles that provide managers with larger autonomy allow a wider range of extra-role and in-role behaviors. Theoretically, job performance is a function of skills, knowledge, motivation and abilities directed at role-prescribed behavior (Ang, et al., 2007). As individuals, we have personality traits that distinguish us from each other. These traits will make us more or less suited for working with customers. Therefore, it is crucial to understand how important different factors are in contributing to a person's job performance when managing customer relationships.

The Big Five Personality, also known as the Five Factor Model (FFM) is one of the most highly regarded trait theories of personality. In this model, personality traits include openness to experience, conscientiousness, extraversion, emotional stability, and agreeableness (Ono et al., 2011). Big Five Personality theory suggests that there are five basic personality dimensions that can explain differences in individual behavior. Firstly, extraversion refers to the extent to which a person is sociable, talkative, lively, active, and excitable. The following term is openness to experience. It refers to the extent to which a person is imaginative, independent, and has a preference for variety. Thirdly, emotional stability refers to the extent to which a person is calm and secure. Agreeableness defines as the extent to which a person is good-natured, helpful, trusting, and cooperative. Lastly, conscientiousness refers to the extent to which a person is organized, careful, self-disciplined, and responsible (Zhang and Wei, 2011). The personality traits are important to an individual because they can help to increase in job performance for those who possess them.

Job autonomy is defined as the degree of freedom one has to schedule and determine the method of how his or her work is to be accomplished (Fuller, et al., 2010). The result shows from previous studies that the validity of conscientiousness

and extraversion was high in autonomy compared with those in low job autonomy. The validity of agreeableness with high job autonomy was also greater than low autonomy, but the correlation was negative (Barrick and Mount, 1993).

Statement of the Problem

There are a lot of unprecedented issues bothering the hospitality industry today and this scene was heightened by some identified traits that affect the cordiality and cohabitation of the employer and employee in the industry. These traits can mar or decreased the potent and productivity of the organization, defame their image and survival in left unchecked.

A balanced possession of the big five personality traits is necessary for effective performance of many organizations. In the hospitality sector where this study is domiciled, the employees do not portray these five personality traits in the big five model and this has caused problems between customers and the staff. Openness to experience, conscientiousness, extraversion, and agreeableness are basically lacking in a large number of the staff strength. However, a plethora of studies have been conducted on the relationship between personality and job performance. Although a number of studies have been conducted, it still remains unclear whether personality factor is a strong determinant of job performance (Rose, et al., 2010). Moreover, few researches have shown that there can be very low productivity which can result in customer dissatisfaction when organizations fail to take cognizance of employee personality. Furthermore, there has been no research conducted in Umuahia concerning relationship between personality and employee performance. Thus these unwholesome issues prompt the study to investigate the effect of personality on employee performance in hospitality industry in Umuahia Abia State.

Objective of the Study

The broad objective of this research is to investigate the effect of personality on employee performance in hospitality industry in Umuahia.

The specific objectives are as follows:

- i. determine the effect of openness to experience on employee performance in hospitality industry in Umuahia.
- ii. ascertain the effect of conscientiousness on employee performance in hospitality industry in Umuahia.
- iii. establish the effect of extraversion on employee performance in hospitality industry in Umuahia.
- iv. examine the effect of agreeableness on employee performance in hospitality industry in Umuahia.

Research Questions

- i. What is the effect of openness to experience on employee performance in hospitality industry in Umuahia?
- ii. What is the effect of conscientiousness on employee performance in hospitality industry in Umuahia?
- iii. What is the effect of extraversion on employee performance in hospitality industry in Umuahia?
- iv. What is the effect of agreeableness on employee performance in hospitality industry in Umuahia?

Research Hypotheses

The following null hypotheses were formulated:

- H₁: There is no significance effect of openness to experience on employee performance in the hospitality industry in Umuahia.
- H₂: There is no significance effect of conscientiousness on employee performance in the hospitality industry in Umuahia.
- H₃: There is no significance effect of extraversion on employee performance in the hospitality industry in Umuahia.
- H₄: There is no significance positive relationship between agreeableness and job performance in an organization.

REVIEW OF RELATED LITERATURE

Conceptual Framework

Personality

Guilford, (1959) defines personality as the unique traits for the individual look different from others. This is agreeableness by Costa and McCrae, (1989) that defined personality as an individual behavior which reflects on individual unique characteristic such as an offensive obedient, diligent, lazy, independent, honest, sociable, and many others. In addition, Robin, (2003) sees personality as a combination of psychological traits of an individual. Finally, personality is stated as the relatively stable pattern of behaviors and consistent internal states that explain a person's behavior tendency (Mcshane and Von Glinow, 2008). Personality traits have been shown to influence performance and career directions. The actions or behaviour of employees will help the organization realize its objective (Salzman, 2000; Blackburn, 2006). Otherwise, if bad attitude is shown by the employees its impact will be felt on the performance of an organization. Colquit, (2009) showed that personality is about what people are like, and the ability of what people can do.

Types of Personality in an Organization

Openness to experience

Openness to experience refers to the dimension of cognitive style that distinguishes imaginative, creative, and conventional people (Barrick and Mount, 1993). It is also a measure of depth, breadth and variability in a person's imaginations and urge for experiences (Saade, et al., 2006). People who are open to experience are always perceived as healthier or more matured, and may serve as an educator. On the other hand, open-minded people can be related to superior job performance in police work, sales, and some other occupation (Taylor, 2009). Some researches indicates that openness to experience may not be influential to job performance as the real construct of openness to experience consists of two dimensions that relate differentially to job performance, thus reducing correlations between overall measures of openness to experience and

performance criteria (Griffin et al., 2004).

