



BI Norwegian Business School - campus Oslo

GRA 19703

Master Thesis

Thesis Master of Science

Personality & Job Performance in the Sales Occupation:
Exploring the Mediating Roles of Affective Commitment &
Service Quality Orientation

Navn: Anniken Maria Sundby

Start: 15.01.2019 09.00

Finish: 01.07.2019 12.00

**Personality & Job Performance in the Sales Occupation:
Exploring the Mediating Roles of Affective Commitment
& Service Quality Orientation**

Programme

Master of Science in Leadership and Organizational Psychology

Supervisor

Laura E. Mercer Traavik

Abstract

The purpose of this study was to gain deeper knowledge of how personality affects job performance in the sales occupation in a Norwegian context. Existing research has established evidence of a relationship between personality and job performance, however, little is known about which mechanisms might influence this relationship. In the present study, affective commitment to the organization and service quality orientation towards customers were accordingly explored as potential mediators. This study of 114 in-store retail sales representatives from a large telecommunication company revealed that there was no mediation present. However, personality was found to be important for job performance as well as for affective commitment and service quality orientation. More specifically, the results showed that Open-Mindedness was negatively associated with objective performance and Negative Emotionality with subjective performance, indicating that the influence of personality on performance might be dependent on context and type of performance measure. Further, Extraversion and Conscientiousness were positively associated with affective commitment and Negative Emotionality negatively associated. Agreeableness was positively associated with service quality orientation. Furthermore, this study also found the facets belonging to the global traits to be of importance. However, the results showed that affective commitment and service quality orientation were not significantly related to job performance. Potential limitations to the study and implications for practice are discussed. Future research may explore this conceptual model in other national contexts and sales settings, and investigate other potential mediators that may contribute to explain the personality/ performance relationship. Future research is also encouraged to obtain objective measures of performance.

Keywords: Job Performance; Personality; Affective Commitment; Service Quality Orientation

Content

ABSTRACT	I
CONTENT	II
LITERATURE REVIEW & HYPOTHESES.....	3
JOB PERFORMANCE	3
THE FIVE-FACTOR MODEL OF PERSONALITY	5
PERSONALITY & JOB PERFORMANCE	7
PERSONALITY & JOB PERFORMANCE IN THE SALES OCCUPATION.....	9
GLOBAL TRAITS VS. FACETS	10
ORGANIZATIONAL COMMITMENT	11
AFFECTIVE COMMITMENT & JOB PERFORMANCE	12
PERSONALITY & AFFECTIVE COMMITMENT	14
SERVICE QUALITY ORIENTATION.....	14
SERVICE QUALITY ORIENTATION & JOB PERFORMANCE	15
PERSONALITY & SERVICE QUALITY ORIENTATION	16
METHOD	18
SAMPLE & PROCEDURE.....	18
MEASURES	19
<i>The Big Five Inventory-2</i>	19
<i>Affective commitment</i>	19
<i>Service quality orientation</i>	19
<i>Job performance</i>	20
<i>Control variables</i>	20
STATISTICAL ANALYSIS	21
RESULTS	22
DESCRIPTIVE STATISTICS	22
<i>Cronbach's alpha</i>	22
<i>ANOVA analysis</i>	23
<i>Correlation analysis: global traits</i>	23
<i>Correlation analysis: facets</i>	26
MEDIATION ANALYSIS: GLOBAL TRAITS	30
MEDIATION ANALYSIS: FACETS.....	32
DISCUSSION.....	34
LIMITATIONS & FUTURE RESEARCH	42
PRACTICAL IMPLICATIONS	44
CONCLUSION	45
REFERENCES	46
APPENDIX: MEASURES USED IN ANALYSES	56

Personality & Job Performance in the Sales Occupation: Exploring the Mediating Roles of Affective Commitment & Service Quality Orientation

In order to reach organizational goals and achieve competitive advantage, organizations need individuals whose performance is high (Sonnentag & Frese, 2002). Hence, a question of critical importance is how one can map out which individuals are more likely to perform well and distinguish them from those who are less likely to do well in the job. Various methods have been used for this purpose, and among these are personality tests, which are widely used as a selection method in organizations and have shown predictive validity of job performance (e.g., Barrick & Mount, 1991). However, the predictive validity of the Big Five traits varies across occupational groups. For instance, whereas Conscientiousness is found to predict job performance across occupational groups, the trait Extraversion is found to predict job performance in the specific occupations of sales and managerial positions (Barrick & Mount, 1991). Thus, empirical research has established evidence that there is a link between personality and job performance, however, we need deeper understanding of why that is.

