

Personality traits and employees' job performance in hotel industry

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Abstract

Studies that examined the association between personality traits and employees' job performance in respect of hotels in Lagos State, Nigeria is under reported. The current study therefore filled this research gap. The study adopted a quantitative research design, hence used structured questionnaires to collect data from 332 employees of 63 hotels across the 20 LGAs in Lagos State. Data that were collected was analyzed using Partial Least Squares SEM. The result show that three of the five tested hypotheses, that is conscientiousness, openness to experience, and extraversion traits supported job performance in respect of hotels in Lagos State, Nigeria. This implies that exhibition of conscientiousness trait such as been dependable, organized, reliable, ambitious, perseveres and hard-working inclines to enhance job performance in hotel industry in Lagos State. In addition, demonstration of openness to experience attributes such as been original, curious, imaginative, refined, and multifaceted tend to stimulate job performance in hotel industry in Lagos State. Furthermore, displaying extraversion traits such as been sociable, passionate, and bold are essential for job performance in hotels in Lagos State. By confirming the link between personality traits and employees' performance, this study offers an insight on personality traits that stimulate job performance in hotels in Lagos State. Therefore, managers and operators of hotel business in Lagos State can maximize employees' performance in their respective organizations by implementing human resources policies gear towards recruitment of staff that believes in originality, teamwork and team-building including, training of staff to imbibe the culture of forgiveness, and acceptance of others' view. Again, sociable and enthusiasm staff should be assigned to strategic frontline units of the hotel.

Keywords: Personality Traits, Job performance, Lagos State, Hotel industry, PLS_SEM.

1. Introduction

Recent available reports show that investment in hotel industry, including other brands and independent accommodation establishments in Lagos State rose from 9,400 rooms in 2016 to 10,222 in 2018 (PricewaterhouseCoopers, 2018). This implies a favorable hotel investment outlook in the commercial capital city of Nigeria. Despite the favorable hotel investment outlook in Lagos State, the corresponding performances of the industry in the state is not encouraging, thus showing a decline at an increasing rate (JII, 2016, 2017 & 2018). The implication of this is that the physical capacity of hotel facilities in Lagos State are underutilized, hence resulting in revenue loss. This is one of the major concerns that motivated the conduct of this study to determine factors responsible for this negative hotel performance trend. It had been reported that many factors may be responsible for the decline in hotel performance. Major among these factors

based on empirical studies is issue of personality traits of hotel employees (Tuteja & Sharma, 2017). Personality traits in this context explains the entirety of emotional and physical temperaments of an individual. It explains the combination of constant mental and physical features which gives identity to individuals (Ones et al., 2005; Golpayegan, 2017). According to Ryckman (2004), personality traits is a dynamic and organized set of characteristics possessed by an individual that uniquely influences his or her behavior, cognitions, and motivations in various situations, including job performance. Job performance therefore explains recurring activities to establish organizational goals, monitor progress toward the goals, and adjust achieve those goals more effectively and efficiently (Dhaifallah et al. 2013). Nmadu (2013) sees employees' job performance as a degree of accomplishment of tasks measured against pre-set standards of accuracy, completeness, cost and speed.

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Findings from a meta-analysis suggested that personality traits are dispositional predictors of employees' job performance (Judge & Bono, 2001). Erdheim et al. (2006) declared that personality traits play a crucial role in developing job performance which results in increased output. Various studies had been conducted to validate the link between personality traits and employees' job performance. Iqra et al. (2013) investigated the effect of personality traits on job performance of employees of banking sector in Pakistan. Nadiah et al. (2016) studied leader's personality traits and employees' job performance in public sector in Putrajaya, Malaysia. Noraini et al. (2015) explored the association between personality traits and job performance among Malaysian public secondary school teachers. Neelu & Sharma (2018) determined the link between job performance and the big five personality traits of employees of IT sector in Chandigarh. Maryam and Muhammad (2017) examined the effects of big five personality traits on employee job performance among university lecturers in Peshawar City. One of the gaps based on these empirical studies is that research on personality traits and job performance have been popular in the banking industry, public sector, education institutions, and IT companies with limited focus on the hotel industry. Aside, another gap that motivated the conduct of this study is that previous studies on personality traits and job performance were popular in respect of companies and institutions in Pakistan, Malaysia, and China with limited study focusing on hotels in Nigeria, especially in Lagos State. In view of these gaps, the current study therefore aims to explore the association between each of the dimensions of personality traits and job performance in respect of hotel employees in Lagos State. It is pertinent to state that Lagos State has the highest concentration of hotels and other forms of lodging facilities put at 65% of total hotel room stock in Nigeria (JLL, 2018). Therefore, the outcome of this study can be generalized for Nigeria. The map of Lagos State is shown in Figure 1.



Figure 1. Map of Lagos State.