According to Mark and John (2000), a step-wise hierarchical regression analysis revealed that openness to experience predicted unique variance in job performance above and beyond both cognitive aptitude, and the other four personality dimensions of the Big Five Personality. Nevertheless, there are evidences shown that openness to experience may predict training proficiency (Rothmann and Coetzer, 2003). Measures of openness to experience may help pinpoint individuals who are "training ready", which means people who are willing to learn. As openness to experience exhibits the strongest relationship with measures of intelligence, it may also predict the ability to learn. In short, the utility of openness to experience appears to lie in its prediction of training potential, rather than job performance (Rothmann and Coetzer, 2003). Therefore, more training will indirectly lead to a better performance.

Conscientiousness

People who have high conscientiousness are reliable and responsible people (Barrick and Mount, 1993). They have good self-control, act dutifully and always aim for achievement. They like to follow a plan rather than acting spontaneously. This makes them good at formulating long-term goals, organizing and planning routes towards achievement and work persistently to achieve goals. A research shown that, high level of conscientiousness may not always be good as conscientiousness could be detrimental to well-being when failure is experienced (Boyce, et al., 2010). Conscientiousness has emerged as the most robust of the five factors to predict job performance. It is said that researchers take great liberty in operational performance, frequently failing in distinguishing between types of potential performance data or between the quality of different sources used in the measurement and capturing of performance (Hurtz and Donovan, 2000). For example, a primary distinction has been made between task performance,

which is performance of the basic functions and duties as required in the job description, and contextual performance, which consists of extra role and pro-social behaviours that go above the basic job requirement (Hurtz and Donovan, 2000). Thus, according to Hurtz and Donovan (2000), steps are taken to address how the Big Five Personality may differently predict various dimensions of performance, including both task and contextual, and results showed that conscientiousness predicts different dimensions of performance equally. If conscientiousness is to be the strongest variable to predict performance, as it is shown by various researches, researchers must understand more thoroughly about this relationship including the various items that make up by the scales measuring of the factor to show how the scale predicts performance psychometrically by bring in more evidences.

Extraversion

Extraversion is correlated to enjoy being with people, energetic and often experience positive emotions (Barrick and Mount, 1993). Extravert people tend to be enthusiastic and action-oriented to opportunities for excitement and they like to be the centre of attention in groups. Extraversion can predict effective functioning and well-being across a wide variety of domains (Ozer and Benet-Martinez, 2006). The other side of extravert is introvert. Introvert people tend to be low-key, quiet, deliberate, and less dependent on the social world. Lacking of social involvement should not be classified as shy or depressed, just that they need less stimulation than an extravert and prefer to have more time to be alone to re-charge their batteries. The independence and also being reserved of the introvert is sometimes mistaken for arrogance or unfriendliness. According to Barrick, Mount and Judge (2001), extraversion was related to succession in specific jobs such as sales or management, but was less related to skilled workers' performance.

Agreeableness

A person with high level of agreeableness is

usually warm, friendly, tactful, and is negatively associated with interpersonal arguments, aggression and anger (Jensen-Campbell and Graziano, 2001; Meier and Robinson, 2004). They have a positive view of human nature and believe that people are decent, honest, and trustworthy. They get along well with others because for them, social harmony is important. However, agreeableness is not that useful when comes to situations that require absolute or tough objective decisions. Disagreeable people can be excellent soldiers, critics or critics. A research shows that agreeableness does not have a significant effect on team performance for a problem solving tasks; however it did significantly affect how an individual performed on the problem solving task (Frederick, 2005). According to Hurtz and Donovan (2000), validity for agreeableness in the prediction of interpersonal facilitation, is a dimension of contextual performance as defined by the authors. It seems that agreeableness may be predictive of pro-social and extra role behaviour, or other forms of contextual performance, which has been shown to have incremental utility in personnel selection. There is also a study proposed that agreeableness may moderate the relationship between conscientiousness and performance, such as conscientious individuals who are high on agreeableness will likely perform at higher level than those who are low on agreeableness (Barrick and Mount, 1993). Therefore, although the general belief holds that agreeableness has very limited utility in personnel selection, evidence indicate that it may yet emerge as a useful predictor for certain outcome (Hurtz and Donovan, 2000).

Emotional Stability

Emotional stability is defined as self-confident, self-possessed, resilient, tolerant of stress and well-adjusted. People with high level of emotional stability or low level of neuroticism are the person that able to control own self to remain stable (Barrick and Mount, 1993). They tend to be emotionally stable and calm. People with low level of emotional stability or high level

of neuroticism have poor stress coping, irrational thinking, poor impulse control and worry (Ono, et al., 2011). From previous research, a stable emotion and conscientious actions were more effective in task situations than interpersonal situations (Kell et al., 2010). According to Barrick, et al. (2001), this factor is related to job performance and can be considered as universal predictor because it is relevant in all or nearly all job. Emotional Stability was important predictor of interpersonal performance. When individual who score high in emotional stability may result in high quality of working relationship. According to Tett, et al. (1991), provide a meta-analysis and yielded a true validity coefficient of 0.22, whereas Salgado's research yielded a coefficient of 0.19, both quite larger than preceding and subsequent studies. Both reviews' results even place emotional stability as a stronger predictor of performance than extraversion (Jeff and Therese, 2006).

