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# Personal Factors and Job Performance among Employees of Foreign Cuisine Restaurants in Ibadan Metropolis, Oyo State, Nigeria

Samuel Ayodeji Omolawal\*, Oyindamola Gbemisola Akinwumi

Department of Sociology, Faculty of the Social Sciences, University of Ibadan, Ibadan, Nigeria.

**Abstract:** *This study investigated personal factors as determinants of performance among employees of Foreign Cuisine restaurants in Ibadan metropolis, Nigeria. The study was a descriptive cross sectional survey and was conducted in foreign cuisine restaurants at selected locations in Ibadan. Study population comprised all categories of employees and instrument of data collection was questionnaire administered on 322 randomly selected restaurant employees. Data were analysed using statistical techniques which included table of percentages, T-test, Chi-square, and Kruskal Wallis. Findings from the study revealed that workers with extrovert tendencies (59%) were more than workers with introvert tendencies but there was no significant difference in the performance scores of the two groups- extroverts: ( $M = 130.74$ ,  $SD = 29.307$ ) and Introverts: ( $M = 125.75$ ,  $SD = 36.611$ ;  $t(285) = 1.24$ ,  $p = .201$ ]. There was small positive correlation between personality and job performance ( $r = .266$ ,  $n = 247$ ,  $p < .0005$ ); small negative correlation between age and performance ( $r = .199$ ,  $n = 235$ ,  $p < .0005$ ); strong positive correlation between religiosity and job performance ( $r = .322$ ,  $n = 269$ ,  $p < .0005$ ) There was also a statistically significant association between educational qualification and performance, as well as between marital status and performance among workers in the work organisations studied. The study concludes that personality and other personal factors are very important determinants of employees' performance in foreign cuisine restaurants and business owners should take cognizance of the factors during their staff recruitments.*

**Keywords:** *Cuisine Restaurant, Performance, Personality, Employees, personal factors.*

## INTRODUCTION

Employees' performance at work is affected by a host of factors which can be categorized under personal and organisational factors. Performance could be defined as the way to perform the job tasks according to the prescribed job responsibilities, (Nayab, 2013). Previous findings associate individual difference with variability in the performance of employees. For instance, while investigating the predictive validity of the big five personality dimensions, Karthikeyan and Srivastava, (2012) found that conscientiousness, extroversion and emotional stability, all of which make up personality variables, were determinants of job performance components which include the task performance and adaptability performance. In clearer terms, Sonnentag and Frese, (2005) report that the existence of individual worker differences, either innate or acquired, predict job performance of employees. Personality differentiates one individual from another and each person's personality is to a large extent determined by genetic inheritance according to Bouchard, (1997) cited in Karthikeyan and Srivastava, (2012). Individuals gained personality traits from different sources and

irregular amount of the big five components of personality from the parents. This seemingly explains why job performance cannot be the same for everybody. Psychologists usually suggest that a person should understand his/her personality very well in order to choose a career which fits well with one's specific type of personality because there is a relationship between individual personality and job performance.

Be that as it may, leaders and as well academics in industries may find it easy to identify and control some mainstream factors mentioned above, barring individual differences among the workers which, though not usually made public, are in one way or the other playing consequential role on individual performance at work. These personal factors are not necessarily problems either in form of permanent or temporary existence, but most times constitute ascribed status of an individual which predetermines such individual's ways of behaviors, even at workplaces. In addition to the effort of psychologists to improve an uptake on the power of personality factors over job performance, other factors, like religiosity, sex and personal work experience, not captured in a myriad of studies conducted by researchers were examined in this study, therefore, expanding the frontier of knowledge as regards individual employee factors vis a vis job performance.

