Emotional Labour, Conscientiousness And Job Tenure As Predictors Of Job Performance Among University Administrative Workers In Southwestern Nigerian

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ABSTRACT

Research has shown that the growing complexity of modern organization has posed serious challenges to the job performance of the workers in Nigerian tertiary institutions. To succeed and prosper, these institutions need highly motivated, technically literate and emotionally balanced workers, who are skillful in work-related issues and personality attributes that can enhance efficient job performance of the administrative workers. Thus, this study was designed to investigate the composite and relative effects of emotional labour, conscientiousness and job tenure on job performance of University administrative workers in southwest Nigeria. The study adopted descriptive survey research design. Stratified random sampling technique was used to select participants across four universities in southwestern Nigeria. The stratified random sampling technique was used to select 400 participants from faculties, departments and institutes of the two institutions used for the study. Job performance scale (JPS, \( \alpha = 0.86 \)); Emotional Labour scale (ELS, \( \alpha = 0.81 \)), and Conscientiousness Inventory (CI, \( \alpha = 0.79 \)) were used to collect data for the study. Two research questions were answered at 0.05 level of significance. The data were analyzed using multiple regression statistical methods. The findings revealed that the independent variables (emotional labour, conscientiousness and job tenure) jointly accounted for 53.1 per cent of the variance in job performance (\( R^2 = 0.531 \)). The results further showed that the three independent variables had significant predictive effects on the criterion measure (\( p < 0.05 \)). The relative contributions of each independent variable to the prediction of job performance are: conscientiousness (\( \beta = .172; t=8.60; p<0.05 \)), emotional labour (\( \beta = .145; t=7.73; p<0.05 \)), job tenure (\( \beta = .002; t = .125; p >0.05 \)) respectively. On the basis of these findings, it is recommended that, these factors should be more enhanced among the workers. Personnel psychologists and human resources managers should take into consideration personalities attributes and demographic factors as basis for personnel selection and recruitment.

Introduction

Job performance has been of central concern in Industrail/Organizational (I/O) Psychology for more than a hundred years (Austin & Villanova, 1992; Schmidt & Hunter, 1998). It is considered one of the most important constructs in this field because of its role to our understanding of many functions that take place in the work environment. This construct also helps to explain the value and utility that each employee adds to an organization. It is for these reasons that organizations find this construct critically important. However, organizations tend to focus more on predicting employee job performance rather than understanding its dimensionality. Consequently, research has placed a greater focus on
predictors of job performance. Only in recent years has research begun to refocus its attention on defining and understanding job performance as a criterion (Guion, 1998).

Job performance helps provide understanding of what behaviour constitutes Campbell (1990); job performance is seen as the behaviour or actions that are relevant to an organization’s goals. He also clarifies that job performance is not the consequences or results of an action but rather the action itself. In short, job performance is the behaviour that contributes to the organization’s Job Performance. Motowidlo, Borman, and Schmidt (1997) provide a similar definition, arguing that job performance is behaviour that can be evaluated in terms of the extent to which it contributes to organizational effectiveness.

Job performance, then, requires an observer to make a value judgments to the extent to which one being evaluated is behaving in a way that contributes to being assessed and the evaluator’s ability to accurately interpret the behaviour in relation to organizational goals (Ilgen & Feldman, 1983). Researchers now agree that job performance is a complicated multidimensional factor (Austin & Villanova, 1992; Campbell, 1990; Guion, 1991). However, highly committed employees are seen as very vital to the growth of any organization, and this account for regular appraisal of the employee in the organization. Akinboye and Adeyemo [2002] noted that several organizations are experiencing radical transformations and changes as a results of the need to meet up with the challenges of the rapidly changing and demanding work environment. Recently researchers have begun to look at job performance from various dimensions.

Rutter and Fielding (1983, 1996), noted that emotion in the work place is positively associated with the overall performance in one’s job, however, they argued that this should not tamper with our operational mode in our place of work…. that is the ability to use our emotional labour to improves upon our job performance in the place of work. Barrick & Mount, [1991] has revealed that conscientiousness has an ability to improve on the job performance of the workers, because as one of the personality make up, it plays a crucial role predicting job performance. However emotional labour has been seen as major tools that can be used to improve the productivity of the workers, researchers such as Hochschild (1983), Ashforth and Humphrey (1993).