Job autonomy

Job autonomy is the degree to which a job provided an employee with the power and independence to plan their work and decide how it is to be done by the employee (Barrick and Mount, 1993). The increased job autonomy will let the employees to have greater flexibility in setting their own role because they have more power in determining on how to perform the work (Morgeson et al., 2005). Besides, when there is autonomy in the workplace, employees are more likely to integrate more tasks into their role in an organization. Previous research shows that conscientiousness and extraversion would be valid predictors for performance of the manager when the degree of autonomy in the job was high (Morgeson et al., 2005). The validity of agreeableness is also high with the present of high job autonomy, however the correlation was negative (Barrick and Mount, 1993). This means that employees that are low in agreeableness perform better than those who are high in agreeableness. Barrick and Mount's research provides a meta-analysis result that conscientiousness, extraversion and

agreeableness was significantly related to job performance with the present of job autonomy as the moderating variable. Generally when the degree of autonomy on the job increased, the amount of variability in job performance also increased.

Job Performance

Job performance refers to the condition of a person doing his work well. It consists of the knowledge, skills and attitude that are required to enable an individual to perform the activities listed in the job description as per the competency profile that a human resource or similar professional may have developed through job analysis. Job performance is vital in ensuring that a company is functioning at its optimal level. A company's strength lies in how secure an employee feels about his or her job and that will lead to a better performance. Effective organizational functioning depends on many differing behaviour patterns, for example joining and staying in the organization as well as meeting or exceeding specific standards of performance and behaviours that go beyond specific role requirements such as cooperating with co-workers, suggesting ways to improve the organization, and speaking favourably about the organization to outsiders. These behavioural patterns are important for organizational survival. According to Cappelli, (1995), personality variables are indicated as important in the job characteristics or job attitudes and rewards as determinants of job performance.

The question of whether personality measures are valid predictors of occupational performance has been answered by the previous researchers as well. It is important because there is always room for better improvement (Hogan, 1998). However, some researches indicated that personality measures are lacked of validity, easily faked and are generally unsuitable for decisions about job performance. According to Rothmann and Coetzer (2003), personality questionnaires were not useful in the prediction of job performance, and they should not be used in selection decisions unless their validity

has been specifically and competently determined for the specific situation. There is too little study available to be used as the references for the review of the criterion-related validity of personality assessment for job performance with the present of job autonomy as the moderator.

Theoretical Framework

Eysenck's Three Traits

Eysenck, (1982) developed his theory of personality. He identified three dimensions of personality. These are extraversion, neuroticism and psychoticism. According to Eysenck, a person in high extraversion trait tends to be sociable, active and outgoing. While people with high introverted tend to be quiet, cautious and like to be alone to do task. Neuroticism is referred to as worried feeling, moody, obsessive, low self-esteem or emotional instability of persons. Neuroticism is also one of the variables in Big Five Personality pattern characterized by aggressiveness and interpersonal hostility. Besides that, psychoticism behavior is associated with people who tend to be tough-minded, willing to take risk and involve in antisocial psychoticism behavior. Eysenck trait is when an individual has low of agreeableness and conscientiousness.

Theory X and Theory Y

McGregor, (1960) created his theory that relate to the human motivation. However, this theory also can be related to human behaviour which is theory X and theory Y referring to people's attitude and behaviour to the environment. People in theory X have negative perception of others with negatively attitude. Those in theory Y have an opposite view of theory X which is assumed people are generally hardworking, smart and trustful and reliable. People who fall under theory X assume that individuals are lazy, dislike work, avoid the task given whenever possible, avoid responsibility, and no ambition. This type needs to be coerced or controlled by managers to achieve the organizational objectives. In addition, working with negative perception of environment will result on lack of performance. Theory Y assumes individual

generally tend to be ambitions, self-motivated, work hard, learn to seek out, accept responsibility and enjoying the work duties.

Carl Jung's Psychological Types

Carl Jung's theory of psychological type assesses and defines personality. Jung developed psychological types based on four functions, namely, feeling (F), Thinking (T), Intuition (N), and Sensing (S), plus four attitudes, namely, Extraversion (E), Introversion (I), Judging (J), and Perceiving (P) (Goby, 2006).

Empirical Review

The relationship between personality and job performance has been a frequently studied topic in industrial psychology in the past century (Barrick, et al., 2001). The five personality dimensions seem to be relevant to different cultures. Research also shows that the Big Five Personality factors have a genetic basis and they are probably inherited (Rothmann and Coetzer, 2003). The five dimensions of the Five Factor Model are openness to experience, conscientiousness, extraversion, agreeableness and emotional stability.

Griffin, et al., (2004) research indicates that openness to experience is not a good predictor for job performance as the real structure of openness to experience consists of two unrelated dimensions to job performance, hence reducing correlations between openness to experience and performance criteria. The utility of openness to experience appears to lie in its prediction of training potential, rather than job performance (Hurtz and Donovan, 2000). According to Tett, et al. (1991), openness to experience may not be a good indicator of job performance.

