

**A STUDY ON THE RELATIONSHIPS AMONG SERVICE EMPLOYEES'
POSITIVE PERSONALITY TRAITS, CULTURE INTELLIGENCE AND WORK
PERFORMANCE IN CROSS-CULTURE CONTEXT**

Ziqing Xu

International College of National Institute of Development Administration

ABSTRACT: *In order to achieve the competition in the global market, a growing number of employees involved in the cross-cultural context work. Cultural intelligence plays an important role in a cross-cultural context, because of cultural background is differences, employees are prone to disagreements, resulting in communication, behavior and cognitive misunderstanding or errors, and thus affect the individual's work performance. Under the background of cross-cultural work, whether the positive personality trait will affect the cultural intelligence and further affect the individual's work performance is the key point of this paper. This article will select the Chinese employees who work in Thailand as a sample, they are engaged in the service industry. This paper used Ordinary Least Squares (OLS) regression to analyse the data, it is proved that the positive personality trait of employees has positive influence on cultural intelligence, and that cultural intelligence plays a mediating effect in personality trait and job performance.*

KEYWORDS: Positive Personality Trait, Culture Intelligence, Work Performance

INTRODUCTION

The globalization trend of the market requires enterprises to devote their attention to the global market, and the cross-cultural communication activities of enterprises are more and more frequent. In order to get a bigger overseas market, companies require their employees to be involved in cross-culture work. Under the background of cross-cultural work, cultural intelligence plays a very important role. Earley and And (2003) believe that cultural intelligence is different from ordinary intelligence, and it refers more to the ability to relate to individual cross-cultural adaptation.

Under the cross-cultural background, the influence of cultural intelligence on individual work performance has been studied by most scholars. Triandis (2006) emphasizes that cultural intelligence helps people to make cultural judgments and make decisions better. Templer (2006) and Ang (2007) believe that cultural intelligence brings happiness and cultural adaptation. Chen and Portnoy (2012) believe that cultural intelligence is conducive to improving the performance of sales staff in multicultural environments. At the same time, some scholars have also pointed out that personal traits also affect the performance of individuals in their work, and that the outward-looking personal trait is conducive to the sales staff to improve their work

performance, introverted personality is conducive to accounting staff to improve work performance. However, under the background of cross-cultural work, cultural intelligence as a middle variable, whether personal characteristics will affect the cultural intelligence to further affect the individual's work performance, this is the focus of this paper.

In order to better understand the impact of positive personality traits on individual work performance in the context of transnational work, and the mediating effect of cultural intelligence on positive personality traits and job performance, this paper studies Chinese employees working in the service industry in Thailand as samples. Finally, it is confirmed that the positive personality traits of employees have positive influence on cultural intelligence, and that cultural intelligence plays a mediating role in personality traits and job performance. This article can give the management of enterprise managers the Enlightenment, but also enrich the theory of cultural intelligence research and development.

LITERATURE/THEORETICAL UNDERPINNING

Theory

Positive psychology theory

Positive psychology is an emerging science that studies things with a positive attitude. Positive psychology advocates the positive orientation of psychology, emphasizing that the research focus of psychology should turn to the study of positive personality, positive emotions, and active organizational support rather than focusing on the problematic psychological state and negative psychological factors.

Positive psychology advocates adopting scientific methods and active methods to study the positive psychological qualities of human beings and pay attention to human health, happiness, and harmonious development. Among them, positive personality as a research focus of positive necessity is an important cornerstone for the establishment of positive psychology. The emergence of the positive and rational theory is influenced by humanism.

In the late 1990s, Sligman(1990) proposed the theory of positive personality traits. The theory believes that positive personality traits are produced under the interaction of various factors, and emphasize that people's internal emotions play an important role in the process of their formation. In addition, the theory of positive personality traits believes that the individual's growth and development stems from the individual's sense of satisfaction and enjoyment from the work and activities they engage in. In this process, positive personality traits provide a stable and consistent internality. power.

The theory also pointed out that positive personality traits are a stable and hard-to-change thinking style and behavioral habits that are continuously stimulated and intensified by individuals' behaviors and habits. Once this way of thinking and behaviors are formed, they

have More lasting stability.