The present study aims to gain greater knowledge of this link in the sales occupation. However, personality in itself may not be sufficient to understand why some people are better at sales than others as the literature reports inconclusive findings (e.g., Barrick & Mount, 1991; Tett, Jackson, & Rothstein, 1991; Salgado, 1997). Furthermore, there is a paucity of research investigating the mechanisms through which personality influences job performance (Barrick, Stewart, & Piotrowski, 2002), and it is therefore argued that there is a need to explore mechanisms that might explain more of this relationship. For this purpose, the present study will go beyond just personality and job performance and explore two such potential mechanisms.

Affective commitment has been found to be important for both personality and job performance separately (e.g., Erdheim, Wang, & Zickar, 2006; Meyer, Allen, & Smith, 1993), but to my knowledge, all three variables have not previously been researched together. Furthermore, its relationship with performance has in fact been found to be stronger for sales people than for nonsales people (Jaramillo, Mulki, & Marshall, 2005). This indicates that affective commitment potentially plays an important role in understanding the link

between personality and job performance in the sales occupation. Also, limited research exists on affective commitment in the sales occupation (Hunt, Chonko, & Wood, 1985). Moreover, a meta-analysis conducted by Meyer et al. (2012) identified cultural differences with regards to affective commitment, however, the number of studies in Nordic Europe are few and should therefore be explored further.

Furthermore, service quality orientation is another variable that might contribute to explain this relationship. As customers demand excellent service (Chiang & Birtch, 2011) and customer satisfaction is essential to an organization's survival (Pizam & Ellis, 1999), selecting individuals with a personality that is more likely to genuinely desire to meet the needs and demands of customers should be beneficial to the organization and result in higher individual job performance. Furthermore, although service quality orientation has not been extensively linked to personality in the literature, one study reports that personality accounts for 39 % of the variance in individuals' service quality orientation (Brown, Mowen, Donovan, & Licata, 2002). This suggests that service quality orientation might be a mechanism that contributes to explain more of the relationship between personality and job performance, and should consequently be explored.

To my knowledge, the present study is the first to explore these four variables together. The variables affective commitment and service quality orientation are introduced because they potentially contribute to explain more about how personality affects job performance in the sales occupation, which is the main contribution of the present study. More specifically, this study seeks to understand how personality affects sales performance in a Norwegian context, in which the research in this area is limited. Can findings from other national contexts be replicated in a Norwegian context? As the link between personality and job performance varies in terms of occupation, one may assume that this link also varies across national context. Furthermore, this study also contributes to research by exploring how the facets belonging to the global personality traits relate to job performance, as this is an unresolved issue (Judge, Rodell, Klinger, Simon, & Crawford, 2013).

Moreover, because of the difficulty of obtaining objective data, researchers most often use merely subjective measures of job performance (Benkhoff, 1997; Bommer, Johnson, Rich, Podsakoff, & MacKenzie, 1995). However, this study

also contributes to the literature by introducing an objective measure of sales performance along with a subjective measure. The study therefore explores how personality is related to objective performance compared to subjective performance. Also, this study contributes to the literature by exploring personality as an antecedent to affective commitment and service quality orientation, as there is a paucity of research on individual dispositions as antecedents to these variables (Erdheim et al., 2006; Chiang & Birtch, 2011). Based on this, the research question the present study seeks to answer is the following:

To what degree do affective commitment and service quality orientation mediate the relationship between personality and job performance in the sales occupation?

Literature Review & Hypotheses

In the following sections, a review of the existing literature on job performance and personality will firstly be presented. Secondly, how personality is related to job performance in general and in the specific occupation of sales will be emphasized. The potential importance of facets will also be addressed. Thirdly, how organizational commitment is understood in the literature and how affective commitment may relate to job performance and personality will be presented. Finally, how service quality orientation is understood in the literature will be presented, as well as how it may relate to job performance and personality.

Job Performance

Job performance is regarded as a central construct in work psychology (Viswesvaran & Ones, 2000). Individuals' performance on the job is of great importance both to the organization as a whole and to the individual itself. In order to achieve objectives and competitive advantage, organizations need individuals that perform well (Sonnentag & Frese, 2002). Also, sales are an important function of a sales organization as it yields a large amount of the organization's total profit (Bashaw & Grant, 1994). Hence, the importance of selecting individuals who are likely to perform well in a sales role is immense. Much attention has been devoted to the relationship between personality and job performance in the literature and personality has been found to be a valid predictor of performance (e.g., Barrick & Mount, 1991). This will be discussed

later as this study aims to gain deeper understanding of how this relationship works in the sales occupation, but first I will address how job performance may be understood.