In organizations, employees are historically operated on the assumption that they should reposition themselves to the advantages of the organization, as should use their various intellectual capabilities such as; emotional labour, conscientiousness, and job tenure to the improvements of the organizational goals. Since job performance is behaviour that can be evaluated in term of the extent to which it contributes to organizational effectiveness, to this end, can emotional labour, conscientiousness and job tenure be used to improve the job performance of the administrative workers in the Southwest University, will any of these variables has any meaningful contribution to job performance?

**Purpose of the Study**

The purpose of this study was to investigate the influence of emotional labour, conscientiousness, and job tenure on job performance of administrative workers in the southwest Universities in Nigeria.

**Literature Review**
Job Performance

Job performance helps provide a common understanding of what behaviours constitute, Campbell (1990) defines job performance as only the behaviour or actions that are relevant to an organization’s goals. He also clarifies that job performance is not the consequences or results of an action but rather the action itself. job performance is the behaviour that contributes to the organization’s goals. Motowidlo, Borman, and Schmidt (1997) provide a similar definition, arguing that job performance is behaviour that can be evaluated in terms of the extent to which it contributes to organizational effectiveness. Viswesvaran (2000) introduced a more recent definition of job performance as “scalable actions, behaviour and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals. All three definitions basically maintain that job performance involves behaviours that contribute to organizational goals.

According to Thompson (2003), in order to measure job performance, it requires an observer to make a value judgment as to the extent to which the one being evaluated is behaving in a way that contributes to the organization’s goals. However, Campbell (1990) points out that organizational goal are also value judgments made by individuals empowered to establish these goals. Therefore, the measurement of job performance is based on three interacting systems: (a) the goals established by the organization; (b) the behaviours demonstrated by the person being assessed (rate); and (C) the evaluator’s ability to accurately interpret the rate’s behaviour in relation to organizational goals (Ilgen & Feldman, 1983).

Campbell (1999) further presumes that several indirect determinants of job performance such as ability, personality and interest will impact the three direct determinants of job performance. For instance, differences in declarative knowledge may be guided by differences in ability. Likewise, the individual differences in procedural skills and knowledge may be partly influenced by differences in declarative knowledge. Therefore, the differences in job performance may be attributed to the differences in declarative knowledge and procedural skills and knowledge, which are both a function of ability. There has been a broad range of research in numerous working environments that has shown peer evaluation methods to have a high degree of validity (Dayan, Kasten & Fox, 2002; Hunter & Hunter, 1984; Lewin & Zwany, 1976; Norton, 1992; Reilly & Chao, 1982; Zazanis, Zaccaro & Kilcullen, 2001).

Emotional labour

Emotions are feelings that people experience, interprets, reflect on, express and manage (Thoits, 1989; Mills and Kleinman, 1988). They arise through social interaction, and are influenced by social, cultural, interpersonal and situation in our daily lives, we often find ourselves suppressing feelings and displaying a more socially accepted emotion that is deemed more appropriate. For example, showing excitement about a colleague’s promotion or suppressing anger when being cut off by someone in a waiting line. Regulating one’s emotions to comply with social norms then is referred to as “emotion work” (Hochschild, 1990). When our job roles require us to display particular emotions and suppress others, we do our emotion management for a wage. Hochschild (1983) termed this regulation of one’s emotions to comply with occupational or organizational norms as “emotional labour”. She defined emotional labour as “the management of feelings to create a publicly observable facial and bodily display; emotional labour is sold for a wage and therefore has exchange value” (Hochschild, 1983).

According to Hochschild (1983), jobs involving emotional labour possess three characteristics: they require the workers to make facial or voice contact with the public; they
require the workers to produce an emotional state in the client or customer, and they provide the employer with an opportunity to exert some control over the emotional activities of workers (Hochschild, 1983). Based on impression management, Ashforth and Humphrey (1993) defined emotional labour as “the act of displaying the appropriate emotion”. Their definition differs from Hochschild’s (1983), since their definition emphasizes the actual behaviour rather than the presumed emotions underlying the behaviour (Ashforth & Humphrey, 1993). Emotions to Hoschild (1983) distinguished two types of emotional labour: surface acting and deep acting. Surface acting is the physical expression of an emotion that is not actually felt. An example would be the retail sales clerk who must maintain a smile and generally sociable demeanor even though his or her annual emotion may lean more toward anger, sadness, or frustration. Deep acting is more involved than just the simple curtailing of emotional expression. Hoschild described deep acting as the attempt by an organizational member to feel the actual target emotion, rather than maintaining the original felt emotion. In this situation, the sales clerk may feel sad when he/she arrives at the job, but because he or she is required to display positive emotions, the clerk may reprogram felt emotions for more job appropriate emotions. These two types of emotional labour are discussed in greater detail later in this section.