Positive organizational behavior theory

Positive organizational behavior is a new research field of organizational behavior, which was formally proposed by Luthans in 2002. Positive organizational behavior is to improve work performance, for the purpose of the member to work actively vigor as the guidance, the research focuses on how to take a positive approach and how to exert advantages of employees in order to improve the organizational performance level, the emphasis on development and management of human have advantages. In the theory of positive organizational behavior, self-determination has important status and value.

In the 1980s, people like Deci Edward & Ryan Richard m. first proposed the self-determinism, which is an individual motivation process theory. Self-determinism consists of four branch theories, namely basic psychological needs, cognitive evaluation theory, organic integration theory and causal orientation theory. Self-determination is a kind of important individual potential, is individual in fully understand their needs and objective on the basis of analyzing the environmental information, based on the experience of the self-way of thinking and action to make a subjective freedom of choice. As a positive cognitive view of motivation, self-determinism believes that people, as a positive organism, will pay attention to the individual's own growth, physical and mental consistency and the realization of life value.

Among them, internal and external motivation plays an important role in the shaping and development of positive personality. In addition, as the main way of positive personality formation, self-determinism answered very well how to form its own stable external things and events of view, the attitude of this problem, and explain the main dynamic problems in the process of integration and transformation.

Relevant concepts

Positive personality traits

According to the judgment standard of positive personality traits, this paper argues that a positive personality confront mass refers to those who make a lasting stability, and can to a certain extent reflect the individual way of thinking, cognitive concept, behavior and so on positive qualities. In previous studies, scholars put forward many kinds of personality theory and based on this to the definition and classification of the different personality traits, among them, the more authoritative and influential is Seligman (2002) proposed theory of positive personality traits. The theory of positive personality traits made a clear definition and classification of science, make positive personality traits defined as 6 kinds of virtue, it can be through the 24 kinds of active personality strength is measured and evaluated. Based on this, this paper combined with the feature of enterprise service employee groups, Sligman (2002) classification for the standard of positive personality traits, from which key to select the type and the research value of the three dimensions, namely wisdom character, courage, and

temperance characteristic as the research focus.

Cultural intelligence

Earley and Ang(2003) believe that cultural intelligence reflects people's ability to collect and process information in a new cultural context, make judgments and take corresponding effective measures to adapt to the new culture. Earley and Mosakowski(2004) redefined "cultural intelligence" in the Harvard business review, referring to the ability of a manager to respond to different cultures in a deliberate manner. They point out that people with higher "cultural intelligence" tend to cope with new situations, understand the nuances of different cultures, and quickly resolve conflicts. Peterson (2004) further interpreted cultural intelligence, walks of workers in order to improve the working environment of communication industry, with customers, partners and colleagues from different countries to keep the ability of the friendly business relationship, including language, space, inner (or emotional) and interpersonal ability and so on four aspects. We can see from the definition, different scholars on the definition of "cultural intelligence" and there is no essential difference, it refers to the "people to deal with other people from different cultures, the ability to adapt to the new culture of".

Work performance

Borman and Motowidlo (1993) job performance can be divided into the relationship between performance and task performance, and expand the researchers on the study of traditional performance range, thereby promoting more comprehensively and accurately the relationship between personality traits and job performance. Two-factor structure performance model, considering both the working dynamic characteristics and the relationship between the work of the individual in the organization, especially under the background of cross-cultural work, employees come from different countries and relationship performance is one of the important indicators. In this paper based on the cross-cultural background, members consider multiple performances in a diverse environment and play a different Angle, this article will use Borman and Motowidlo proposed about the definition of job performance, think performance by the performance consists of task performance and relationship performance. Task performance refers to the completion of tasks and objectives of employees, which refers to the harmonious relationship between employees and other members of the organization.

Research hypothesis

positive personality traits and work performance.

There has been a great deal of research on the relationship between personality traits and job performance. Research focus more focused on five factors of personality (FFM) model in the big five personality traits on the study of job performance shadow za, castell personality research points out that the 16th national congress of the personality traits affect job performance, many assumptions are put forward, and verified the conclusion by means of

empirical research analysis.