A large variety of taxonomic models and definitions of performance exist in the literature. Furthermore, researchers argue that one may distinguish between a behavioral aspect and an outcome aspect of performance (Borman & Motowidlo, 1993; Campbell, McCloy, Oppler, & Sager, 1993; Roe, 1999). Followers of the behavioral aspect regard performance as a property of behavior, in which performance is concerned with behaviors that help or restrict the goal accomplishment of an organization (Motowidlo, 2003). Thus, this approach to performance does not consider performance in terms of results, which is in contrast to the outcome aspect of performance where the results of an individual's behavior at work are the focus. For instance, the number of sales made by a sales person aligns with the outcome aspect of performance (Sonnentag, Volmer, & Spychala, 2008). In a review of contemporary models of job performance, Viswesvaran & Ones (2000, p. 216) define job performance as “scalable actions, behavior and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals”, which takes into account both of these perspectives. The authors also emphasize the importance of task performance, organizational citizenship behavior, and counterproductive behaviors as dimensions of overall job performance.

Task performance is described by Borman & Motowidlo (1993) as the execution of activities that are formally considered as part of the job. Moreover, Borman & Motowidlo (1993) argue that job performance entails something additional to merely task performance and distinguish between task performance and contextual performance. Contextual performance is defined as “behavior that contributes to organizational effectiveness through its effects on the psychological, social, and organizational context of work” (Motowidlo, 2003, p. 44). Hence, this dimension of performance may be referred to as other productive behaviors that are not formally considered as part of the job (Borman & Motowidlo, 1993). Further, Motowidlo (2003) postulates whether Borman & Motowidlo's (1993) contextual performance and Organ's (1998) organizational citizenship behavior, which is emphasized by Viswesvaran & Ones (2000), may be identical concepts. Also, although there are mixed findings in the literature, it has been suggested that personality predicts contextual performance better than

cognitive ability, and that cognitive ability predicts task performance better than personality does (Van Scotter & Motowidlo, 1996). In contrast to contextual performance, or organizational citizenship behavior, which is carried out to help the organization accomplish goals, counterproductive behavior may restrict the organization from doing so.

Based on this literature review, one may understand that overall job performance can be measured in terms of performance on prescribed tasks, additional helpful behaviors, and counterproductive behaviors. The following sections will focus on how personality relates to job performance in general as well as in the sales occupation, but first, a clarification of how personality may be understood will be presented.

The Five-Factor Model of Personality

The most useful way of studying personality is anticipated to be through trait theories of personality (Cooper, 2015). McCrae & Costa (2003, p. 25) define personality traits as "dimensions of individual differences in tendencies towards consistent patterns of thoughts, emotions and actions". Hence, trait theories of personality assume that individuals' behavior is relatively stable and constant across situations and over time, and that traits predispose one to behave in certain ways (Cooper, 2015). Although it is debated whether personality is genetic or socially constructed, most scientists agree that personality is biologically based (Furnham, 2008). Furthermore, trait theories aim at mapping out the ways in which individuals differ from each other, and seek to predict how people will behave in future situations (Cooper, 2015).

Moreover, an issue in personality research has previously been a lack of an appropriate taxonomy for classifying personality traits (Barrick & Mount, 2005), which is critical to the advancement of science (Fleishman & Quaintance, 1984). That is, taxonomies enable researchers to establish relationships between personality and job-related criteria (Hough & Schneider, 1996). As a result of the work of many scholars, the Five-Factor Model (FFM) has become the most widely accepted taxonomy for personality (Judge & Ilies, 2002). Furnham (2008) argues that almost every study on personality today is conducted using the Five-Factor Model, and that this also allows for better meta-analyses. This embracement of the FFM among researchers is also due to the fact that it has been shown to be generalizable across cultures, measures, and sources of ratings (John

& Srivastava, 1999).

Costa & McCrae are known to be the greatest proponents of the FFM, and their personality structure consists of five broad dimensions with six facets belonging to each (Cooper, 2015). However, the present study uses Soto & John’s (2016) structure, which includes three facets belonging to each of the five dimensions. The number and nature of facets is still an unresolved issue among scholars (Judge et al., 2013). Soto & John’s (2016) and Costa & McCrae’s (1992) structures are illustrated in Table 1. A profile of high or low levels on these broad dimensions and their facets is what one may understand as an individual’s personality (Ones, Viswesvaran, & Dilchert, 2005).

Although widely accepted and much used in research today, the Five-Factor model is not without criticism. Some facets that belong to different global dimensions have been shown to correlate highly with one another (Cooper, 2015), and this has also been found to be the case with some of the global factors (Block, 1995). Furthermore, Block (1995) has expressed skepticism regarding the idea that the Big Five traits truly capture all aspects of personality. Nevertheless, personality does in fact predict job performance.