A lot of empirically recognized factors influencing employees' job performance are mostly extrinsic and so much effort has been dissipated in explaining how these factors – most of which are situational and contextual – govern performance of employees at workplaces. Likewise, some studies on person-specific factors of job performance have been conducted but with too little attention to the possible influence of factors beyond personality but are personal, such as personality, age, education, religiosity, sex, etc. More so, in any specific job, it is not always difficult to differentiate between high and low performers, sometimes with large ratio, (Campbell et al., 1996 cited in Sonnentag, Volmer and Spychala, 2008), subject to factors which are person specific. Furthermore, there are numerous studies on relationship between performance and individual factors, most of these studies are associated with psychologists who are reductionist, considering the fact that only personality variable and its dimensions are examined, while overlooking possible sociological factors which may have significant relationship with employee's job performance. For example, to what degree do predictors such as sex, age, personality etc influence individual performance? An extrapolation of these personal factors especially as they (and by what extent) affect performance at work is yet a less travelled road when past studies were perused.

Meanwhile, considering the little empirical investigations on personality and aspects of performance, none has been conducted while taking restaurant workers as population of study. More so, with the recently proliferating number of foreign cuisine restaurants in Ibadan, researchers have done too little to develop an uptake on the personal characterizing environment in which the workers operate. Hence, this study was intended to fill the gap by investigating the relationship between personal factors and job performance among foreign cuisine restaurants in Ibadan, Nigeria with the aim of contributing to knowledge in industrial sociology, human resource management, organisational behaviour and other relevant areas of study. The selected personal factors studied include personality, marital status, age, sex, educational qualification, and religiosity.

## **Brief Literature Review**

### **Personality and its Dimensions**

Studies from scholars such as Rothmann and Coetzer, (2003) have found association between personality and job performance indexes like task and creativity. The personality trait is however conceptualized in line with recommendation of Costa and McCrae, (1992) with basic five personality dimensions which include; Neuroticism, Extroversion, Openness, Agreeableness and Conscientiousness. The five factor model also referred to as non-cognitive personal traits determine to a large extent, individual job performance (McCrae and Costa, 1989; Sonnentag, et al., 2008)

It is however important to underscore the genetic basis of the five personality factors as they are mostly biologically transferred to individuals. Each of the personality variables is discussed as follows.

**a. Neuroticism**- This is a feature of every personality indicated by tendency to exhibit feelings like fear, anger, disgust etc. While it is normal for every human being to possess this characteristic, people with plenty dose of it are prone to mental issues. Thus, aggressiveness, a sign of uncontrolled impulses and failure to contain stress becomes a habit. Meanwhile, individuals with politeness and above all, emotional stability, do have a very low amount of neuroticism in them with a tendency to behave more objectively, (Sonnentag, et al., 2008). Accordingly, knowledge of this about human beings constituting workforce in an organisation is an impetus to find out how much of this is present in individuals and more importantly, to determine its influence on individual worker's job performance. Hormann and Maschke, (1996) have discovered neuroticism as a predictor of job performance in organisations, while Judge, Higgins, Thoresen and Barrick (1999) and Rothmann and Coetzer, (2003) reported the inverse relationship neuroticism has with job performance. Thus, employees who tend towards being neurotic (in other words, who tend to have irrational ideas, unable to control their impulses, and less able to cope with stress) perform worse and are not creative compared to those who are emotionally stable.

**b. extroversion**- This is characterized by sociability, firmness, willpower and defectiveness, (Sonnentag, et al., 2008). People known for extrovert tendencies can be supercilious, full of energy and optimistic. But the opposite of this nature in individuals makes them reserved but not necessarily unfriendly, autonomous rather than pawns, balance-paced rather than being tardy. These are referred to as introverts. Extroversion as a factor is a determinant of job performance established by Bing and Lounsbury, (2000) as the appropriateness of each is well seen in front-desk jobs and leadership roles in organisations.

**c. Openness to Experience**- This is an attribute that describes an individual with creativity, flexibility, risk-taking, (Sonnentag, et al., 2008). People with this feature are change agents, receptive to new ideas, curious, empathetic, sensitive and can be sagacious in their relationship with things around them, (Rothmann and Coetzer, 2003). Therefore, workers found at the otherwise extreme of this scale can be conservative in nature. Hence, with the kind of relationship Openness to Experience has with success, individuals with this characteristic are adaptive to change. But, the obverse is the case where scholars such as Johnson, (1997) reported that the variable in question has nothing to do with employees' success.