Ashforth and Humphrey (1993) warned that there are some dysfunctions of emotional labour that could potentially harm the organization by alienating the customer. These dysfunctions are associated with customer expectations of the service provided. One problem occurs when the organization has promoted certain expectation to be fulfilled during service interactions, and these expectations go unmet. The other problem concerns the quality of emotional display during the service interaction, where the emotional display is perceived by the customers to be insincere. Asforth and Humphrey (1993) also addressed employee well-being by proposing that role identification may help alleviate negative effects caused by the performance of emotional labour.

Morris and Feldman (1996) proposed four dimensions of emotional labour according to defined job requirements. The first dimension is the frequency of emotional displays. Frequency in the number of emotional displays required by organizational members may increase the amount or intensity of emotional labour effects. The second dimension they listed is organizational member attentiveness to organizational rules of emotional display. Morris and Feldman identified this dimension reasoning that emotional labour effects may increase because of the duration of intensity of the emotional display required.

As expected, the current investigation found evidence of a substantial and significant moderating effect of emotional intelligence on the relationship between emotional labour efforts and two types of psychological strain, burnout and depressed mood at work. This is the first definite finding to represent emotional intelligence as a positive influence in connection with these two areas of psychological strain, burnout and depressed mood at work. This is the first definite finding to represent emotional intelligence as a positive influence in connection with these two areas of psychological strain. In addition, emotional intelligence also was found to have a significant, negative effect on one’s level of job tension experienced in the emotional labour.

Several researchers have proposed and found evidence to support the idea that emotional dissonance as a result of emotional labour will cause a reduction in job satisfaction (Ashforth & Humphrey, 1993; Feldman, 1997; Zapf et al., 1999; Abraham, 2000). Evidence also suggests that job satisfaction, as an outcome of emotional labour practices, may be positively affected by emotional intelligence. Wong and Law (2002) found emotional intelligence had a significant, positive effect on job satisfaction regardless of the situational
aspects of the job. Several researchers have argued that the emotional labour process may adversely affect organizational commitment (Abraham, 2000; Cropanzano, 2003) proposed that advanced emotional intelligence skills might possibly benefit organizational commitment. There is evidence that emotional intelligence contributes a significant amount of explanation over and above the effect of surface and non-acting on organizational commitment.

Higher job satisfaction and lower emotional exhaustion than other workers (Wharton, 1993). Adelman (1989) found a similar result for table servers. She concluded that, contrary to Hochschild’s estrangement assumption, performing emotional labor does not adversely impact employees’ psychological well-being, but enhances their job satisfaction (Adelman, 1989). In a review of the negative and positive consequences, research in this area is still in its infancy. There is no universal conclusion about the consequences of emotional labour.

Wharton (1993) suggested that emotional labour should be treated as a multidimensional construct that delineates divergent consequences for different levels of emotional labour in different work settings. Understanding the dimensions of emotional labour would allow researchers to better differentiate emotional labour and examine its relationships with various individual and situational factors under different circumstances.

Job Satisfaction is a frequently cited result of emotional labour. It is defined as “pleasurable or positive emotional state resulting from the appraisal of the job” (Locke, 1976). Researchers on emotional labour do not have a definitive conclusion about how performing emotional labour increases or decreases job satisfaction. While researchers historically infer that emotional labour leads to job dissatisfaction (Hochschild, 1983; Rafaeli & Sutton, 1987; Morris & Feldman, 1996), empirical studies have not provided support for that contention (Wharton, 1993). This variation in acting thus leads to different outcomes of emotional labour to positive outcomes (low emotional exhaustion and high job satisfaction). These results confirmed the original that when employees successfully perform deep acting of emotional labour, they feel less phony or alien. They are rewarded and satisfied by how personal their service was (Hochschild, 1983), and therefore, they experience more positive work outcomes.