Table 1 *The BFI-2 Dimensions & Facets (Soto & John, 2016) & The NEO-PI-(R) Dimensions & Facets (Costa & McCrae, 1992)*

BFI-2 Dimensions & Facets	NEO-PI-(R) Dimensions & Facets
Extraversion	Extraversion
Sociability	Gregariousness
Assertiveness	Assertiveness
Energy Level	Positive Emotions
	Warmth
	Activity
	Excitement Seeking
Agreeableness	Agreeableness
Compassion	Altruism
Respectfulness	Compliance
Trust	Trust
	Straightforwardness
	Modesty
	Tender-Mindedness
Conscientiousness	Conscientiousness
Organization	Order
Productiveness	Self-Discipline
Responsibility	Dutifulness
	Competence
	Achievement Striving
	Deliberation
Negative Emotionality	Neuroticism
Anxiety	Anxiety
Depression	Depression
Emotional Volatility	Angry Hostility
	Self-Consciousness
	Impulsiveness
	Vulnerability
Open-Mindedness	Openness
Intellectual Curiosity	Ideas
Aesthetic Sensitivity	Aesthetics
Creative Imagination	Fantasy
	Feelings
	Actions
	Values

Personality & Job Performance

Extensive research has been conducted on the relationship between personality and performance at work. Empirical research indicates that an individual's personality traits influence their behaviors on the job and outcomes valued by the organization (Barrick & Mount, 2005; Hogan, 2005). However, the predictive validity of the Big Five traits may vary across occupational groups and settings (Barrick & Mount, 1991), and this study seeks to contribute to knowledge in how personality affects job performance in sales. Also, the vast majority of the studies from the meta-analyses and single studies presented in the following are conducted in the US or Canada (Barrick, Mount, & Judge, 2001), and a question of interest is therefore whether these findings replicate in a Norwegian context. Before presenting what is known about the relationship between personality and job performance in the specific occupation of sales, the following section will focus on what we know about this relationship in general.

Arguably the most influential meta-analysis on this area is conducted by Barrick & Mount (1991). In their study, the researchers examined the relationship between personality and job performance across five different occupational groups, namely professionals, police, managers, sales, and skilled/semi-skilled. Whereas Conscientiousness was a valid predictor of job performance across all five job types, other traits appeared to be valid predictors only for some occupations. In a later study, Mount & Barrick (1995) found the validity of Conscientiousness to be higher than initially found in their 1991 meta-analysis, indicating that the validity of this trait had been underestimated.

In contrast to these findings, the meta-analytic review by Tett et al. (1991) found the validity of Conscientiousness to be lower than the validity of Agreeableness, Openness, and Neuroticism, where Agreeableness had the highest validity for predicting job performance. This contradicts previous research where Agreeableness is found to be a weak predictor of job performance (e.g., Barrick & Mount, 1991). The reasons for this empirical discrepancy has later been investigated by Ones, Mount, Barrick, & Hunter (1994), who argue that an important reason is that Tett et al.'s (1991) meta-analytic review was less comprehensive than Barrick & Mount's (1991) in terms of sample sizes and number of studies. Furthermore, Tett et al. (1991) only included studies using a confirmatory rather than exploratory strategy. This restriction is argued by Ones et

al. (1994) to impede Tett et al. (1991) from being able to accurately measure the magnitude of the personality/ job performance relationship.

Moreover, a meta-analytic review undertaken by Salgado (1997) reports findings concurrent with those of Barrick & Mount (1991), but somewhat divergent from Tett et al. (1991). However, unlike the aforementioned researchers, Salgado (1997) investigated this relationship in the European Community and found the trait Emotional stability to be nearly as valid as Conscientiousness in predicting job performance across occupational groups, which is dissimilar to what Barrick & Mount (1991) found in their meta-analysis. Hence, this indicates that national context may be of importance in terms of which traits are linked to job performance. Furthermore, the findings in a more recent meta-analysis conducted by Barrick et al. (2001) found Conscientiousness to be the most valid predictor of job performance across the occupational groups examined. In this meta-analysis, the researchers also found Emotional stability to be a valid predictor of overall work performance across occupational groups, however, its predictive validity appeared to be smaller than that of Conscientiousness. Moreover, studies conducted by Schmidt & Hunter (1998; 2004) and Behling (1998) have found Conscientiousness measures to best predict job performance of the Big Five traits. Furthermore, such measures are found to provide an incremental validity of 12 % when accompanied by measures of general mental ability (Schmidt & Hunter, 1998).

Additionally, Witt, Burke, Barrick, & Mount (2002) investigated the interaction of personality traits and their relationship with job performance and found that Agreeableness moderates the relationship between Conscientiousness and job performance. Hence, they suggest that individuals who have high scores on both Conscientiousness and Agreeableness perform better than those high in Conscientiousness, but low in Agreeableness. This indicates that there may be different compositions of personality traits that might explain who performs well.