Scholars Barrick and Mount (1991) points out that personality variables can be used to predict work performance, among them, the conscientious sex for all professional group of highly effective predictive validity of job performance, and good sex, neuroticism and openness of predictive validity times, extraversion and responsible to the predictive validity of job performance is lower. Scholars Salgado (1997), duty and nervous for all occupational groups have good prediction effect, extraversion characteristics can be effectively predicted the police W and the manager's job performance, and quality professionals, technicians, and other people can be effective job performance.

Seligman(2002) on the basis of positive and neo-Confucianism, puts forward the six great virtue, wisdom, courage, justice, love, moderation, excellence, and define it as positive personality traits, and more positive personality traits and can perform by 24 advantage and measurement. Numerous studies have shown that personality traits have a good predictive effect on job performance. For example, the meta-analysis of the scholar Tett&Rostein (1991) found that the dimensions of the "big five" personality model can effectively predict job performance.

H1: positive personality traits have a significant positive correlation with work performance.

Positive personality traits and cultural intelligence

There are two main types of empirical tests on cultural intelligence leading variables in the literature: personality traits and international experience. This paper studies the influence of personality traits on cultural intelligence. Scholars of cross-cultural studies have shown great interest in the study of personality traits of managers.

Catalog & Viswesvaran (1997) on the personality expatriate managers artificial affecting performance, ability to adapt and tasks completed 37 pieces of empirical research into the line of induction, the personality traits include empathy, sensitivity, flexibility, self-respect, independent, realistic, honesty, respect, adaptability, the width of the cognitive category, tended to self and others, extraversion, curiosity, confidence, etc. But his lack of systematic operability has not attracted the attention of other scholars. What really interests the learners is the study of Caligiuri(2000), who has a large five personality as an effective predictor of expatriate success. Early & Ang (2003) clearly pointed out that the key factors of cultural intelligence in more some congenital factors, cultural intelligence is the individual has its own values, expectations, attitudes and personality aspects of the integrated embodiment. Based on the above information, this paper proposes the following hypothesis:

H2: positive personality traits have a predictive effect on cultural intelligence.

Cultural intelligence and work performance

Cultural intelligence as a kind of cross-cultural ability, cultural intelligence has a very important influence on employee performance in cross-cultural environment, and it has been confirmed by a large number of studies. According to the theoretical basis of the above literature, people with higher cultural intelligence are good at understanding different cultures, and the different cultural cognition and mastery level in the team is better. Moreover, members of high cultural intelligence can properly handle cultural differences and cooperate better with other members to create better performance.

Ang (2007) found that employees with higher metacognitive and behavioral cognitive management were also better at the job performance evaluated by supervisors. Lynn and Michele (2007) aimed at people who believed that people with higher cultural intelligence could integrate more information in their behaviors than those with low cultural intelligence because they were more likely to overcome behavioral, cognitive and motivational barriers. Triandis (2006) & Brislin & Worthle & Macnab (2006) argues that cultural intelligence can help people better understand other people made for the realization of the target's behavior, can from the point of view of the specific cultural environment, people look at these behaviors. In addition, Chen et al. (2010) found that there is a positive predictive effect on the job performance of motivated cultural intelligence.

Based on the above information, this paper proposes the following hypothesis:

H3: there is a significant positive correlation relationship between cultural intelligence and work performance.

Cultural intelligence plays an intermediary role

Cultural intelligence refers to people take effective action to deal with different cultural backgrounds, from this side, and relatively stable personality is different, personality traits to describe that people always show it in different time and situations.

However, because certain personality traits influence people's choice of specific behaviors and experiences, there is a certain relationship between some personality traits and cultural intelligence.