**c. Agreeableness**- This however describes persons that are cool and calm, cooperative, likable and kind, (Sonnentag, et al., 2008). If this character is present in an individual, then such will record very high contextual performance from being altruistic, rendering help to other workers with a signal of weakness on their job. The reverse of this character can be deciphered in an egocentric worker with strong intent for unhealthy rivalry, antagonism etc. rather than being supportive in a teamwork. This trait, according to Judge et al., (1999) makes teamwork and customer service job a success for workers.

**d. Conscientiousness**- This is a person's level of being disciplined, ambitious, orderly and persevering. Empirical evidence is assertive of relationship between personality features and job performance, (Sonnentag, 2008). In the words of Barrick and Mount, (1993), conscientiousness as a part of personality dimension is equal to self- control and having a tendency of being able to oversee and involve in activities going on within one's jurisdiction. This purposeful and resilient character makes an individual a responsible worker who makes sure all "I's" are dotted and "T's" dotted. A high dosage of this trait can be seen in a person's workaholic nature, overdo in neatness and excessive fastidiousness. With an established association between conscientiousness and job performance, scholars assert that independence and goal setting have control over conscientiousness and job performance. Rothman and Coetzer, (2003) concluded from their study that conscientious workers are capable of performing better at work than less conscientious workers. Furthermore, the difference between man and woman with their respective gender gives rise to unique function and performance in most tasks if not all. Other scholars argue that that women tend more often than

the male counterparts, to be committed to work and this transforms to better performance unlike men. This however is not to overlook Kimmel, (2000) with a finding that there is no difference between both sexes so far what is recently obtained is gender convergence rather than gender divergence. Meanwhile, more studies such as that of Kotur and Anbazhagan, (2015) agree to the difference in job performance between male and female with a conclusion that female workers are more productive than the male workers.

According to Padmanabhan and Magesh, (2016), single workers tend to perform better than married workers due to the fact that they have less commitment towards their family as well as other circumstances when compared to the married employees. Job experience is a factor empirically linked to job performance as a formidable determinant by many studies such as the one conducted by Hunter and Hunter, (1984). Meanwhile, McDaniel et al., (1988) introduced age, job complexity and type of performance as mediators. A basic factor considered for recruiting a successful candidate by most organisations is work experience. Work experience can be regarded as any experience, skills, or knowledge which people gain while working in a particular occupation. From the definition, work experience does not refer to just the years worked but as well as the the skills acquired as a result of working in a particular occupation which may be relevant for future career pursuit. This is premised on the guarantee that an equivalent work experience can contribute to job performance for a worker and this eventually promotes overall performance of a company.

Besides, while arguing in favour of work experience, Soekarno, (1997), asserts that, for one thing, trust is built in any employee with prior job experience. For another is authority in carrying out a specific job on which relevant past work experience is an antecedence. In addition to these, prior job knowledge and skill make task execution less challenging while at the same time shortens the time space for promotion with more income as its attendant reward.

## **Methodology**

The study was conducted in Ibadan, Nigeria. It is an ancient city characterized by modern life style partly because it is the administrative headquarters of Oyo state in the Southwest Nigeria where the Yoruba people dominate. Also, it is the largest city in Nigeria with over 3 million population. Accordingly, Ibadan is a center of attraction to foreign nationals with the status of international students and many investors with several industries in which different nationalities work. Therefore, the presence of many foreign cuisine restaurants is not a surprise. The restaurants are strategically located in different areas within the city. These areas where the study was conducted included Iwo Road, Dugbe, Mokola, Challenge, Ring Road, Oluyole, UI/Agbowo and Bodija. Restaurants found within the adumbrated areas served as data collection points. The population for this study included employees of foreign cuisine restaurants with their various roles such as Chefs, Waiters/Waitresses, Cleaners, Security workers, Directors and Managers. Cochran's (1977) sample size formula was used to calculate the sample size of 384 workers. Because the restaurants were more similar than different in the services rendered to customers, some of them were purposively selected for the research. A survey was designed based on the use of questionnaire which was designed in open and close ended question format to elicit data from the respondents. Meanwhile, question items prepared in Likert scale format to measure variables such as job performance were included. Contextual, adaptive and task dimensions of job performance were measured by adopting and adapting measuring scales from past studies of Williams and Anderson, (1991). Personality variable was measured by adopting Cattell and Mead's (2008) measurement. The data collected from the field through the survey was analyzed using statistical techniques which include table of percentages, T-test, Chi-square, and Kruskal Wallis where necessary, in order to draw inferences and conclusion from the study. Analyses were done at univariate, bi-variate and multi-variate levels. The study exercise was conducted in line with the ethics of research in social sciences in areas such as informed consent, privacy, confidentiality, malfeasance and others.