In conclusion, although different meta-analyses and studies report somewhat divergent results, personality traits are found to predict job performance. Also, the trait Conscientiousness is most consistently suggested in the literature to generalize across occupational groups and to be the single most robust predictor of overall job performance. However, although this literature review provides evidence that there is a link between personality and job performance, limited research has investigated what may influence this

relationship or whether this link differs in national context. As this study aims to gain deeper understanding of these matters in the sales occupation, the next section will focus on what is known about this link in the specific occupation of sales.

Personality & Job Performance in the Sales Occupation

Personality has also been shown to predict job performance in the sales occupation. As mentioned in the previous section, the predictive validity of the Big Five traits may vary across occupational context. More specifically, whereas the predictive validity of the trait Conscientiousness on job performance has been argued to generalize across occupational groups, other Big Five traits may be relevant in specific occupational groups. This is highlighted in the large-scale meta-analysis of Barrick & Mount (1991), who found Extraversion, along with Conscientiousness, to predict job performance in the sales occupation. Hence, occupational context matters, and as such we may assume that so does national context. An important contribution of this study is therefore to examine whether the findings in the literature with regards to the link between personality and sales performance replicates in a Norwegian context.

In line with Barrick & Mount (1991), a meta-analysis by Barrick et al. (2002) found the two global dimensions Conscientiousness and Extraversion to predict sales performance better than the other traits in the Five Factor Model of personality. More specifically, Openness, Agreeableness, and Emotional stability were not related to job performance in the sales occupation, and these findings also correspond to Vinchur, Shippmann, Switzer, & Roth's (1998) meta-analytic review. However, in Barrick et al.'s (2001) more recent meta-analysis, Conscientiousness was found to be a valid predictor of job performance in the sales occupation, but not Extraversion as they had expected. Conversely, Conte & Gintoft (2005) only found a significant relationship between Extraversion and job performance in sales, and not Conscientiousness. Moreover, as mentioned in the previous section, Salgado (1997) found Emotional stability to be nearly as valid as Conscientiousness in predicting job performance across occupational groups, including sales, in the European Community. This highlights the idea that national context may matter as this finding does not fit with the abovementioned results in research conducted in a non-European context.

Moreover, an issue that should be noted is that Vinchur et al. (1998) used

Hough (1992) and Hough, Eaton, Dunnette, Kamp, & McCloy's (1990) alternative set of personality dimensions, and found strongest associations for Achievement Orientation (a sub-component of Conscientiousness) and Potency (a sub-component of Extraversion). Hence, these findings indicate that sub-dimensions of personality traits may be more accurate predictors of sales performance than global dimensions, which also corresponds to a more recent study conducted by Warr, Bartram, & Martin (2005). The next section will therefore highlight how facets of the global traits may relate to job performance.

In conclusion, although research in this area reports somewhat divergent results, Conscientiousness and Extraversion are the traits that are most consistently shown to predict job performance in the sales occupation. However, as the present study is conducted in a Norwegian context, I also take into account the findings of Salgado (1997). I therefore hypothesize that with regards to the global personality traits:

Hypothesis 1a: Conscientiousness is positively related to job performance in the sales occupation.

Hypothesis 1b: Extraversion is positively related to job performance in the sales occupation.

Hypothesis 1c: Negative Emotionality is negatively related to job performance in the sales occupation.

Global Traits vs. Facets

To this point, this literature review has elaborated on how the global personality traits relate to job performance. However, an unresolved issue is how important the facets that reflect these global traits are in terms of predicting job performance (Judge et al., 2013). Judge et al. (2013) argue for the utility of facets in predicting performance and thereby challenge the dominant way of assessing this relationship using global traits. The results of their meta-analysis showed that in most cases, significant gains in prediction of job performance were yielded when facets were considered. That is, some scholars have argued that the global traits are too broad to predict job performance (e.g., Hough & Oswald, 2005), whereas others argue for the value of using the broad FFM traits for this purpose (e.g., Barrick & Mount, 2005). Therefore, this study will contribute to research by exploring the importance of facets versus global traits.

Moreover, the utility of linking facets to narrow criteria of job performance has also been discussed among researchers (e.g., Barrick et al., 2001). To exemplify, a large meta-analysis conducted by Hough, Ones, & Viswesvaran (1998) showed for instance that the Conscientiousness facet Achievement Orientation related differently to a narrow criteria of job performance than did the facet Dependability. Hence, one may argue that one should not undermine the potential importance of facets when exploring the relationship between personality and job performance.