When employees in not familiar with the cultural background, according to a study in self-efficacy (Bandura, 1997), high motivation cultural intelligence people are more likely to produce commitment and persistence, better have to adjust yourself to adapt to the environment. In addition, Ang (2007) holds that cultural intelligence has a certain connection with personal characteristics, and the influence of cultural intelligence on work performance is also the focus of cultural and cultural intelligence research. The research results of Templer, tay & Chandrasekar (2006) show that employees with high cultural intelligence are more able to achieve higher job adaptation and communication adaptation. A study by Chua & Morris (2009)

found that high cultural intelligence can enhance trust among employees in a multicultural setting. Lynn & Michele (2007) believes that cultural intelligence can have an impact on employee behavior, especially in the process of sharing ideas. Olders et al. (2008) pointed out that cultural intelligence can positively predict individual performance and play an intermediary role in experience and performance. Elenkov et al. (2009) found in the quantitative study of foreign leaders cultural intelligence to transformational leadership and organizational innovation has a positive correlation relationship between regulation, cultural intelligence can positively predict the multicultural leadership growth of the team. Chen and Liu (2012) in the U.S. real estate company staff as the sample research motivated individual cultural intelligence impact on cultural marketing, cultural intelligence to have a significant positive influence on cultural marketing, namely the culture of individual intelligence is higher, the more the number of the house of the deal.

Based on the above information, this paper proposes the following hypothesis:

H4: cultural intelligence plays an intermediary role between positive personality traits and work performance.

METHODOLOGY

Sample and data collection

In this study, we obtained the data required by questionnaire survey, and the sampling principle was adopted to facilitate sampling and snowball sampling. Questionnaires were sent to friends who had a cross-cultural work situation by email, and then they collected questionnaires by sending questionnaires to colleagues or friends who met the requirements of the survey. All questionnaires were distributed and collected online. In this study, Chinese employees who work in Thailand must have cross-cultural communication and communication, and the nature of their work is service-oriented. Through the questionnaire as raw data, the data is statistically analyzed and analyzed. This study received 33 questionnaires and 30 valid questionnaires.

Table 1: Descriptive statistics of the samples

Demographic factor	Descriptive statistics
Age	Mean: 27
Gender	Male: 19 (63%) Female: 11 (39%)
Education	Below bachelor's degree: 2 (6%) Bachelor's degree: 20 (67%) Master's degree: 8 (27%)
Job experience	Below 3 years: 6 (20%) 3-5years: 17 (57%) above 5 years:7(23%)

Measures

Positive personality trait questionnaire

The preparation process of positive personality trait questionnaire is shown below. First, the widely collected and read related literature material, choose Seligman and Peterson Peterson develop positive personality traits scale (VIA-IS) the maturity scale as an important basis, in combination with the practical situation of enterprise employees, systematic induction and collation, eventually forming the part of the standardized questionnaire. There were 24 items. All items were scored on a five-point Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Work performance questionnaire

The performance questionnaire adopts the scale developed by Borman and Motowidlo (1993). This scale measures the task performance from the perspective of work quality and works efficiency and measures the relationship performance according to the harmonious degree of interpersonal relationship and popularity of popularity. Since this study only focuses on the impact of cultural intelligence and positive personality traits on overall performance, the selected scale does not divide the performance dimension. The scoring method the same questionnaire using the Likert five-point scale required subjects according to the actual situation to choose, the reverse problem is a reverse scoring.

Cultural intelligence questionnaire

Intelligence questionnaire using Ang development of cultural intelligence scale (CQS), to abridge entry merged according to the research background, from the four dimensions of cultural intelligence, to measure the test subjects by using a total 17 items, metacognitive dimensions have 4 items, cognitive dimensions have 4 items, motivation dimension have 5

items, behavior dimension have 4 items. The Likert five-point scoring system is adapted to ask the subjects to choose the number which is most suitable for their situation.

Data analysis

The author used Ordinary Least Squares (OLS) regression to analyze the data. OLS regression allows the researcher to estimate the relationship between a set of independent variables and the dependent variable. The analysis was performed using IBM SPSS Statistics version 19.

RESULTS/FINDINGS

After the questionnaire was withdrawn, the unqualified questionnaire was removed and the reliability of the questionnaire data was examined. Table 2 is the reliability analysis of the questionnaire data. In the reliability test, the Cronbach Alpha coefficient, the larger the Alpha value, indicates the higher the reliability. As can be seen from table 2, the corresponding Cronbach Alpha coefficient value of each variable is greater than 0.70, indicating that the internal consistency of the questionnaire has reached a high level, which indicates that the questionnaire has high stability and credibility.