Conscientiousness

Personality has recently received a lot of attention due to empirical findings suggesting that personality can predict job performance (Barrick & Mount, 1991; Salgado, 1997). Recently, a great deal of research has focused on the Five-Factor Model (FFM) of personality. The FFM consists of Conscientiousness, Agreeableness, Extroversion, Openness to Experience, and Neuroticism (Costa & McRae, 1992; Goldberg, 1992) and represents the most basic personality taxonomy (Hough & Schneider, 1996). A host of researchers have employed the FFM in investigations into personality and work performance relationships (e.g., Barrick & Mount, 1991; Hurtz, & Donovan, 2000; Judge, Martocchio, & Thoresen, 1997; Salgado, 1997) and in particular, conscientiousness has been shown to predict job performance in studies across a variety of occupations and occupational levels (Stewart, 1999), including meta-analytic studies (e.g., Barrick & Mount, 1991; Salgado, 1997). A conscientious person is believed to possess qualities that reflect dependability (e.g., thorough, careful, organized, responsible) as well as volitional constructs such as need for achievement (Barrick & Mount, 1991; Hough, 1992, Moon 2001). Thus, it is assumed that conscientiousness relates to internal motivational processes and therefore more
conscientiousness persons perform better as they have higher levels of work motivation (Schmidt & Hunter, 1992; Stewart, 1999).

While research supports both conscientiousness and emotional-stability to be valid predictors of job performance across a wide variety of criteria and jobs, agreeableness also appears to be a valid predictor of performance with jobs that require personal interaction. Some research has shown that agreeableness may be the best predictor of performance for jobs that require interpersonal interaction (Mount, Barrick, and Stewart's 1998,). Researcher found conscientiousness; agreeableness and emotional stability were positively related to job performance for jobs that required personal interaction. When forecasting job performance, agreeableness and emotional stability were stronger predictors when the work involved teamwork than a dyadic interaction with others.

Job Tenure

Job stability has increasingly become an issue of public and professional interest over the last two decades. A recent focus of this interest has been on the possible changes in the distribution of workers’ current job tenure. In particular, authors have examined the question of whether jobs are less long lasting than they used to be. While the results from these papers are far from uniform, they do suggest that there has been some decrease in tenure (albeit modest) among those white males who had previously had relatively long tenure, among blacks and among young adults (Neumark et al. 1999). Similarly, the United Kingdom has seen some fall in average male tenure (Gregg and Wadsworth 1995, 1998), especially so among the lower paid (Burgess and Rees 1996), although again these changes are not dramatic (Burgess and Rees 1998; Nickel. 2002).

Much of the early literature on job tenure concentrated on the extent to which workers would move between jobs until they found a satisfactory match (Stigler 1962; Jovanovich 1979). Freeman (1980), Freeman and Medoff (1984) further argued that the presence of trade unions increased individual job tenure by providing a voice for grievances as well as increasing wages, both of which resulted in lower quit rates. More recent models argue that tenure is explicitly the outcome of the interaction of dynamic owns across both jobs and workers in the economy (Davis and Haltiwanger 1990; Burgess et al. 1999, 2001).

The distribution of job tenure across current employees is clearly the outcome of the interaction of both supply and demand effects. At the individual level, the decision to seek and continue market employment has been well documented in the labour supply literature (Killingsworth 1983; Jovanovic 1979). Arms demand for labour via the process of job creation and job destruction is more rare (Davis and Haltiwanger 1990; Caballero and Hammour 1994, 1996; Mortensen and Pissarides 1994), but are also well documented. Attempts to combine these job and worker owns concepts into an aggregate matching model across stage, however, and have not yet resulted in formalized theoretical models (Burgess et al. 1999, 2001; Anderson and Meyer 1994).

Adedeji (2004) found evidence to support the idea that emotional dissonance as a result of emotional labour would cause a reduction in the job satisfaction and which will definitely lead to low level of job tenure of the workers Omoresemi (2004) found out that low job satisfaction and commitment that characterize the non –teaching staff of the institutions of learning in the country makes, their job performance very poor, and they are usually characterize by low rating in performance appraisal. However whenever they lose their job, problems set in for them. Atchley (1976) found out that an average of 26%of workers in Britain’s school lose their job annually due to non-performance and as a results, they are becoming more serious about their job.
Research Questions

1. To what extent does the combination of each of the variables emotional labour, conscientiousness, and job tenure predicts job performance among Universities administrative workers in southwest Nigeria.