Organizational Commitment

The previous sections have demonstrated that personality relates to job performance in sales, however, this study seeks to gain deeper understanding of why that is. As there are inconclusive findings in the literature, additional mechanisms might help explain why some people are better at sales than others. As affective commitment has been linked separately both to personality and job performance (e.g., Erdheim et al., 2006; Meyer et al., 1993), this variable might play an important role in understanding the personality/ performance relationship. To my knowledge, these variables have not previously been researched together, and there is also limited research on commitment in the sales occupation (Hunt et al., 1985). Moreover, a meta-analysis conducted by Meyer et al. (2012) found that there are cultural differences with regards to organizational commitment, which should therefore be explored further since the number of studies in Nordic Europe is low. The following section provides insight into how organizational commitment is understood in the literature before what is known about affective commitment's relationship with job performance and personality is presented.

Based on their literature review of organizational commitment, Meyer & Allen (1991) developed a three-component model of the construct consisting of affective, continuance, and normative commitment. The reason for this was that their review revealed discrepant conceptualizations and measurements of the commitment construct, making interpretation and synthesizing of results challenging. Although the researchers identified three different themes constituting their three-component model, they also found that what was common across the various conceptualizations was “the view that commitment is a psychological state that a) characterizes the employee's relationship with the organization, and b) has implications for the decision to continue or discontinue

membership in the organization” (Meyer & Allen, 1991, p. 67).

Moreover, what distinguishes these three components of Meyer & Allen’s (1991) model from each other is the psychological state, or mindset, described. With regards to affective commitment, the psychological state reflects a *desire* to maintain membership in the organization as this component is defined as “the employee’s emotional attachment to, identification with, and involvement in the organization”(Meyer & Allen, 1991, p. 67). As for continuance commitment, the psychological state reflects a *need* to remain within the organization as this component relates to the perceived costs associated with discontinuing the membership. For normative commitment, it reflects feeling an *obligation* to continue the organizational membership (Meyer & Allen, 1991). The present study will measure affective commitment only, as it is found to be the commitment dimension that is most strongly linked to job performance (Meyer et al., 1993).

Affective Commitment & Job Performance

Research examining the relationship between commitment and job performance is extensive. As mentioned, of the different dimensions of the commitment construct, it is affective commitment that is argued to most heavily influence job performance (Meyer et al., 1993). Employees with a strong affective commitment to the organization may perform better because they *want* to stay in the organization and therefore exert considerable effort to remain within the organization (Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989; Mowday, Porter, & Steers, 1982). In contrast, employees with a strong continuance commitment may perform less well because they might feel that they *need* to remain in the organization to avoid costs and therefore do the bare minimum to uphold their position (Meyer et al., 1989). Based on this, one may argue that selecting individuals with a personality that is more likely to be affectively committed to the organization potentially results in higher job performance.

Moreover, early scholars who did not distinguish between the different commitment dimensions, such as Angle & Perry (1981) and Steers (1977), did not find a significant relationship between commitment and job performance. This was also the case in the meta-analyses of Randall (1990) and Cohen (1991). Hence, the three-component model developed by Meyer & Allen (1991) may be argued to be of great utility as it is the nature of commitment that may determine

its relationship with job performance. Furthermore, findings from various studies and meta-analyses support this. Meyer et al. (1989) investigated the relationship between affective and continuance commitment and job performance based on supervisor ratings. Their results were consistent with their hypotheses, showing that affective commitment was significantly positively related to job performance, whereas continuance commitment showed a significant negative relationship with job performance. These findings are consistent with those of Konovsky & Cropanzano (1991). Furthermore, a meta-analysis conducted by Meyer, Stanley, Herscovitch, & Topolnytsky (2002) only included studies that used the affective commitment scale (ACS), the continuous commitment scale (CCS), or the normative commitment scale (NCS). Consistent with the findings presented above, also this study found affective commitment to be the commitment dimension most related to job performance.

Moreover, studies examining this relationship have also been conducted in the specific occupation of sales. Bashaw & Grant (1994) state that sales performance is of great importance to sales managers because of its critical relationship with overall company performance. The findings in the studies of Bashaw & Grant (1994) and Siders, George, & Dharwadkar (2001) showed that affective commitment is related to job performance, and both studies used objective measures of performance. To further support this finding, Jaramillo, Mulki, & Marshall (2005) found this relationship to be stronger for sales employees than for non-sales employees in their meta-analysis, indicating that affective commitment perhaps plays an important role in sales performance. It is argued that the reason for this finding is that sales people have greater control of their outcomes and that these outcomes are more visible than for those not in a sales position. Further, they argue that this control and visibility of outcomes strengthens the commitment/ performance relationship (Dubinsky & Hartley, 1986; Skinner, 2000). In conclusion, affective commitment may be argued to be the most relevant predictor of job performance out of the three dimensions of commitment, and also to be of critical importance in a sales setting. Therefore, the present study hypothesizes that:

Hypothesis 2: Affective commitment is positively related to job performance in the sales occupation.