Table 2: Results from reliability test

Variables	Wisdom	Courage	Temperance	Job performance	CQ
Cronbach alphas (α) coefficient	0.810	0.791	0.710	0.865	0.861

Correlation analysis is a statistical method to study the correlation between variables. Table 3 is an analysis of the correlation between wisdom traits, courage traits and temperance traits and cultural intelligence and work performance to understand the interrelationships among variables.

Table 3: Correlation among variables

	PPT	WT	CT	TT	CQ	WP	AGE	EDU	WPY
PPT	1	.112**	.313**	.135**	.051**	.468**	.068	.148	.241
WT		1	.350**	.268**	.612**	.536**	.023	.255	.052
CT			1	-.405**	.701**	.466**	.116	.046	.032
TT				1	.409**	.181**	.012	.340	.028*
CQ					1	.690**	.240	.058	.018*
WP						1	.248	.067*	.471
AGE							1	.146	.267*
EDU								1	.012
WEY									1

Notes: ** $p < .01$; * $p < .05$;

Spearman rank correlation coefficients are reported;

PPT=positive personal traits, WT=wisdom traits, CT=courage traits, TT=temperance traits, CQ=cultural intelligence, WP=work experience, AGE=age, EDU=education, WPY=work experience year.

Square roots of average variance extracted from latent variables are shown in the parentheses.

The relationship between the three dimensions of positive personality traits and work performance, regression analysis shows that the three dimensions of positive personality traits have a strong correlation with work performance. Among them, there is a strong linear relationship between personality traits and job performance, $R^2 = 0.273$, which indicates that the change of positive personality traits has an impact on the work performance of 27.3%. At the same time, the values of wisdom and courage traits sig were 0.008 and 0.000 respectively, both less than 0.05. However, the sig value of the temperance trait was 0.265, which was higher than 0.05. It can be judged that the wisdom trait ($\beta = 0.028$; $p < .01$) and courage trait ($\beta = 0.125$; $p < .01$) have a positive effect on performance, among which the courage attribute is the most important to the promotion of work performance. But temperance traits do not have a significant effect on job performance. Therefore, H1, H1a, and H1b are strongly supported, but Hypothesis 1c is not supported.

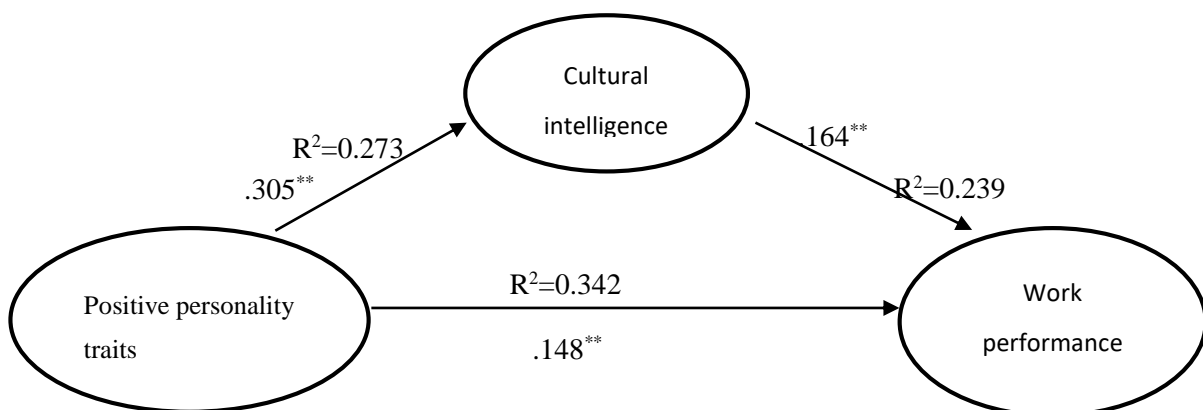
The relationship Positive personality traits of the three dimensions between cultural intelligence, positive personality traits ($\beta = 0.305$; $p < .01$) and cultural intelligence exist strong linear relationship, R^2 is 0.239, shows a service-oriented employee positive personality traits and cultural intelligence explanation is 23.9%. The sig value of the wisdom trait and the courage trait is 0.000 and 0.005 respectively, which is less than 0.05. The sig value of the temperance trait is 0.565, which is higher than 0.05, which indicates that wisdom trait and