Conscientiousness is the most predictive of job performance. It is positively correlated with job performance (Hurtz and Donovan, 2000). Conscientiousness represents an individual's extent of persistence, organization's hard work, and ambition in pursuing their target. This construct is viewed as an indicator for the ability to work hard or also called as volition (Hurtz and Donovan, 2000). Sackett and Wanek, (1996) study considered

conscientiousness as a wide personality dimension which includes two basic grounds: achievement motivation and dependability. Various researchers reported significant relationship between conscientiousness and job performance. The relationship can be the attribute to conceptual relationship between conscientiousness and integrity. Moreover, autonomy and goal setting also influence the relationship between conscientiousness and job performance (Rothmann and Coetzer, 2003).

Thoresen, et al., (2004) study found that individuals with extraversion show higher frequency and intensity of personal interactions, positive emotions, and a higher need for stimulation. Furthermore, extraversion has a tendency to be optimistic and to reappraise problems positively. Extraverts' generally optimistic temperament may bring them to focus on the good and positive side of their experiences. In addition, extraversion also tends to related with problem-solving coping, rationality, positive reappraisal and social-support seeking. Extraversion is a valid predictor of performance in jobs that characterized in social interaction, such as sales agent and manager (Bing and Lounsbury, 2000). There is a positive relationship between extraversion and job performance of police personnel and this relationship can be explained in terms of the high level of communication in the police service (Rothmann and Coetzer, 2003).

Agreeableness assesses one's interpersonal orientation. Individuals which has high agreeableness level can be characterized as altruistic, trusting, forgiving, and caring as opposed to indifference to others, hostility, noncompliance and self-centeredness. That is, the high end of agreeableness represents an individual who has cooperative values and a preference for positive interpersonal relationships. Generally, agreeableness may bring one to be seen as trustworthy and may help one generate positive, cooperative working

relationships. High levels of agreeableness may prohibit one's willingness to drive hard bargains, pursue one's own self-interest, and influence or manipulate others for one's own benefit. According to Tett et al. (1991) study found that agreeableness is a significant predictor of job performance. According to Rothmann and Coetzer (2003), agreeableness is related to training success. The cooperative nature of agreeable individuals may lead to success in occupations where teamwork and customer service are relevant (Rothmann and Coetzer, 2003).

Emotional stability is defined as self-confident, calm, resilient, tolerant of stress, well-adjusted. Emotional stability has also been found to relate to overall performance across many if not all jobs. Thus, this trait can be considered universal or generalizable predictor because it is relevant in all or nearly all jobs (Barrick, et al., 2001). Emotional stability was important predictor of interpersonal performance. Individuals who score high on emotional stability are even-tempered, well adjusted, and tolerant of stress. Again, it seems reasonable that this trait would result in higher-quality working relationships (Barrick and Mount, 1993). According to (Barrick and Mount, 1993), emotional stability will be positively correlated with supervisory ratings of interpersonal performance.

Autonomy shows positive moderating effects between the relationships of Big Five Personality and job performance. That is whereby the extent to which personality characteristics predict behaviour is hypothesized in order to differ depending on degree to which external environment inhibits a person's freedom to behave in idiosyncratic ways. The researcher comes to a consensus on the personality literature. The researcher concludes that personality traits may sometimes be more useful in predicting behaviour when autonomy is high than when it is low and there is very little research has directly investigated this in work situations.

Previous researchers found that the level of autonomy an individual has in his job moderated the relationships between a behaviour and job performance. The degree of job autonomy moderates the validity at least three dimensions of the Big Five Personality; conscientiousness, extraversion, and agreeableness (Barrick and Mount, 1993).

METHODOLOGY

Research Design

The research design for this study was longitudinal research. Longitudinal research is a research method used to determine the relationships between variables that are not related to various background variables.

Sources of Data

This research is going to test personality traits, job autonomy and its relationship towards employee's job performance. As a result, a survey method such as questionnaire is used to collect the primary data. In this particular research, primary data was collected by distributing questionnaires to respondents in Umuahia. Next, the researcher processes on data given by respondents after the distribution and collection of the questionnaire were done by the researchers. The secondary source includes textbooks, and magazines

Population of the Study

The study target is the staff and management of Hotel Royal Damgret, Royal Legacy Hotel, Smile more Hotel and Suites Ltd., Confidence Hotel, Villa Roy Hotels, and Gado Hotels, Umuahia. The population figure is 100.

Sample Size Determination

The representative sample size can be determined using the relationship expressed by (Gupta, 2008):

$$n = \frac{N}{1 + N \times e^2}$$

Where n = the representative sample size,

N = population size,
e = the error margin in percentage (%)

N = 100

$$n = \frac{N}{1 + Ne^2} = \frac{100}{1 + 100(0.05)^2} = \frac{100}{1 + 100(0.0025)} = \frac{100}{1 + 0.25} = \frac{100}{1.25} = 80$$

Sampling Technique

The sampling technique employed in this work is simple random sampling. A simple random sample is a subset of a statistical population in which each member of the subset has an equal probability of being chosen which fit the data set required for the research.

Description of Research Instrument

The research approach used in this study was administered questionnaire of delivery and collection questionnaire which was completed by the respondents. The reason in using the delivery and collection questionnaire is because of its geographical flexibility, cheaper distribution and processing costs. Therefore, questionnaires were administered to employees at different locations to obtain their opinions. Each question was structured using five-point Likert Scale. These five parts include openness to experience, conscientiousness, extraversion, agreeableness, and emotional stability. Respondents were asked to choose the one most closest to their viewpoint in the question.