## Findings and Discussions

### Brief Socio-demographic characteristics of the Respondents

A total of 322 copies of the study questionnaire were analysed. In terms of socio-demographic characteristics of the respondents, most workers in the restaurants were about 25 years of age. This is an indication that most workers in the foreign cuisine restaurants were young and this is why the mean age derived is 24.71. In terms of sex distribution, the females constituted the majority of the workers with 68% while the male employees (32%) were just about half of the female population. It can be suggested that restaurant workers were dominated by females. Most of the workers were Christians with 63.7% while Muslim workers were just 35.1%. This shows that Muslims are less likely to be found in restaurants as workers probably because of the Islamic doctrine of avoiding any public platform that could expose female sex to open contact with males. The single ladies were the majority of the foreign cuisine restaurant workers (72%). Regarding the length of service, most respondents (45.3%) were in their first six months of service in the workplace and most workers were working as Chefs (31.4%). The educational background of almost half of the workers (48.4) was national diploma qualification, indicating a fairly high level of educational attainment among the respondents.

### Findings

In this section, results on personality with its influence on the job performance of the respondents are presented. The personality variable is operationalized with the measure of the popular big five dimensions of personality which include neuroticism, extroversion, openness, agreeableness and conscientiousness (McCrae and Costa, 1997). Meanwhile, job performance variable is evaluated on dimensions of task, contextual and adaptive performance of the respondents. More so, there are additional tale results included in this section which equally show correlation between personal factors and job performance of the foreign cuisine restaurants. This section starts with a result obtained while examining the correlation between personality and job performance.

**Table 1:** Spearman Rank Order Correlation between Personality and Performance Measures among the Respondents

Statistic	Variable	Correlation Coefficient	Personality Score	Performance Score
Spearman's Rho	Total Personality Score	Correlation Coefficient Sig. (2-tailed) N		.266** .000 247
	Total Performance Score	Correlation Coefficient Sig. (2-tailed) N	.266** .000 247	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The study examined the relationship between individual personality (using the big five personality traits) and performance (where task, contextual and adaptive dimension scales were used) with the aid of spearman rank order correlation coefficient. The result, as indicated in the above table shows a small positive correlation between the two variables [ $r = .266$ ,  $n = 247$ ,  $p < .0005$ ].

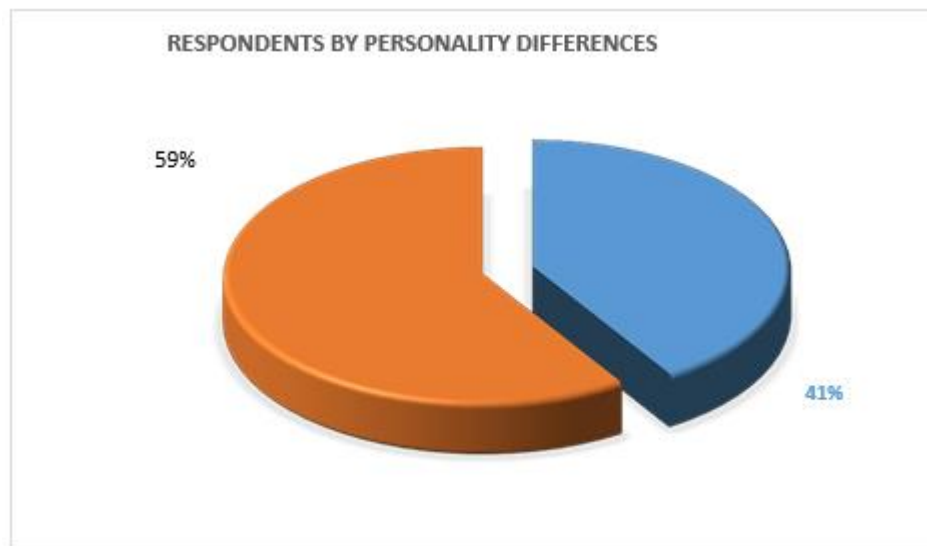
Another variable which is considered personal to a worker and with possibility of determining job performance in the workplace is age. Thus, in order to assess the correlation between age and job performance of the restaurant workers, the spearman rank order correlation statistical tool was performed and the following result obtained.