Personality & Affective Commitment

Existing studies on antecedents to organizational commitment have largely focused on environmental rather than dispositional variables (Erdheim et al., 2006). However, Erdheim et al. (2006) explored the relationship between personality and organizational commitment, and point out their lack of awareness of any other studies investigating this relationship using the Five-Factor model of personality. Moreover, this study was conducted in the US, and it may therefore be interesting to explore whether these findings replicate to a Norwegian context. The researchers found the Big Five trait Extraversion to be the most consistent predictor of all five personality dimensions as it was significantly positively related to affective and normative commitment and significantly negatively related to continuance commitment. With regards to the relationship between Extraversion and affective commitment, Erdheim et al. (2006) expected that highly extraverted individuals would have high scores on affective commitment as positive emotionality is a fundamental part of the Big Five trait Extraversion (Watson & Clark, 1997). They did not find a relationship between the remaining Big Five traits and affective commitment. Based on the findings of this study, I hypothesize that:

Hypothesis 3: Extraversion is positively related to affective commitment.

Service Quality Orientation

A second mechanism that might play an important role in understanding the personality/ performance relationship is service quality orientation. As will be presented in the following sections, this variable has been linked both to personality and job performance, although research on its link with personality is still limited. This relationship should therefore be explored if selecting individuals with a personality that is more likely to have high service quality orientation results in higher job performance in the sales occupation.

Furthermore, providing excellent service is a key differentiation strategy for organizations since having satisfied customers is essential to the survival of the firm (Pizam & Ellis, 1999). Also, the costs of attracting new customers are much higher than retaining existing ones (Naumann & Giel, 1995). Customer satisfaction is at the core of the “market orientation” concept and is assumed to

result in higher profitability for the organization (Narver & Slater, 1990). The present study focuses on service quality orientation, which is related to the market orientation concept, but the unit of analysis is the individual as opposed to the organization. In order to be market oriented, Brown et al. (2002) argue that it is central for an organization to possess employees that have high service quality orientation. That is, the service quality orientation of a sales person is argued to influence the response of a customer in a positive manner (Saxe & Weitz, 1982).

Service quality orientation is defined by Hogan, Hogan, & Busch (1984, p. 167) as “a set of attitudes and behaviors that affect the quality and interaction between...the staff of any organization and its customers”. Furthermore, it is also described to concern employees’ predisposition and desire to provide excellent service to satisfy customer demands (Brown et al., 2002). Moreover, service quality orientation may be thought of as a “surface trait” according to Brown et al. (2002). Whereas the Big Five personality traits are believed to remain relatively stable across situations (Cooper, 2015), surface traits can be understood as enduring dispositions that are context specific (Brown et al., 2002). More specifically, surface traits are argued to be a product of the interaction between an individual’s basic traits and the situation he or she is in (Brown et al., 2002). Based on this, the service quality orientation of a sales person may be thought of as his or her predisposition to exercise behaviors and attitudes at work that are beneficial to the interaction between the sales person and the customer, which help satisfy customer needs and demands. Furthermore, as customers demand excellent service (Chiang & Birtch, 2011), the service quality orientation of a sales person may be of particular interest.

Service Quality Orientation & Job Performance

In the literature, the possible positive consequences of service quality orientation are several. Among these is job performance, and more importantly for the present study, job performance in the sales occupation. Early research on this relationship by Saxe & Weitz (1982) indicates that service quality orientation is specifically related to job performance in sales, and so do more recent research by other researchers indicate as well (Brown et al., 2002; Kelley, 1992; Rozell, Pettijohn, & Parker, 2004). Saxe & Weitz (1982) argue that individuals high in service quality orientation are more inclined than less service quality oriented individuals to avoid engaging in behaviors that may lead to customer

dissatisfaction, thereby enhancing their chances of completing sales. Boles, Babin, Brashear, & Brooks (2001) point out that although there exists empirical evidence that service quality orientation is related to a sales person's job performance, little research has examined this link in an in-store retail setting. With the aim of filling this void in the literature, Boles et al.'s (2001) study found this relationship to be true also in this setting. A question is however whether this is true also in a Norwegian context. Moreover, research also shows that service quality orientation positively relates to customer satisfaction with the sales person (Goff, Boles, Bellenger, Stojack, 1997; Stock & Hoyer, 2005). Besides, Seiders, Voss, Grewal, & Godfrey (2005) point out that research demonstrates that customer satisfaction is an antecedent to customer loyalty and repurchase, which may further imply that sales people who have high service quality orientation may have higher job performance than those who are less service quality oriented. Accordingly, I hypothesize that:

Hypothesis 4: Service quality orientation is positively related to job performance in the sales occupation.