Validity of the Instrument

In order to ensure the validity of the instrument, pilot survey was carried out among expert and management consultants in the field.

Reliability of the Instrument

Reliability test is the degree to which measurement is free from errors and therefore yields consistent results. Reliability analysis allows researcher to study properties of measurement scale and the items. The reliability analysis procedure calculates a number of commodity used measure of scale reliability and also provides information about the relationship between individual items in the scale. In other words, it is a measurement established by testing both consistently and reliability. If there is imperfection occurs during the measuring

process, test-retest may be used. Test-retest reliability is the reliability coefficient obtained with the repetition of the same measure on a second occasion. The higher the test result, the higher the reliability, and consequently, the stability of the measure across time (Sekaran, 2003) Cronbach's alpha is reliability coefficient that indicates how well the items of the average inter-correlations among the items in measuring the concept. The nearer Cronbach's alpha is to 1, the higher the internal consistency reliability (Sekaran, 2003).

Method of Data Analysis

Data related to this research work was analysed using percentage and simple statement as referred to the information collected from respondents through the research questionnaire. Thereafter, a parametric statistical testing tool t- test was used to test the hypothesis about the difference between means of the groups. The expression used for the t-test statistical tool expressed below (Gupta, 2008; Spiegel and Stephens, 2008):

Data Presentation and Analysis

The data obtained from sampled questionnaire are analyzed using descriptive statistics and the hypotheses were tested using t-test.

Questionnaire Distribution and Returns

Table 1

Total Questionnaire Administered	Total Correctly Filled and Returned	% Of Returned	Total Not Correctly Filled and Returned	% of Not Returned
80	75	93.8	5	6.3

Source: Field Survey, 2018.

Table 1 shows that out of the 80 questionnaire administered to the respondents, 75 were retrieved which signify 93.8% respondents which were used for our analysis. Out of them representing 5 which 6.3% were returned.

Table 2: Effect of Openness to Experience on Employee Performance in Hospitality Industry

Particulars	SA	A	UD	D	SD	Total
Significant	20(26.7)	35(46.7)	5(6.7)	10(13.3)	5(6.6)	75(100)
Not Significant	5(6.7)	15(20)	10(13.3)	25(33.3)	20(26.7)	75(100)

Source: Field Survey, 2018.

Table 2 shows that a greater number of the respondents indicate a significant effect of openness to experience on employee performance in the hospitality industry in Umuahia while a minimal number of the respondents show that there is no significant effect of openness to experience on employee performance in the hospitality industry in Umuahia.

Table 3: Effects of Conscientiousness on Employee Performance in Hospitality Industry

Particulars	SA	A	UD	D	SD	TOTAL
Significant	26(34.7)	20(26.7)	7(9.3)	12(16)	10(13.3)	75(100)
Not Significant	15(20)	5(6.7)	13(17.3)	22(29.3)	20(26.7)	75(100)

Source: Field Survey, 2018.

Table 3 shows that a greater number of the respondents indicate a significant effect of conscientiousness on employee performance in the hospitality industry in Umuahia while a minimal number of the respondents show that there is no significant effect of conscientiousness on employee performance in the hospitality industry in Umuahia.

Table 4: Effect of Extraversion on Employee Performance in the Hospitality Industry in Umuahia

Particulars	SA	A	UD	D	SD	TOTAL
Significant	25(33.3)	25(33.3)	5(6.7)	15(20)	5(6.7)	75(100)
Not Significant	15(20)	10(13.3)	20(26.7)	24(32)	6(8)	75(100)

Source: Field Survey, 2018.

Table 4 shows that a greater number of the respondents indicate a significant effect of extraversion on employee performance in the hospitality industry in Umuahia while a minimal number of the respondents show that there is no significant effect of extraversion on employee performance in the hospitality industry in Umuahia.

Table 5: Effect of Agreeableness on Employee Performance

Particulars	SA	A	UD	D	SD	TOTAL
Significant	28(37.3)	24(32)	10(13.3)	5(6.7)	6(8)	75(100)
not Significant	11(14.7)	18(24)	23(30.7)	21(28)	2(2.6)	75(100)

Source: Field Survey, 2018.

Table 5 shows that a greater number of the respondents indicate a significant effect of agreeableness on employee performance in the hospitality industry in Umuahia while a minimal number of the respondents show that there is no significant effect of agreeableness on employee performance in the hospitality industry in Umuahia.

Hypotheses Testing

The hypotheses were tested using data collected from questionnaires distributed to population sample. Each sample questionnaire was subjected to the t-statistic, and its analysis is presented.

Hypothesis 1:

H₀₁: There is no significance effect of openness to experience on employee performance in the hospitality industry in Umuahia.

The hypothesis was tested 0.05 level of significance.