2. Literature review

2.1. The concept of personality traits

Various definitions of personality traits had been offered by personality philosophers based on their understanding of the subject matter. Dabrowski (2008) defined personality traits as the entirety of emotional and physical temperaments of an individual. It explains the combination of constant

mental and physical features which gives identity to individuals (Ones et al., 2005; Golpayegan, 2017). Crage (2013) sees personality traits as the configurations and inclinations that explain individual's unique patterns of thought, emotion and behavior and recurring regularities or trends. Akinboye & Soaib (2016) and Beer & Brooks (2011) referred to personality traits as the behavioral patterns which are developed mainly during decisive years which differentiates one person from another person. It encompasses a person's relative stable feelings, thoughts, and behavioral patterns that differentiates a person from others (Barge, 2014; Pandey & KaviTha, 2015). According to Ryckman (2004), personality traits is seen as dynamic and organized set of characteristics possessed by an individual that uniquely influences his or her behavior, cognitions, and motivations in various situations. In these wise, personal traits explain different characteristics that can contribute to inferences about behavioral results (Liao & Lee, 2009; Zahari, 2016). The index in these definitions shows that personality traits explain the individual's unique, typical and preferred way of feeling, thinking and behavioral pattern that influences once decisions.

2.2. Dimensions of personality traits

The big five personality model is one of the most inclusive and personality taxonomies (Costa & McCrae, 1992). Goldberg (1981) used the big five model to delineate the five dimensions of personality traits, hence emotional stability, conscientiousness, agreeable, extraversion, and openness to experience. A brief review on each of the dimensions are as follow.

Conscientiousness dimension of personality trait is associated with trait adjectives such as been dependable, organized, reliable, ambitious, hardworking (Brice, 2004; Major et al., 2006; Zhao & Seibert, 2006; Zhao et al., 2010), while agreeableness dimension has adjectives such as been kind, cooperative, sympathetic, helpful, courteous, and warm (Brice, 2004; Zhao & Seibert, 2006; Zhao et al., 2010). On the other hand, emotional stability dimension has to do with been nervous, moody, emotional, insecure, and unstable character (Zhao & Seibert, 2006; Zhao et al., 2010; Méndez-Picazo et al., 2012). Openness to experience has to do with been curious, imaginative, creative, complex, refined, sophisticated (Brice, 2004, Major et al., 2006, Zhao & Seibert, 2006; Zhao et al., 2010), while extraversion is associated with adjective traits such as talkative, sociable, passionate, bold, dominant (Major et al., 2006; Zhao & Seibert, 2006; Zhao et al., 2010).

2.3. The notion of employees' job performance

There is no stereotyped definition for the term employees' performance. Munchinsky (2003) opined that employees' job performance is the set of employees' behaviors that can be measured, monitored, and evaluated. It emphasized on the measure of employees' morale, effective and efficient completion of mutually agreed tasks as set out by the employer (Gibson, 2012). In addition, employees' performance

explains recurring activities to establish organizational goals, monitor progress toward the goals, and adjust achieve those goals more effectively and efficiently (Dhaifallah et al. 2013). Platt & Sobotka (2010) defined employees' performance as quality and quantity achieved by individuals or group after fulfilling a task. Nmadu (2013) sees employees' performance as a degree of accomplishment of tasks measured against pre-set standards of accuracy, completeness, cost and speed. The concept is associated with quantity of output, quality of output, timeliness of output, presence or attendance on the job, morale at work, efficiency and effectiveness of work completed (Mathis et al. 2009). Lee, et al. (1999) has summarized the concept of employees' performance in respect of three dimensions such as quality, efficiency, and effectiveness of the employees. Efficiency in this context refers to the workers' output rate and the ability to achieve tasks before deadline (Lee et al. 1999). Effectiveness on the other hand refers to the workers' goal accomplishment, while quality refers to workers' error and complaint rate (Lee et al. 1999). Indices in these definitions show that employees' performance is the activities related to job and how well those activities were executed by employees. Therefore, the working definition for this study describe employees' performance to connote workers' output rate and the ability to achieve tasks before deadline, with limited error and complaint rate in line with organizational set goals.

3. Empirical review

3.1. Relationship between extraversion and employees' performance

Various studies had examined the correlation between extraversion and employees' performance (Barrick & Mount, 1991; Hurtz, & Donovan, 2000; Thoresen et al., 2004; Allameh et al., 2010; Solaja et al., 2016). The outcome of these studies show that extraversion has proven a significant and positive predictor of job performance of employees. Iqra et al. (2013) investigated the effect of personality traits on job performance of employees of banking sector in Pakistan. The result confirmed that extraversion has positive and significant effect on employees' job performance. Nadiah et al. (2016) studied the leader's personality traits and employees' job performance in public sector in Putrajaya. The finding shows that extraversion have a positive significant relationship with employee's job performance. An empirical study in the context of Germany shows a significant relationship between extraversion and job performance (Blickle et al., 2015). Rothman & Coetzer (2003) examined the influence of personality traits on job performance of pharmaceutical company.

The finding shows that extraversion has a significant influence on job performance. Neelu & Sharma (2018) determined the link between job performance and the big five personality traits of employees of IT sector in Chandigarh. The finding revealed that extraversion has significant correlation with job performance. Maryam, & Muhammad (2017) examined the effects of big five personality traits on employee

job performance among university lecturers in Peshawar city. The result show that among the Big Five personality dimensions, extraversion is positive but insignificant with employees' job performance. The gap base on these reviews shows that previous studies in this domain had focused on the banking, public sector, pharmaceutical, IT companies, and educational institutions. However, it appears that limited study had being reported on the link between extraversion and employees' performance in respect to hotel industry and more so in Lagos state, Nigeria. Aside, in view of inconsistencies in literature on the correlation between extraversion and employees' performance, this study hypothesized that:

H₁: There is positive and significant relationship between extraversion and employees' performance in respect of employees of hotel industry in Lagos state.