**Table 2:** Spearman Rank Order Correlation between Age and Performance Measures among the Respondents

Statistic	Variable	Correlation Coefficient	Age	Performance Score
Spearman's rho	Age	Correlation Coefficient		-.199 <sup>**</sup>
		Sig. (2-tailed)		.002
		N		235
	Performance Score	Correlation Coefficient	-.199 <sup>**</sup>	
		Sig. (2-tailed)	.002	
		N	235	

<sup>\*\*</sup>. Correlation is significant at the 0.01 level (2-tailed).

The relationship between age and performance was examined using the spearman rank order correlation coefficient. This result, as indicated in the above table shows a small negative correlation between the two variables [ $r = .199$ ,  $n = 235$ ,  $p < .0005$ ], with increase in the age associated with decrease in performance. Apart from examining the variance of scores of respondents to test correlation between personality and job performance, the respondents were also classified into their behavioural tendencies towards extrovert and introvert personalities. The result on this is presented in the figure below.


**Figure 1**

The distribution of the respondents regarding personality as indicated above indicates that those with more extrovert tendencies (59%) were relatively more than workers with more introvert (41%) personality traits. Therefore, workers in the restaurants are likely to be extroverts. In order to statistically test the significance of difference between the proportions of the two sets of the traits, a one-sample T-test was conducted and the following result was obtained.

The table below depicts the result obtained while investigating if the difference in the number of extroverts relative to introverts was statistically significant. Thus, a one-sample t-test was conducted and the following result acquired.

**Table 3:** One Sample T. test of Difference between Extrovert and Introvert Respondents

One-Sample Statistics						
	N		Mean	Std. Deviation	Std. Error mean	
Introvert/Extrovert Identification	322		1.59	.493	.027	
One-Sample Test						
	Test Value = 0					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Introvert/Extrovert Identification	57.924	321	.000	1.590	1.54	1.64

The above table with associated  $p$  (.000) < .05 significant level indicates that the statistical proportional difference between extrovert workers and the proportion of the introverts is significant. The ratio of the two sets shows that in every five restaurant employees, about three of them were extroverts.

Meanwhile, in order to test the difference in the performance of the respondents based on the two personality groups they are categorized, an independent sample t-test statistical tool was employed and the table result obtained is presented as follows:

**Table 4:** Independent Sample T-Test Result of the Difference in the Job Performance for Extroverts and Introverts

Group Statistics										
		Introvert/Extrovert identification	N	Mean	Std. Deviation	Std. Error Mean				
Total Performance Score		Introvert	124	130.74	29.307	2.632				
		Extrovert	163	125.75	36.611	2.868				
Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Total Performance Score	Equal variances assumed	22.600	.000	1.244	285	.215	4.987	4.010	-2.906	12.881
	Equal variances not assumed			1.281	284.239	.201	4.987	3.892	-2.674	12.649

To compare the performance scores for extroverts and introverts, an independent sample t-test was conducted with ( $M = 130.74$ ,  $SD = 29.307$ ) and Introverts [ $M = 125.75$ ,  $SD = 36.611$ ;  $t(285) = 1.24$ ,  $p = .201$ ]. There was no significant difference in the scores of the two groups.