Table 6 Mean and Standard Deviation of Questionnaire 1 Responses

Responses	x	Significant					Not significant				
		f	fx	x-m ₁	(x-m ₁) ²	f(x-m ₁) ²	f	fx	x-m ₂	(x-m ₂) ²	f(x-m ₂) ²
Strongly Agree	4	20	80	1.27	1.61	32.11	5	20	2.54	6.45	32.26
Agree	3	35	105	0.27	0.07	2.50	15	45	1.54	2.37	35.57
Disagree	2	5	10	-	0.54	2.69	10	20	0.54	0.29	2.92
Strongly Disagree	1	10	10	1.73	3.00	30.03	25	25	-0.46	0.21	5.29
No Opinion	0	5	0	-	7.47	37.35	20	0	-1.46	2.13	42.63
TOTAL		75	205	-	12.69	104.67	75	110	2.70	11.46	118.67

Mean, m1 = $\frac{\sum fx}{\sum f} = \frac{205}{75} = 2.73$;

Mean, m2 = $\frac{\sum fx}{\sum f} = \frac{110}{75} = 1.47$;

$SD_1 = \sqrt{\frac{\sum f(x_i - m_1)^2}{N}} = \sqrt{\frac{104.67}{75}} = 1.181$; $SD_2 = \sqrt{\frac{118.67}{75}} = 1.258$

Computing the t-test with the developed relationship,

$$t = \frac{X_1 - X_2}{\sqrt{\left(\frac{SD_1^2}{N_1}\right) + \left(\frac{SD_2^2}{N_2}\right)}}$$

Where: X₁ and X₂ are means of two groups of samples,

Substituting values, we have that,

$t = \frac{2.73 - 1.47}{\sqrt{\left(\frac{1.181^2}{75}\right) + \left(\frac{1.258^2}{75}\right)}} = 6.3569$.

$t_{0.975} = 1.96$ at 148 degrees of freedom.

Since t-calculated is more than t-tabulated, we therefore reject the null hypothesis and accept the alternative hypothesis. Following the sample calculation shown above, a summary of the results from hypotheses test is shown in the following Tables 7, 8, 9, and 10.

Table 7: Results of Openness to Experience on Employee Performance

Particulars	x	SD	N	t-calculated	t-tabulated	Decision
Significant	2.73333333	1.18133634	75	6.35692125	1.96	Reject H ₀ and accept H ₁
Not significant	1.46666667	1.25786415	75			

The study concluded that there is significance effect of openness to experience on employee performance in the hospitality industry.

Hypothesis 2:

H₀₂: There is no significance effect of

conscientiousness on employee performance in the hospitality industry in Umuahia.

Therefore level of significance is taken as 0.05.

Table 8: Results of Conscientiousness on Employee Performance

Particulars	X	SD	N	t-calculated	t-tabulated	Decision
Significant	2.53333333	1.43604395	75	3.7934523	1.96	Reject H_0 and accept H_1
Not significant	1.64	1.44812522	75			

The study concluded that there is significance effect of conscientiousness on employee performance in the hospitality industry in Umuahia.

Hypothesis 3:

H₀₃: There is no significance effect of extraversion on employee performance in the hospitality industry in Umuahia.

Therefore level of significance is taken as 0.05.

Table 9: Results of Extraversion on Employee Performance

Particulars	x	SD	N	t-calculated	t-tabulated	Decision
Significant	2.66666667	1.29957258	75	2.94211639	1.96	Reject H_0 and accept H_1
Not significant	2.05333333	1.25319148	75			

The study concluded that there is significance effect of extraversion on employee performance in the hospitality industry.

Hypothesis 4:

H₀₄: There is no significance positive relationship between agreeableness and employee performance in an organization.

Therefore level of significance is taken as 0.05.

Table 10: Results of Agreeableness on Employee Performance

Particulars	x	SD	N	t-calculated	t-tabulated	Decision
Significant	2.8630137	1.23104887	75	3.50164971	1.96	Reject H_0 and accept H_1
Not significant	2.2	1.08320512	75			

The study concluded that there is significance effect of agreeableness on employee performance in the hospitality industry.

Summary of Results

The results obtained from evaluation of the relationship between employee performance and the big five personality traits have been presented using the t-statistic. Null hypotheses as well as alternative hypotheses were formulated. Using a level of significance at 0.05, for all four cases considered, the results demonstrates significant relationship between employee performance and personalities. The alternative hypotheses has been accepted since the calculated t-value exceeds the tabulated value by relatively wide margins suggesting positive relationships between extraversion, conscientiousness, agreeableness, and openness to experience on employee performance.

Openness to experience

Hypothesis: There is significant positive relationship between openness to experience and employee performance. Based on the result computing using the student t-test, this indicates that there is a positive relationship between openness to experience and employee performance because of the alternative hypothesis. Thus, when a person is having the personality of openness to experience, he or she will perform better in his or her job.

Conscientiousness

Hypothesis: There is significant positive relationship between conscientiousness and employee performance. Based on the result using t-test, this indicates that there is a positive relationship between conscientiousness and job performance because of the alternative hypothesis. Thus, when a person is conscientious, he or she will perform better in his or her job.

Extraversion

There is significant positive relationship between extraversion and job performance. Based on the result using t-test, this indicates that there is a positive relationship between extraversion and job performance because of the alternative hypothesis. Thus, when extraversion is high, job performance will be high as well.

Agreeableness

There is significant positive relationship between agreeableness and job performance. From the result, it shows that agreeableness has a positive correlation with the job performance because of the alternative hypothesis. Individuals who are high on agreeableness can be characterized as altruistic, trusting, forgiving, and caring as opposed to hostility, indifference to others, self-centeredness, and noncompliance.

Conclusion

After conducting this research, a better understanding about how big five personality traits can affect employee performance is known. Based on the finding, the big five personality traits (openness to experience, conscientiousness, extraversion, agreeableness, emotional stability) play an important role in influencing employee performance in the hospitality industry. In addition, conscientious people with high agreeableness and emotional stability will lead to a better job performance. This research proven that not only certain personality traits that the employee should possess, the management should also give certain degree of autonomy to them which can lead to a boosting of job performance. These research findings are useful for every organization. The findings could provide a clear picture for the management of hospitality industries based on the data collected and analysed, on personality and

autonomy issues. Based on it, the management can know which type of personality that they expect the employee to possess.