3.2. Relationship between agreeableness and employees' performance

Numerous studies had examined the link between agreeableness and employees' performance (Barrick & Mount, 1991; Thoresen et al., 2004; Judge & Zapata, 2015; Adeola et al., 2017). Findings from majority of these studies show that agreeableness predicts employees' performance. Other studies that confirmed a positive association between agreeableness and job performance include (Iqra et al., 2013; Nadiah et al., 2016; Neelu & Sharma, 2018). In a study of Maryam, & Muhammad (2017) on the effects of big five personality traits on employee job performance among university lecturers in Peshawar city. The result show that among the Big Five personality dimensions, agreeableness has positive and significant effects on employees' job performance. Noraini et al. (2015) explored the association between personality traits and job performance among Malaysian public secondary school teachers. The finding shows that there is a positive association between agreeableness and job performance. Alanoud & Amir (2016) explored the relationship between personality and job performance. The outcome of the research shows that agreeableness has a negative relationship with employees' job performance thus, suggesting inconsistencies in literature on the relationship between agreeableness and employees' performance. Other gap observed in literature suggests that limited study was reported on the link between agreeableness and employees' performance in respect to hotel industry in Lagos state. In view of this this study hypothesized that:

H₂: There is positive and significant relationship between agreeableness and employees' performance in respect of employees of hotel industry in Lagos state.

3.3. Relationship between neuroticism and employees' performance

Several studies had been done to establish the relationship between neuroticism and employees' performance (Judge et al, 1999; Niehoff, 2006; Byrne et al., 2015; Jeronimus et al., 2016). The outcome of these studies show that

neuroticism appears consistent negatively not correlated with employees' performance. In a study of Maryam, & Muhammad (2017) on the effects of big five personality traits on employee job performance among university lecturers in Peshawar city. The result show that among the Big Five personality dimensions, neuroticism is negative and insignificant. In the study of Noraini et al. (2015) on the association between personality traits and job performance among Malaysian public secondary school teachers. The result revealed that there is a negative association between neuroticism and job performance. Nadiah et al (2016) explored leader's personality traits and employees' job performance in public sector, in Putrajaya. The outcome shows that neuroticism found negatively related with employee job performance. Iqra et al. (2013) conducted an empirical study on effect of personality traits on job performance of employees in the banking sector of Pakistan. The result shows that neuroticism has negative effect on employees' job performance. Neelu & Sharma (2018) explored the link between job performance and big five personality traits of employees of IT sector in Chandigarh. Finding shows that neuroticism was found to be negatively related with job performance. Other gap observed in literature suggests that limited study was reported on the link between neuroticism and employees' performance in respect to hotel industry in Lagos state. In view of this this study hypothesized that:

H₃: There is positive and significant relationship between neuroticism and employees' performance in respect of employees of hotel industry in Lagos state.

3.4. Relationship between openness to experience and employees' performance

Various studies had been conducted to determine the association between openness to experience and employees' job performance (Mark & John, 2000; Thoresen et al., 2004; Tuteja & Sharma, 2017). Neal et al. (2012) examined the relationship between the five personality traits and nine dimensions of work role performance. The study found that openness to experience was positively related to proactivity. Eswaran et al. (2011) opined that openness to experience has a positive relationship with job performance. Maryam & Muhammad (2017) determined on the effects of big five personality traits on employee job performance among university lecturers in Peshawar city. The result show that among the Big Five personality dimensions, openness to experience has positive and significant effects on employees' job performance. Noraini et al. (2015) examined the association between personality traits and job performance among Malaysian public secondary school teachers. The result revealed that there is a positive association between openness to experience and job performance. Neelu & Sharma (2018) investigated the link between job performance and big five personality traits of employees of IT sector in Chandigarh. The result concluded that openness to experience has significant correlation with job performance. Nadiah et al. (2016) examined the leader's personality traits and employees' job

performance in public sector, in Putrajaya. The finding shows that openness to experience has significant and positive relationship with employees' job performance. McCrae & Allik (2012) has a contrary view about openness to experience individuals hence, opined that employees with this trait are quite ambiguous, debatable, and complex to understand and thus more research is required to investigate the link between this personality traits and job performance. However, it appears that limited study had being reported on the link between openness to experience and employees' performance in respect to hotel industry and more so in Lagos state, Nigeria. Aside, in view of inconsistencies in literature on the correlation between openness to experience and employees' performance, this study hypothesized that:

H₄: There is positive and significant relationship between openness to experience and employees' performance in respect of employees of hotel industry in Lagos state.

3.5. Relationship between conscientiousness and employees' performance

Studies that examined the correlation between conscientiousness and employees' performance had been widely reported in literature (Hurtz & Donovan, 2000; Rothmann & Coetzer, 2003; Leutner et al., 2014; Alanoud & Amir, 2016). The outcomes of these studies consistently show that conscientiousness have a positive and significant correlation with employee's job performance. Jiang et al. (2009) investigated the relationship between job performance and conscientiousness in a government training institution in China. The study found that conscientiousness was predictive of job performance among government employees in China. The outcome of an empirical study that examined the effect of personality on job performance of banking employees in Pakistan as reported in reported in Iqra, et al. (2013) shows that conscientiousness has positive and significant effect on employee's job performance. In a study of Maryam & Muhammad (2017) that determined the effects of big five personality traits on employees' job performance among university lecturers in Peshawar city.