The remaining tables for this section present the results of test of association between other personal characteristics (age, education, job position, marital status, religiosity) and job performance of the respondents. The test was done using chi-square statistical tool.

**Table 5:** Chi-square Test of Association between Age of the Respondents and Performance

Variable	Attributes	Performance			Total
		Low	Average	High	
Age of respondents	< = 25 years	36 25.5%	49 34.8%	56 39.7%	141 100.0%
	> 25 - 30 years	31 41.3%	34 45.3%	10 13.3%	75 100.0%
	> 30 years	2 10.5%	7 36.8%	10 52.6%	19 100.0%
Total		69 29.4%	90 38.3%	76 32.3%	235 100.0%

$$\chi^2 = 21.273, p (.000)$$

Since the chi-square value is 21.273 with associated  $p (.000) < .05$  significance level, the result is significant. This means there was a statistical significant association between age of respondents and performance. This result gives credence to the correlations results (table 2) obtained for age and performance. This brings up the assertion that as restaurant workers age, performance tends to decrease. In order to ascertain the relationship between educational qualification and job performance of the restaurant workers, chi-square statistical analysis was administered and the following shows the result obtained.

**Table 6:** Chi-square Result of the Respondents' Educational Qualification by Performance

Variable	Attributes	Performance			Total
		Low	Average	High	
Education	Pry/Vocational	05 14.7%	13 38.2%	16 47.1%	34 100.0%
	OND/NCE	49 36.8%	46 34.6%	38 28.6%	133 100.0%
	HND/First degree	2 6.3%	11 34.4%	19 59.4%	32 100.0%
	PG/Professional	33 44.6%	28 37.8%	13 17.6%	74 100.0%
Total		89 32.6%	98 35.9%	86 31.5%	273 100.0%

$$\chi^2 = 29.796, p (.000)$$

Since the chi-square value is 29.796 with associated  $p (.000) < .05$  significance level, the result is significant. Hence, there was a statistically significant association between educational qualification of respondents and performance. From the above cross tabulation result, the number of high performing workers were mostly Higher National Diploma/First degree holders. This brings a suggestion that university graduates were performing in the restaurant work than lower educationally qualified workers.



**Table 7:** Chi-square Test of Association between Job Position and Performance of the Respondents

Variable	Attributes	Performance			Total
		Low	Average	High	
Position	Chef	23 27.4%	36 42.9%	25 29.8%	84 100.0%
	Waiter/tress	49 64.5%	6 7.9%	21 27.6%	76 100.0%
	Executive Officers	13 13.5%	56 58.3%	27 28.1%	96 100.0%
	Security/Cleaners	11 35.5%	7 22.6%	13 41.9%	31 100.0%
Total		96 33.4%	105 36.6%	86 30.0%	287 100.0%

$$\chi^2 = 68.012, p (.000)$$

Since the chi-square value is 68.012 with associated  $p (.000) < .05$  significance level, the result is significant. Hence, there was a statistically significant association between job position of respondents and performance. Looking at the cross-tab result, the security/cleaning officers (41.9%) were the most performing staff in the restaurants.

**Table 8:** Chi-square Test of Association between Marital Status and Performance of the Respondents

Variable	Attributes	Performance			Total
		Low	Average	High	
Marital	Single	68 33.7%	62 30.7%	72 35.6%	202 100.0%
	Married	21 26.9%	43 55.1%	14 17.9%	78 100.0%
Total		89 31.8%	105 37.5%	86 30.7%	280 100.0%

$$\chi^2 = 15.500, p (.000)$$

Since the chi-square value is 15.500 with an associated  $p (.000) < .05$  significance level, the result is significant. Therefore, there was a statistically significant association between marital status and performance of the respondents. More so, the result indicates that the proportion of high performing single workers (35.6%) is significantly higher than the married counterparts (19.9%). The conclusion here is that single workers were performing better than the married workers in the restaurants.