courage trait have a significant influence on cultural intelligence. But temperance does not have a significant effect on cultural intelligence. Therefore, H2, H2a, and H2b are supported.

The relationship between cultural intelligence and work performance has a linear relationship between cultural intelligence and work performance. R^2 is 0.342, indicating that cultural intelligence can explain the change of job performance 34.2%. Meanwhile, cultural intelligence has a positive impact on work performance, and the higher the cultural intelligence, The results significantly confirm their positive link ($\beta=1.645$; $p<.01$), the higher the individual's performance in the cross-cultural environment. Therefore, H3 is supported.

Through regression equation test and analysis, positive personality traits, $\beta=0.305$, $SE=0.076$, work experience, $\beta=1.645$, $SE=0.358$. Sobel test statistic:3.023. One-tailed probability: 0.012. Two-tailed probability: 0.013. The results show that culture intelligence partial mediates the relationship between positive personal trait and work performance. Results verified the H4, service employees' cultural intelligence to the positive relationship between personality traits and performance intermediary role, and is partial mediation, that is to say, positive personality traits influence on the performance of gay friends directly has indirect influence. Therefore, Hypotheses 4 support.

Figure 1: Results from regression analysis



Notes: * $p < .05$, ** $p < .01$, *** $p < .001$.

Standardized coefficients are reported.

Solid lines represent significant paths.

Control variables include age, gender, marital status, education, job position

DISCUSSION AND CONCLUSION

First of all, based on the above research, this paper finds that the positive personality traits of service employees have a predictive effect on job performance, and the two have a significant positive relationship. Therefore, enterprise managers should pay attention to the personality traits of employees. Fully recognize the significant role of the positive personality traits of employees in job performance, strengthen the cultivation of positive personality traits of employees, and thus promote the improvement of employees' performance.

In the context of multi-cultural work, the traits of intelligence and courage are positively correlated with the work performed and have a significant impact on them. The formation and cultivation of these two positive personality traits are of great realistic significance for individual growth and development, and also have important leading and guiding role in their work and life. But temperance does not have a significant effect on job performance. It may be that temperance includes modesty, prudence, and self-discipline, which may be the creativity and curiosity of a service employee. Especially in the context of multiple works, temperance may depress employees' initiative to learn the strange culture. Such as Weitz (2001) research has shown that complain that the more people with their life, work will feel more satisfied, Staw, Bell&Clausne (2003). Research has shown that the individual the more positive emotions, can experience more pleasure in work, so as to produce on the job satisfaction is higher, the effect is not easy to eliminate.

Secondly, positive personality traits are positively correlated with cultural intelligence. Among them, the intelligence and the character of courage play an active role in promoting cultural intelligence. When the staff's personality traits are positive, will be more confident and more cheerful in the multivariate or unfamiliar environment, employees will be more active to learn and contact with new culture, so as to improve their own cultural intelligence.

Finally, cultural intelligence in positive personality traits and job performance relationship existing in the intermediary effect, positive personality traits will push effect to the performance, and positive personality traits can help to improve the staff's cultural intelligence. In the context of transnational work, the higher the cultural intelligence, the more the employees can understand the cultural behaviors and habits of other countries and the hidden rules, so as to improve their work performance in the process of work.

In general, working in a multinational background, for culture of low intelligence staff, company managers can start with positive personality traits, guides them to have a positive emotion, the expression of active learning and bravery, make them have more confidence in oneself, to improve yourself for unfamiliar culture learning, so as to improve the performance of individuals. To sum up, this paper has practical significance for the improvement of cultural intelligence, positive personality traits and work performance of Chinese employees working in Thailand.

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