The result show that among the Big Five personality dimensions, conscientiousness has positive and significant effects on employees' job performance. Nadiah et al. (2016) conducted a research on the leader's personality traits and employees' job performance in public sector, in Putrajaya. The result shows that conscientiousness has significant and positive correlation with employees' job performance. Rothman & Coetzer (2003) explored the influence of personality traits on job performance of employees in a pharmaceutical company. The outcome shows that conscientiousness has significant influence on job performance. Neelu & Sharma (2018) examined the link between job performance and the big five personality traits of employees of IT sector in Chandigarh. The result surprisingly shows that conscientiousness has no significant relationship with job performance. The gaps observed in literature suggests inconsistencies in research outcomes including, under reporting of studies on the

link between conscientiousness and employees' performance in respect to hotel industry in Lagos state. In view of this this study hypothesized that:

H₅: There is positive and significant relationship between conscientiousness and employees' performance in respect of employees of hotel industry in Lagos state.

3.6. Theoretical framework: The big five personality model

The big five personality model was adopted in this study. The model is one of the most comprehensive and parsimonious personality taxonomies (Costa & McCrae, 1992). Goldberg (1981) proposed and used the big five personality structure to delineate five dimensions of personality traits such as, Emotional stability, Conscientiousness, Agreeable, Extraversion, and Openness to experience to analyze individual's personality. Various studies had used the big five personality model to provide a general framework for examining the effects of personality traits on employees' performance (Abdul Ghania et al., 2015; Rusbadrol et al., 2015; Adeola et al., 2017; Tuteja & Sharma, 2017). As it applied to the current study, the big five personality model is being used to explain the connection between each of the five dimensions of the personality traits and employees' performance in respect of hotel in Lagos state.

4. Research methodology

This study adopted a quantitative research design to test the effect of each dimensions of personality traits on employees' performance in the context of hotels in Lagos State. A structured questionnaire used for this study is divided into 3 main parts (i.e., Part 1, 2 and 3). Part 1 of the questionnaire shows the personal information of the respondents. The items used to characterize the respondents are marital status, religion, education qualification, and years of work experience in the organization. Part 2 of the questionnaire measured employees' personality traits. A big five-dimensional personality scale developed by Adeola et al. (2017) that was used to examine the influence of personality traits and work commitment on job performance of public secondary teachers in Oyo South Senatorial District of Oyo State were adopted and modified. The modified instrument consists of 25 items which were measured on a 5-point Likert scale. Each item was rated by the respondents from 1 (Strongly Disagreed) to 5 (Strongly Agreed). The instrument was used to measure extraversion, openness to experience, agreeableness, conscientiousness, and neuroticism as dimensions of personality traits of staffs of hotels in Lagos State. Part 3 of the questionnaire measured employees' job performance. A six items instrument developed by Lee et al. (1999) were adopted and modified based on job performance literature in Şahin (2011) and Motowidlo and Van Scotter (1994). The modified instrument consists of 8 items which were measured on a 5-point Likert scale. Each item was rated by the respondents from 1 (Strongly Disagreed) to 5 (Strongly Agreed). The instrument was used to measure employees'

performance in terms of efficiency, effectiveness and quality in hotels in Lagos State.

The research population used in the study comprised of employees of the 792 registered hotels in the 20 LGAs in Lagos State. The sampling units used include employees of 63 registered hotels in the 20 LGAs in Lagos State. The sampled hotels were selected through a systematic random sampling technique. The researchers serially numbered all the registered hotels in each of the 20 LGAs in Lagos State and automatically picked the first hotel on the list in each of the LGAs while others were picked at an interval of 15 thus, 63 hotels were selected and used for the study. Since it is practically impossible for the researchers to sample the entire employees in each of the 63 selected hotels in the 20 LGAs in Lagos State, hence the researchers determined the proportion of the sample unit that constitutes the sample (i.e., the number of respondents which questionnaires will be administered to). Taro Yamane formula which is given as follows were adopted to determine the sample size:

$$n = \frac{X}{1 + N(e)^2}$$

Where n= sample size.

X= Observation Unit.

N= Population Size.

e= Sample Error or level of significance

To determine the sample size for the study, the researchers conceded to the method of proportional allocation suggested in Kothari (1990). Before applying the Taro Yamane formula as suggested in Sekaran (2003), the researchers contacted the management of the 63 selected hotels to obtain the total number of staffs on their employment thus, the populations size (N) of 1, 624 staff out of which the sample size of 332 were obtained. Convenience sampling technique were adopted by the researchers to administer the questionnaires in each of the 63 selected hotels until the sample size of 332 were met.

Partial Least Squares Structural Equation Modelling (PLS_SEM) approach that explore the linear relationships between multiple independent variables and a single or multiple dependent variable (Hair, et al., 2014) were adopted for the analysis of data collected in this study. This was done with the aid of *SmartPLS v3. Software*. The PLS_SEM relies on pre-specified networks of relationships between constructs as well as between construct and their measures (Hair, et al., 2014) thus, making it different from the regular regression approach.