The study also investigated the effect of religiosity and the religious affiliation of the respondents on the performance. To achieve this, both parametric and non-parametric statistical tools were employed. Below is the result acquired from the correlation analysis between religiosity and job performance.

**Table 9:** Correlation result between Religiosity and Job Performance

Variables	Statistics	Total Religiosity Score	Total Performance Score
Total Religiosity Score	Pearson		.332**
Correlation			.000
Sig. (2-tailed)			269
N			
Total Performance Score	Pearson Correlation	.332**	
Sig. (2-tailed)			

N	.000 269	
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\*\* . Correlation is significant at the 0.01 level (2-tailed).

The correlation result between religiosity and job performance was examined using the Pearson product-moment correlation coefficient. The result, as presented above shows that there was a strong positive correlation between religiosity and job performance [ $r = .322$ ,  $n = 269$ ,  $p < .0005$ ] with high levels of religiosity associated with high level of job performance.

The table below presents the chi-square test result which examined the possibility of association between respondents' religiosity categorized into three levels in order of scores obtained and the job performance levels.

**Table 10:** Chi-square Association Result between Level of Religiosity and Job Performance of the Respondents

Variable	Attributes	Job Performance Levels			Total
		Low	Average	High	
Religiosity Levels	Less Religious	34 33.7%	56 55.4%	11 10.9%	101 100.0%
	Averagely Religious	29 39.2%	21 28.4%	24 32.4%	74 100.0%
	Highly Religious	32 34.0%	27 28.7%	35 37.2%	94 100.0%
Total		95 35.3%	104 38.7%	70 26.0%	269 100.0%

$$\chi^2 = 26.816 \text{ p } (.000)$$

Since the chi-square value is 26.816 while  $p (.000) < .05$  significant level, the result is significant. Hence, there was an association between religiosity and job performance of the respondents. This means that the ratios of the religiosity levels are significantly different from one another considering job performance. From the table, the percentage of the less religious in the column of "high performance" (10.9%) is the smallest. The averagely religious workers constitute about 32.4% in the high-performance column. Meanwhile, the highly religious workers have about 37.2% of those with high performance. Therefore, it can be concluded that the more religious a restaurant worker is, the higher his/her job performance. To confirm the veracity of the result and conclusion stated above, a test of significant differences in the mean scores on the job performance across the three levels religiosity was conducted using Kruskal Wallis statistical tool. The result is presented as follows.

**Table 11:** Kruskal-Wallis Test Difference on Job Performance for the Levels of Religiosity

Dependent Variable	Total Religiosity Score	N	Mean Rank	Test Statistics		
				Chi-Square	df	Asymp. Sig.
Total Performance Score	Less Religious	101	114.41	13.172	2	.001
	Averagely	74	138.24			
	Highly Religious	94	154.58			
	Total	269				

Since the  $p (.001) < .05$  alpha level, the result is significant. This means that there is a statistically significant difference in the job performance scores across the three levels of religiosity. The inspection of the "Mean

Rank” score shows that the highly religious level has the highest mean score (154.58), the averagely religious group has lower mean score of 138.24 with the less religious group having the lowest mean (114.41).

### **Discussion of Findings**

This study has found a correlation between personality and job performance. Workers with extrovert tendencies are significantly larger in number than the introvert counterparts in the foreign cuisine restaurants according to the current study. This is unavoidable because extroverts, according to Besl (2014) are goal-getters, more assertive, sociable, enthusiastic and most times full of energy. This set of traits not only draws attention but also endears extroverts to people around. In the case of the foreign restaurants, it is understandable if recruitment system favours the extroverts over the introverts. In fact, because extroverts naturally seek attention in a social setting, working in restaurants is a potential decision of the people with these idiosyncrasies. Thus, while restaurant employment seeks potential customer-friendly recruits and would want people of similar personal background, the fact that those with extrovert traits will want to work in a socially electrifying environment such as restaurants, justifies enough, why extroverts are overrepresented in the foreign cuisine restaurant job than the introverts.