Recommendations

The following recommendations were made:

1. There should be stringent psychological test on employee personality before the given task in an organisation.
2. There should be check on employee openness to enable proper placement in the organisation.
3. The organisation should reward a good conscientious employee to enable them perform more.
4. The organisation should ensure that extraversion and agreeableness employees are retained for a long time to improve the growth and performance of them.

REFERENCES

- Alkahtani, A. H., Abu-Jarad, I., Sulaiman, M., and Nikbin, D. (2011). The Impact of Personality and Leadership Styles on Leading Change Capability of Malaysian Managers. *Australian Journal of Business and Management Research*, 1(2), 70-98.
- Ang, S., Dyne, L.V., Koh, C., Ng, K.Y., Templer, K.J., Tay, C. And Chandrasekar, N.A. (2007). Culture Intelligence: Its Measurement And Effects On Cultural Judgement And Decision Making, Cultural Adaptation And Task Performance. *Management and Organization Review*, 3(3), 335-371.
- Barrick, M., Mount, M. and Judge, T. (2001). Personality and performance at the beginning of the new millennium: What do we know and where do we go next? *Personality and Performance*, 9, 9-30.
- Barrick, M.R. and Mount, M.K. (1993). Autonomy As A Moderator Of The Relationships Between The Big Five Personality Dimensions And Job Performance. *Journal of Applied*

- Psychology, 78(1), 111-118.
- Barrick, M.R. and M.K. Mount, (1991). "The Big Five Personality Dimensions and Job Performance: A Meta-analysis," *Personnel Psychology*, pp: 1-26.
- Bing, M.N. and Lounsbury, J.W. (2000). Openness and job performance in U.S.- based Japanese manufacturing companies. *Journal of Business and Psychology*, 14, 515-522.
- Blackburn D. (2006). The Role, Impact and Future of Labour Law. In *Labour Law: Its role, trends and potential*. Labour Education 2-3 No. 143-144.
- Boyce, C.J., Wood, A.M., and Brown, G.D.A. (2010). The dark side of conscientiousness: Conscientious people experience greater drops in life satisfaction following unemployment. *Journal of Research in Personality* 44, 535–539.
- Cappelli, P. (1995). Is the „skills gap“ really about attitudes? *California Management Review*, 37, 108- 124.
- Chen, P.-Y., and Hitt, L.M. (2002). Measuring Switching Costs and the Determinants of Customer Retention in Internet-Enabled Businesses: A Study of the Online Brokerage Industry, *Information Systems Research*, Vol. 13, No. 3:255-274.
- Christopher, M., Payne, A., and Ballantyne, D. (2004). *Relationship Marketing - Creating Stakeholder Value*. Oxford: Elsevier Butterworth-Heinemann.
- Colquitt, J., Le-Pine, J., and Wesson, M. (2009). *Organizational behavior; Improving performance and Commitment in the workplace*. McGraw-Hill, Irwin, New York.
- Cooper, D.R. and Schindler, P.S. (2006). *Business Research Methods with CD (9th Ed)*. McGraw-Hill.
- Costa, P. T. and McCrae, R. R. (1992). *Revised NEO Personality Inventory (NEO-PIR) and NEO Five-Factor Inventory (NEO-FFI) Professional Manual*. Odessa, Florida: Psychological Assessment Resources.
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16(3), 297-334.
- Eysenck, H. J. (1967). *The Biological Basis of Personality*. Vol. 689. Transaction Publishers.
- Eysenck, H. J. (1982). *Personality, Genetics, and Behavior; Selected Papers*.
- Frederick, R. B. (2005). Does agreeableness help a team perform a problem solving task? *Theses and Dissertations*. Paper 875.
- Fuller, J.B.Jr., Hester, K. and Cox, S.S. (2010). Proactive Personality and Job Performance: Exploring Job Autonomy as a Moderator. *Journal of Managerial Issues*, 22(1), 35-51
- Gellatly, I.R. and Irving, P.G. (2001). Personality, Autonomy, and Contextual Performance of Managers. *Human Resource*, 14(3), 231-245
- George, D. and Malley, P. (2003). *SPSS for windows: A step and reference 11.0 updated (4th Ed)*. Boston: Allyn and Bacon.
- Goby, V. P. (2006). Personality and Online/Offline Choices: MBTI Profiles and Favored Communication Modes in a Singapore Study. *Cyber Psychology and Behavior*, 9, 5-13. Google Scholar, Crossref, Medline.
- Goldberg, L., (1993). "The structure of Phenotypic Personality Traits: Authors' Reactions to the Six Comments," *American Psychologists*, pp: 1303-1304.
- Griffin, Barbara, Hesketh and Beryl. (2004). Why Openness to Experience is not a Good Predictor of Job Performance. *International Journal of Selection and Assessment*, 12(3), 243-251.
- Guilford, J. P. (1959). *Personality*. McGraw-Hill, New York.
- Gupta, S. O. (2008) *Statistical methods*, Sultan Chand and sons, Offset press, New Delhi.
- Hair, J. F. Jr., Money, A. H., Samuel, P., and Page, M. (2007). *Research methods for business*. Chichester. West Sussex: John Wiley and Sons, Inc.
- Hogan, J. (1998). *Personality and Job Performance*. Unpublished