5. Results

5.1. Demographic distribution of respondents

The gender distribution of the respondents indicates that 63.6% of the respondents are Males and 36.4% are Females. This implied that majority of the participants in this study are males. In terms of marital status, 66.6% of the respondents are Married, 32.5% are Singles, 0.6% are Others and

0.3% are Divorce. This implies that majority of the participants in this study are Married, followed by the Singles. The religion distribution of respondents used in the present study includes: Christianity (13.9%), Islam (72.0%) and others (14.2%). This shows that majority of participants in this study are Muslims followed by Christians with only very few Other's participants.

In respect to academic qualification distributions, 35.8% of the respondents are Bachelor degree holders, Masters (31.0%), and Doctorate (33.1%). This shows that majority of participants in this study are Bachelor degree holders followed by holders of Doctorate degree, and lastly holders of Master's degree. In term of age distributions of the respondents, 52.7% of the respondents are within the age bracket of 17-26 years, followed by 27-35 years (32.5%), and 36-44 years (14.2%). This shows that the age distribution of majority of participants in this study are 17-26 years, and closely followed by respondents whose age range is 27-35 years.

5.2. Assessment of measurement model

The hypothesized model of this study was evaluated for its construct reliability including, convergent and discriminants validity using SmartPLS 3.0 (Hair et al. 2014; Ringle et al., 2005). As part of the requirement for the evaluation of the validity and reliability of the hypothesized model, the researchers examined factor loadings of all items of the study variables. The result of the factor loadings of the initial hypothesized model shows that 9 out of 34 items (i.e., AGRE4, CONS3, CONS4, CONS5, EMPE1, EMPE2, EMPE5, EXTR3, EXTR4, and EXTR5) has factor loadings less than the acceptable threshold of 0.7 (Hair et al. 2012; 2014). In view of these 9 items were deleted from the initial hypothe-

sized model one item at a time starting from the lowest loading. Having deleted all the items with the low factor loading, the final hypothesized model yielded a better result hence, fit well with the data as shown in Figure 2.

Furthermore, the result of the final hypothesized measurement indicators such as Cronbach alpha (α), composite reliability (CR), and average variance extracted (AVE), including factor loadings of all items of the study variables yielded a better result as presented in Table 1. As shown in Table 1, the results of the convergent validity of the final hypothesized model shows that the factor loadings of all items of the study variables were statistically significant and exceeded the minimum acceptable threshold of 0.7 (Tabachnick & Fidell, 2007). Also, the average variance extracted (AVE) exceed the minimum acceptable threshold value of 0.5 (Hair et al., 2010).

In addition, the model was assessed for the internal consistency of the data hence, Cronbach Alpha (α), and Composite Reliability (CR) values for all the variables meet the required threshold as shown in Table 1. This implies that all the variables in this study have a satisfactory level of internal consistency.

Furthermore, the discriminant validity of the final hypothesized model was assessed to assure the external consistency of the data. Based on the correlation between the latent variables, the constructs were compared with the square root of AVEs (Hair et al., 2014). The result shown that the correlations between the constructs are lower than square root of AVEs along the diagonal as shown in Table 2. This validates fulfillment of discriminant validity requirement.