Other personal characteristics but which are achieved, such as educational qualification, marital status and job positions, also have significant relationship with the job performance of the workers in the restaurants. In terms of qualification, the more educationally qualified an employee is, the better the performance. Employees improve on knowledge, attitude and skills needed to function well and can be more productive at work through different learning or educational sources such as training, teaching etc. Hard skills are very important for a worker to perform at job. A worker with relatively low education and learning will not be able to perform some tasks unlike other contemporaries with higher educational qualification at work (Ogunleye and Osekita, 2016).

Therefore, educational qualification remains one of the achievable personal characteristics that determine job performance level of an individual. For the restaurant workers, expected performance at job is determined by education among others. More so, marital status is another personal characteristic with a significant association with job performance among restaurant workers.

The singles have been statistically proved to be better in their performance than the married. The married must have been encumbered by marital or household roles. This notion is in support of the empirical report by Padmanabhan and Magesh, (2016), who believe that single employees are capable of performing better than the married counterparts because the former have less family responsibilities which may encumber them. Among the effects of having a marital role to play and at the same time be a responsible worker is work-family role interference. For one thing, the time required to perform roles to the fullest at home may encroach the time demanded at work and vice versa. For another, the pressure from home, which is sometimes inescapable can destabilize a married employee and result in poor performance at work. Lastly, there are some employees out there whose job roles are a misnomer to the specific expected behavior to manifest in the domestic setting. For instance, a security officer for a restaurant who is often expected to engage a fluting customer using all it takes may find it difficult to be patient enough to convince an unyielding child to do what is right of that right thing is the only alternative at the moment.

In terms of religiosity, this study found out that religiosity is also a determinant of job performance. In fact, the more religious a worker is, the better the performance at work. The assertion held by Allameh et al. (2011) that individual behaviour can be influenced by belief, value and perception derived from faith, is a point to reckon with and to hold as a catalyst to performance at work. This is because, as argued by Othman and Harriri (2012) religious contents underscore behaviours that are appreciated at work especially the contextual performance which otherwise is referred to as organization citizenship behaviour (OCB). This is somewhat buttressed by Ntalianis and Darr, 2005) in Osman-Gani, et al., (2010), who claim that workers that

hold religious teachings tight tend to possess a behaviour affected by their religious sentiments with which they identify themselves. In this context, being religious is taken as the same as being spiritual. Spirituality is seen as a motivating factor of well-being and quality of life; brings about worker's sense of purpose and meaning for actions and also induces individual's consciousness towards network relationship and the society at large. In fact, the complementary role of spirituality with work life in gingering workers' capacity maintains and sustains organisational goal and objectives as long as they feel complete from within, i.e. physically, mentally and spiritually, (Khanifar et al., 2014). It is therefore not surprising to see employers and employees infusing prayer routines with workplace schedule. More importantly, the connection found between religiosity and job performance by this study gives credence to discovery of Ntalianis and Raja, (2002), Sikorsa- Simmons (2005), McGhee and Grant, (2008) and Kutcher, et al., (2010) who found that there is cause-effect relationship between religiosity and contextual performance. More so, Rastgar et al. (2012) report that religiosity encourages employees to be hardworking.

## Conclusion

The bottom line for businesses today is that success lies in execution: execution of their business strategies, translation of great ideals into products and services, translation of organizational capabilities into competitive business advantages and translation of market opportunities into increased revenue streams. Successful execution leads to increased business volume, increased market share and growth. Human capital, which is readily available and accessible constitutes the most vital component to execute the strategies available for organisations to use. The idea therefore is that successful execution is dependent upon the optimal performance of the organization's workforce. When human resources are maximally utilized and, it leads to the attainment of organisational goals. Findings from this study revealed that the job performance of an individual worker is a multi-factorial factor determined by varieties of interrelated dynamics of personal influences such as personality, marital status, educational background, sex, and religiosity. These major factors not only determine the ability to perform but also determine the possibility of working in a foreign cuisine restaurant. The factors are also peculiar to individual workers and in different dimensions and dynamics. Recruiters and employers should therefore take cognizance of these factors in the course of employment of workers for their organisations.

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