- manuscript, Lawrence Erlbaum Associates, Inc. (1998). Hormann, Hertz, G.M. and Donovan, J.J. (2000). Personality and Job Performance: The Big Five Revisited. *Journal of Applied Psychology*, 85(6), 869-879.
- Jensen-Campbell, L. A. And Graziano, W. G. (2001). Agreeableness as a moderator of interpersonal conflict. *Journal of Personality*, 69, 323–361
- Johnson, J. A., (1997). Seven Social Performance Scales for the California Psychological Inventory. *Human Performance*, 10, 1-30.
- Judge, T. A., Heller, D. and Mount, K. M. (2002). Five-Factor Model of Personality and Job Satisfaction: A Meta-Analysis. *Journal of Applied Psychology*, 87, 530-541.
- Kell, H.J., Rittmayer, A.D., Crook, A.E., and Motowidlo, S.J. (2010). Situational Content Moderates the Association Between the Big Five Personality Traits and Behavioural Effectiveness. *Human Performance*, 23, 213-228.
- Mark, N.B., and John, W.L. (2000). Openness and Job Performance in U . S . - b a s e d J a p a n e s e Manufacturing Companies. *Journal of Business and Psychology*, 14(3), 515-522.
- McCrae, R., (1989). "Why I advocate the Five Factor Model: Joint Factor Analysis of NEO-PI with other Instruments," in *Personality Psychology: Recent Trends and Emerging Directions*, New York, Springer-Verlag.
- McShane, S., and Von Glinow, M. A. (2008). *Organizational Behavior: Emerging Realities for the Workplace Revolution*. (Fourth ed.) New York: McGraw-Hill.
- Meier, B. P. and Robinson, M. D. (2004). Does quick to blame mean quick to anger? The role of Agreeableness in dissociating blame and anger. *Personality and Social Psychology Bulletin*, 30, 856–867.
- Morgeson, F.P., Delaney-Klinger, K., and Hemingway, M.A. (2005). The Importance of Job Autonomy, Cognitive Ability, and Job-Related Skill for Predicting Role Breadth and Job Performance. *Journal of Applied Psychology*, 90(2), 399-406.
- Ono, M., Sachau, D.A., Deal, W.P., Englert, D.R., and Taylor, M.D. (2011). Cognitive Ability, Emotional Intelligence, and the Big Five Personality Dimensions as Predictors of Criminal Investigator Performance. *Criminal Justice and Behavior*, 38(5), 473.
- Organ, D.W., and Lingl, A. (1995). Personality, Satisfaction, and Organizational Citizenship Behaviour. *Journal of Social Psychology*, 135, 339-350
- Ozer, D. J., and Benet-Martinez, V. (2006). Personality and the prediction of consequential outcomes. *Annual Review of Psychology*, 57, 401-421.
- Rose, R. C., Ramalu, S. S., Uli, J. and Kumar, N. (2010). Expatriate performance In Overseas Assignments: The Role of Big Five Personality. *Asian Social Science*, 6(9), 104-109.
- Rothmann, S. and Coetzer, E. P. (2003). The Big Five Personality Dimensions and Job Performance. *Journal of Industrial Psychology*, 29 (1), 68-74.
- Saadé, R.G., Kira, D, Nebebe, F., and Otrakji, C. (2006). Openness to Experience: An HCI Experiment. *Issues in Informing Science and Information Technology*, 3, 541-550.
- Sackett, P.R. and Wannek, J.E. (1996). New developments in the use of measures of honesty, integrity, conscientiousness, dependability, trustworthiness and reliability of personnel selection. *Personnel Psychology*, 49, 787-830

- Salzman, J. (2000). Labor Rights, Globalization and Institutions: The Role of Organization for Economic Cooperation and Development. *Michigan Journal of International Law*, Vol. 21, pp. 769.
- Sekaran, U. (2003). *Research method for business: A Skill Building Approach* (4th ed.). Denver: John Wiley and Sons, Inc.
- Sorana-Daniela and Lorentz. (2006). Pearson versus Spearman, Kendall's Tau Correlation Analysis on Structure-Activity Relationships of Biologic Active Compunds. *Leonardo Journal of Sciences*, 9, 179-200.
- Taylor, N. (2009). Personality-5 Factor Structure. Retrieved from <http://www.nevintaylor.com/category/self-awareness/personality>.
- Tett, R. P., Jackson, D. N., and Rothstein, M. (1991). Personality measures as predictors of job performance: A meta-analytic review. *Personnel Psychology*, 44(4), 703-742.
- Thoresen, C. J., Bradley, J. C., Bliese, P. D., and Thoresen, J. D. (2004). The Big Five Personality Traits and Individual Job Performance Growth Trajectories in Maintenance and Transitional Job Stages. *Journal of Applied Psychology*, 89(5), 835–853.
- Watson, D., and Clark, L. A., (1992). On Traits and Temperament: General and Specific Factors of Emotional Experience and their Relation to the Five –Factor Model. *Journal of Personality*, 60, 441-476.
- Zhang, M and Wei, J. (2011). Eastern Ways of Thinking: Relationships with Cognitive, Motivational and Personality Variables. *Ambiguity and Decision Making in Chinese Organization*, 1-27.