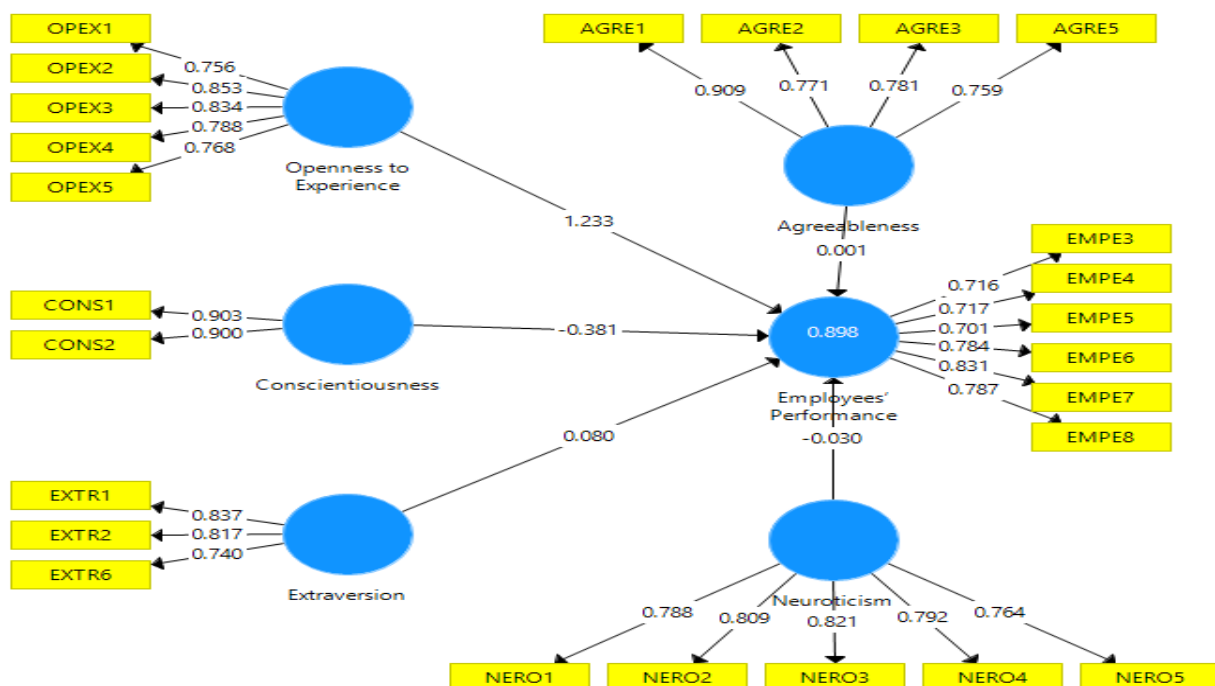


Figure 2. Hypothesized model with fit factor loadings. Source: Researchers Computation (2020).

Table 1. Results of the measurement model

Latent Variables	Items	Loadings	Cronbach Alpha	Composite Reliability	(AVE)
Extraversion	EXTR1	0.837	0.716	0.841	0.639
	EXTR2	0.817			
	EXTR6	0.740			
	EMPE3	0.716			
Employees' performance	EMPE4	0.717	0.854	0.889	0.574
	EMPE5	0.701			
	EMPE6	0.784			
	EMPE7	0.831			
Openness to experience	EMPE8	0.787	0.860	0.899	0.641
	OPEX1	0.756			
	OPEX2	0.853			
	OPEX3	0.834			
Agreeableness	OPEX4	0.788	0.842	0.881	0.651
	OPEX5	0.768			
	AGRE1	0.909			
	AGRE2	0.771			
Neuroticism	AGRE3	0.781	0.855	0.896	0.632
	AGRE5	0.759			
	NERO1	0.788			
	NERO2	0.809			
Conscientiousness	NERO3	0.821	0.770	0.897	0.813
	NERO4	0.792			
	NERO5	0.764			
	CONS1	0.903			
	CONS2	0.900			

Source: Researchers computation (2020).

Table 2. Discriminant validity of the variables

Constructs	1	2	3	4	5	6
1-Agreeableness	0.807					
2-Conscientiousness	0.071	0.902				
3-Employees' performance.	0.052	0.704	0.757			
4-Extraversion	0.083	0.423	0.471	0.799		
5-Neuroticism	0.067	0.431	0.474	0.830	0.795	
6-Openness to experience	0.060	0.863	0.327	0.467	0.488	0.801

Source: Researchers Computation (2020).

Table 3. Summary of direct hypothesis testing

S/n	Hypothesized Path	Path	Standard	t Value	Findings	f-squared	Effect size
1.	AGRE -> EMPE	-0.001	0.018	0.034	Not supported	0.000	Small
2.	CONS -> EMPE	0.381	0.038	10.008	Supported	0.364	Large
3.	EXTR -> EMPE	0.080	0.035	2.296	Supported	0.019	Small
4.	NERO -> EMPE	0.030	0.035	0.848	Not Supported	0.003	Small
5.	OPEX -> EMPE	1.233	0.033	37.060	Supported	3.564	Large

*P<0.05

Source: Researchers Computation (2020).

Table 4. Results of the Predictive Relevance of the Model

Total	SSO	SSE	Q ² (1-SSE/SSO)
Agreeableness	1328.000	1328.000	
Conscientiousness	664.000	664.000	
Employee performance	1992.000	1026.730	0.485
Extraversion	996.000	996.000	
Neuroticism	1660.000	1660.000	
Openness to experience	1660.000	1660.000	

Source: Researchers computation (2020).