2. What is the relative contribution of each of the variables, (emotional labour, conscientiousness and job tenure] to job performance among Universities administrative workers in southwest Nigeria?

Research Methodology

Subjects

The participants used for this study where drawn from non-academics staff from four selected universities in the southwest Nigeria. A total number of 400 participants randomly selected were used for the study. Their ages ranged from 26 to 52 years, with a mean of 38.8 and standard deviation of 5.64

Instrumentation

Three instruments used for the study were

Job Performance Scale

This scale is adapted from Brayfield-Rothe [2001]. It contains 18 items; this scale measure the degree of job performed by the individual in organizations .it has a test re-test reliability value of .76.

Emotional Labour Scale

Brotheridge and Lee [1998] developed this instrument this scale is used to explore the various emotional displays that the workers put on while performing his or her duties in the organization. The scale consists of one section with [19] items .the scale is of 4-point Likert scale; ranges from strongly agree- strongly disagree. Internal consistency of the scale ranged from .81 to .92.

Conscientiousness inventory

Conscientiousness was measured with items developed by Goldberg (1992). The scale consists of twenty adjectives representative of conscientiousness and asks participants to rate themselves on a scale from 1 to 4 from each of the adjectives. Internal consistency estimates of the scale range from .85 to .94.

Procedure

The multistage selection procedure was adopted for the study. Four Universities in the southwest (University of Ibadan, Obafemi AwoLOwo university, federal university of technology, Akure, and university of Lagos.) were randomly selected. From the two selected Universities, Units, Departments, and Faculties were further selected to participate in the study. However, a major criterion used for selection is that the individuals have been in the institution for over two years.
Data analysis

Data collected were analyzed using the multiple regression analysis to answer the two research questions set for the study at 0.05 level of significance.

Results

The results of data analysis showing the mean, standard deviation and Intercorrelation matrix of all variables.

Table 1: Descriptive statistics and Intercorrelations Matrix of among the variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>Emotional labour</th>
<th>Conscientiousness</th>
<th>Job tenure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional labour</td>
<td>400</td>
<td>31.4</td>
<td>15.2</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>400</td>
<td>35.3</td>
<td>11.4</td>
<td>320</td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>Job tenure</td>
<td>400</td>
<td>32.0</td>
<td>18.4</td>
<td>-.632</td>
<td>-.672</td>
<td>1.000</td>
</tr>
<tr>
<td>Job performance</td>
<td>400</td>
<td>42.2</td>
<td>16.5</td>
<td>340</td>
<td>340</td>
<td>233</td>
</tr>
</tbody>
</table>

The table above shows the correlation coefficient among the three independent variables (emotional labour, conscientiousness and job tenure was positive and significant (r = .320). However, results revealed significant positive relationships between emotional labour and job performance, (r = -.632); conscientiousness and job performance (r = -.672); job tenure and job performance.

Table 2.

Multiple regression analysis between the predictors variables and job performance.

<p>| | |</p>
<table>
<thead>
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<th></th>
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<tbody>
<tr>
<td>Multiple R</td>
<td>0.781</td>
</tr>
<tr>
<td>R-square (R2)</td>
<td>0.611</td>
</tr>
<tr>
<td>Adjusted (R²)</td>
<td>0.594</td>
</tr>
<tr>
<td>Standard Error of estimate</td>
<td>2.916</td>
</tr>
</tbody>
</table>

ANALYSIS OF VARIANCE

<table>
<thead>
<tr>
<th>Degree of freedom</th>
<th>Sum of squares (SS)</th>
<th>Mean square (MS)</th>
<th>F</th>
<th>Significant</th>
</tr>
</thead>
</table>

The table 1 shows that the a combination of the three variables (emotional labour, conscientiousness and job tenure) in predicting job performance yielded a co-efficient of multiple regressions R of 0.781 and a multiple R-square (R²) OF 0.611. the adjusted (R²) is 0.594 while the standard error of estimate is 2.916. the R² value translates into 61.1% of the observed variance on the job performance. The table also shows that analysis for the multiple regression data produced an F- ratio of 37.444 is significant at 0.05.