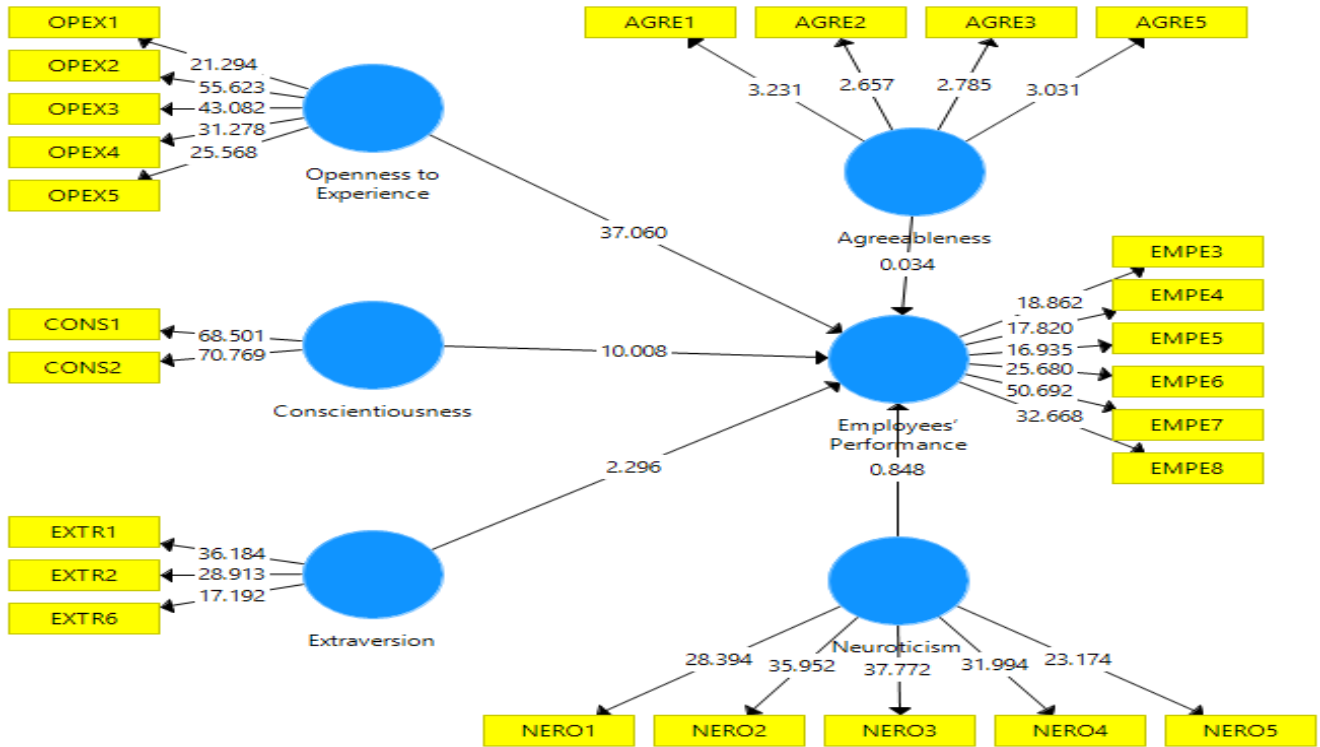


Figure 2. Final measurement model of the study

Source: Researchers computation (2020).

5.3. Structural model hypothesis testing

The significance of the path coefficients is determined by the beta values of the coefficient of the regression and t-values which is calculated using the bootstrapping method (Hair et al., 2014). The rule of thumb of critical values for a two-tailed test of 1.96 (significance level = 5%) is considered to be significant (Hair et al., 2014). As it applied to the current study, five direct hypothesized relationships were tested. The result shows that three of the relationships were proven to be supported and two not supported. Figure 2 show the results of the direct effect of latent variables on the dependent variable.

Furthermore, Table 3 show that hypotheses that were supported and accepted have t-value >1.96 while the rejected hypotheses have t-value < 1.96 hence, show the effect of individual latent constructs (i.e., personality traits) on the dependent variable (i.e., employee performance). The R-square value shows that all the constructs put together have the tendency of influencing 89.8% of changes in employees' performance. The remaining 10.2% is due to other factors and residuals.

5.4. Effect size

As shown in Table 3, the effect sizes of dimensions of personality traits (i.e., Conscientiousness, Extraversion, and Openness to Experience on the dependent variable (i.e., Em-

ployees' performance) were 0.40, 0.02, and 3.60 respectively. Therefore, following Cohen (1988) guideline, the effects sizes of Conscientiousness, Extraversion, and Openness to Experience on the dependent variable could be viewed as large, small and large respectively. In line with the argument of Chin et al. (2003), who emphasises that even the minutest strength of f^2 might be considered because, they can affect the dependent variable in their own way.

5.5. Predictive relevance of the model

This study used the blindfolding procedure to test the predictive relevance of the model (Hair et al., 2014). Predictive relevance is denoted by Q^2 hence, used to assess the parameter estimates, how values are built around the model including, explanations on the quality of the model (Hair et al., 2014). As it applied to the current study, the results were retrieved from the blindfolding output of PLS through the variable score out of which cross validated redundancy were extracted as shown in Table 4.

From Table 4, the results of construct cross validated redundancy show the predictive relevance of 0.485 for the turnover intention hence, implies that the model have predictive relevance.

6. Discussion of findings

The current study sought to establish the relationship between each of the five dimensions of personality traits and

employees' job performance in respect of hotels in Lagos State, Nigeria. Major findings of the study are as follows.

Regarding the relationship between extraversion trait and employees' job performance, the study found that extraversion positively correlates employees' job performance. This finding corresponds with existing literatures as reported in (Barrick & Mount, 1991; Hertz, & Donovan, 2000; Thoresen et al., 2004; Allameh et al., 2010; Solaja et al., 2016). These studies validate the proposition that extraversion have a significant and positive correlation with employees' job performance. Aside, the outcome of this study also conforms to the report in Iqra et al. (2013) that investigated the effect of personality traits on job performance of employees of banking sector in Pakistan. The outcome of this study shows that extraversion trait has positive and significant effect on employees' job performance. Current study also conforms to the outcome of an empirical study in the context of Germany that shows a significant relationship between extraversion trait and job performance (Blickle et al., 2015). In respect of the relationship between agreeableness trait and employees' job performance, the finding in the current study shows that the relationship between the two constructs did not support each other. This finding is not in conformity with majority of previous studies in this domain of study as reported in (Barrick & Mount, 1991; Thoresen et al., 2004; Judge & Zapata, 2015; Adeola et al., 2017). Findings from these studies show that agreeableness trait predicts employees' job performance. However, the finding of the current study confirms the assertions in Alanoud & Amir (2016) that agreeableness trait has a negative relationship with employees' job performance.