A look at table 3 reveals that the standardized regression weights (B) ranged from .0452 to .3052; unstandardized regression weights (b) ranged from 0.208 to 1.025; standard error of estimate ranged from .1499 to .2084; and t-ratios ranged from .302 to -1.464. The table also reveals that none of the three investigated could enter the regression equation and their beta values were not significant at the alpha level of 0.05.

**Table 3.**

<table>
<thead>
<tr>
<th>model</th>
<th>B.</th>
<th>SEB</th>
<th>BETA</th>
<th>T</th>
<th>Significant T</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional labour</td>
<td>.0452</td>
<td>.1499</td>
<td>.0208</td>
<td>12.335</td>
<td>&gt; 0.5</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>.2072</td>
<td>.4329</td>
<td>.0319</td>
<td>15.017</td>
<td>&gt; 0.5</td>
</tr>
<tr>
<td>Job tenure</td>
<td>-.3052</td>
<td>.2084</td>
<td>.1025</td>
<td></td>
<td>&gt;0.5</td>
</tr>
</tbody>
</table>

The analysis of variance for research question 2 reveals that the unstandardized coefficient weight (B) ranges from –3.304 for emotional labour to 0.544, for conscientiousness standard error of estimate ranges from 0.076 to 0.057, standardized co-efficient (b) ranges from –0.027 to 0.532 and the t- ratio ranges from –0.435 to 9.508 respectively. The result also reveals that emotional labour, conscientiousness and job tenure made significant contribution to the prediction of job performance and were significant at 0.05 alpha level while job tenure did not make significant contribution to the prediction of job performance are not significant at 0.05 alpha level.

**Discussion**

The results on the table 1 indicate that 61.1% of the variance in job performance was accounted for by the self –evaluation variables of emotional labour, conscientiousness and job tenure when taken together. The relationship between job performance and the predictor variables taken together was relatively low as shown by the coefficient of the multiple correlation (R=0.781). Thus, the self-evaluation variables could not effectively predict job performance of the administrative workers involved in the study.

The F –value (37.444) of the analysis which was significant at the alpha of 0.05 lend credence to the fact that the prediction capacity of the predictor variables of the study was very high and that a large proportion of the variance in job performance was unexplained by the current data. This means that other more influential variables such as condition of service,
reward system, work environment, career prospects and career commitment could account for the large percentage of the unexplained variance in job performance.

The results obtained in this study confirm the findings of Barrick & Mount (1991) and Schmidt & Hunter (1998). The nature of the construct of emotional labour conscientiousness and job tenure, it is expected that the understanding of one’s and other people’s emotions, and one’s ability to regulate and manage them will have a buffering effect job performance.

The findings of the present study corroborate the assertion of Mount (1991) that an objective measure of emotion management skills is associated with a tendency to maintain an experimentally induced positive mood which has obvious implications for improving job performance. The findings of Barrick & Mount (1991) and Schmidt & Hunter (1998) lend additional support to the finding of this study. In a workplace like the education industry where success is dependent upon teamwork, collaboration and good interpersonal relationships, the importance of emotional labour, which reflects one’s ability to interact with others in an effective manner, cannot be over emphasized. People skilled in managing others’ emotions help people regulate moods in a positive direction and try to establish intimacy with them (Allworth, & Hesketh, 1999). Such behavior should lead to closer friendships and greater social support, which could be of psychological, benefits in terms of improved job performance in organization.

The result revealed that conscientiousness and job tenure are potent predictor could be attributed to the fact that a strong sense of conscientiousness and longtime in an employment enhances human accomplishment and personal well-being in many ways. People with a low or poor conscientiousness on the other hand may have the tendency to look at things as if they are tougher than they really are, individuals with high conscientiousness tends to active whereas those with low conscientiousness tend to employ avoidance strategies and have a greater tendency to worry about job-performance.

Implication of Findings

A number of implications have emerged from the results of the present study. First, strategies could include the enhancement of employees’ emotional labour, conscientiousness and job tenure. For instance, helping employees to acquire competencies (e.g. perception, appraisal and expression of emotion, emotional facilitation of thinking, understanding and analyzing emotion and employing emotional knowledge) may have a buffering effect on the job performance of employees.

REFERENCES