Furthermore, on the relationship between neuroticism and employees' job performance, the current study found a non-significant relationship. This finding agrees with previous studies as reported in Judge et al, 1999; Niehoff, 2006; Byrne et al., 2015; Jeronimus et al., 2016). The outcome of these studies show that neuroticism appears consistent negatively not correlated with employees' job performance. Aside, the outcome of the current study also validates reports in Iqra et al. (2013) that investigated the effect of personality traits on job performance of employees in the banking sector in Pakistan. The result of the study shows that neuroticism has negative effect on employees' job performance. Neelu & Sharma (2018) explored the link between job performance and big five personality traits of employees of IT sector in Chandigarh. Finding shows that neuroticism was found to be negatively related with job performance.

In addition, the association between openness to experience and employees' job performance in respect of hotels in Lagos State, found a positive and significant relationship. This finding agrees with earlier reported studies such as (Mark & John, 2000; Thoresen et al., 2004; Tuteja & Sharma, 2017). These studies found that openness to experience was positively related to employees' job performance. In addition, the result of the current study correlates with the outcome of studies such as Neal et al. (2012) that

examined the relationship between the five personality traits and nine dimensions of work role performance. The study found that openness to experience was positively related to proactivity. Eswaran et al. (2011) opined that openness to experience has a positive relationship with job performance. Maryam & Muhammad (2017) investigated the effects of big five personality traits on employees' job performance among university lecturers in Peshawar City. The result show that openness to experience trait has positive and significant effects on employees' job performance.

Finally, the correlation between conscientiousness trait and employees' job performance in respect of hotels in Lagos State, found a positive and significant and relationship. This finding agrees with the previous studies as reported in Hertz & Donovan, 2000; Rothmann & Coetzer, 2003; Leutner et al., 2014; Alanoud & Amir, 2016). The outcomes of these studies consistently show that conscientiousness have a positive and significant correlation with employee's job performance. The outcome of this study also validates report in Jiang et al. (2009) that investigated the relationship between conscientiousness traits of staff of government training institution and job performance in China. The study found that conscientiousness was predictive of job performance among government employees in China. The outcome of an empirical study that examined the effect of personality on job performance of banking employees in Pakistan as reported in reported in Iqra, et al. (2013) shows that conscientiousness has positive and significant effect on employee's job performance. In a study of Maryam & Muhammad (2017) that determined the effects of big five personality traits on employees' job performance among university lecturers in Peshawar city. The result show that among the Big Five personality dimensions, conscientiousness has positive and significant effects on employees' job performance.

6.1. Theoretical implications

Theoretically, the big five personality model was successfully applied in the present study to explaining the extent emotional stability, conscientiousness, agreeable, extraversion, and openness to experience traits predicts job performance in respect of hotel employees in Lagos State, Nigeria. The big five personality traits and employees' job performance model for hotels in Lagos State was proposed and validated in this study. The result shows a linear relationship between three of the five traits (i.e., Conscientiousness, Extraversion, and Openness to experience), and employees' job performance of hotels in Lagos State. The implication of this is that the new model offers an understanding of personality traits that informed employees' job performance in hotels in Lagos State.

6.2. Practical implications

The implications of the findings in this study shows that employees that are sociable, generates a lot of enthusiasm, and communicate freely with customers have tendency to perform well. Furthermore, staff that are creative, original,

active in imagination including, high sense of artistic, and aesthetic attributes are likely to perform well in hotel activities. Hotel staff that are graced with energy, considered to be reliable, makes plans and follows through, and perseveres until tasks are finished tend to perform well in hotel business. Aside, hotel managers in Lagos State should avoid employing staff with traits of finding faults with others, tend not to accept other's view, unforgiving in nature, and exhibits poor teamwork. These negative attributes tend to impact negatively on hotel business performance in the state. In addition, the study also confirmed that careless staff, easily depress and worried personnel are not likely to exhibit high performance in the hotel industry.

In view of the above, it is thus recommended that structuring of hotel human resources policy to embracing recruitment of staff who believes in teamwork and team-building. This we believe will enhance individual staff performance that may metamorphose to organizational performance. Aside, hotel staff should always be trained to imbibe the culture of forgiveness, acceptance of others' view and helpfulness. Also, managers of hotels in Lagos State can enhance their organization performance if highly sociable, and enthusiasm staff are assigned to strategic frontline units of the hotel such as reception desk, restaurants, bar, and housekeeping. Finally, engagement and or training of hotel staff in the act of innovativeness, critical thinking, and placement of values in artistic, and aesthetic experiences is highly recommended to the contemporary hotel business operators hence, will go a long way to enhancing the performances of hotels in Lagos state.

6.3. Limitations of the study

Despite the incisive results, one of the major limitations of this study is that only hotel employees in Lagos State were focused, thus, did not consider hotel staff in other states across Nigeria. If this is done it may provide a more in-depth insight and more meaningful results.

Author contribution statements

M.B. Bello and Y.O. Bello contributed equally to the design and implementation of the research, to the analysis of the results and to the writing of the manuscript.

Disclosure statement

No potential competing interest was reported by the authors.

Ethics committee approval

All responsibility belongs to the researchers. All parties were involved in the research of their own free will.

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