Personality & Service Quality Orientation

There is a paucity of research investigating the antecedents to service quality orientation. This especially applies to individual predispositions such as personality traits. This study therefore contributes to the literature by exploring personality as an antecedent to service quality orientation and whether this variable might help contribute to understanding of how personality affects job performance in the sales occupation in a Norwegian context. However, an empirical study by Brown et al. (2002) explored personality as an antecedent to service quality orientation in food service workers. Furthermore, they explored service quality orientation as a mediator between personality and job performance. They found that not only did it mediate the relationship, but also that by including service quality orientation as a mediating variable, the predictive power of personality on job performance was greater than the predictive power of personality on job performance alone. To their knowledge, they were the first researchers to conduct research on this relationship. However, this study was not conducted in a Norwegian context, and limited research is conducted on whether service quality orientation might help explain the link between personality and job

performance in general.

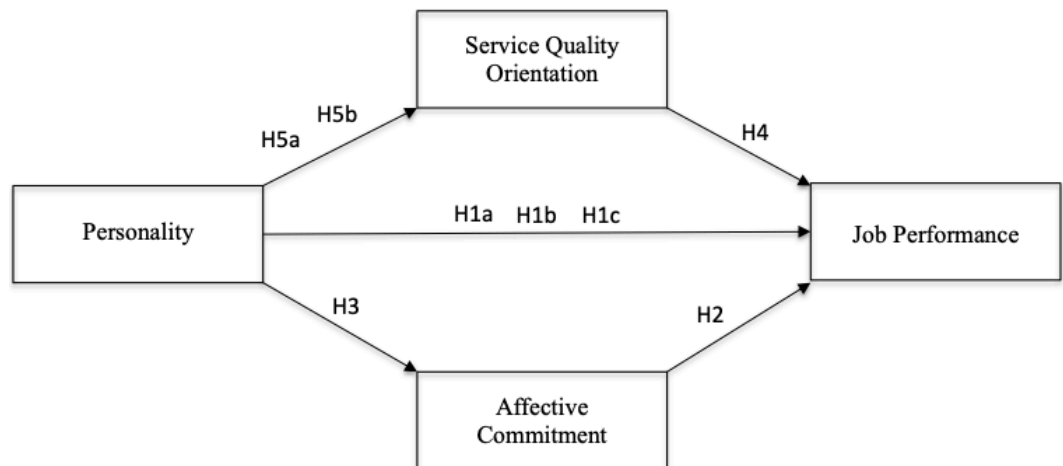
Furthermore, although Brown et al. (2002) hypothesized that Introversion and Neuroticism would negatively affect service quality orientation and Agreeableness and Conscientiousness would positively affect service quality orientation, their results only supported their expectations about Neuroticism and Agreeableness. With regards to Neuroticism, the researchers anticipated that people scoring high on this dimension might experience a fluctuating desire to meet the needs of a customer. Conversely, individuals scoring high in Agreeableness might easily empathize with customers and therefore strive to fulfill their needs (Brown et al., 2002). Agreeableness was also found to be the personality dimension with the strongest relation to service quality orientation in a study of logistics personnel by Periatt, Chakrabarty, & Lemay (2007). Moreover, Salvaggio et al. (2007) hypothesized that Emotional stability and Conscientiousness would be positively related to service quality orientation in managers, but their hypotheses were rejected. Based on the findings of Brown et al. (2002), the present study proposes that:

Hypothesis 5a: Negative Emotionality is negatively related to service quality orientation in the sales occupation.

Hypothesis 5b: Agreeableness is positively related to service quality orientation in the sales occupation.

Presented in Figure 1, this leads to the following hypothesized model:

Figure 1 *Hypothesized Model*



Method

Sample & Procedure

Using a web-based tool (Qualtrics), the questionnaire was distributed to a total of 364 B2C sales representatives from a large telecommunication company that operates in the Norwegian market. The survey measured the respondents' personality, affective commitment to the organization, service quality orientation, and own evaluations of their job performance. In order to be able to correctly link the objective sales numbers belonging to each individual sales representative, all respondents were assigned a unique ID-number that they had to fill out in the survey. All respondents were provided with information about the study in advance. A total of 148 respondents volunteered to participate in this study, representing a response rate of 41%. However, sufficient objective measures of sales performance were only available for 114 of the respondents. 34 respondents were subsequently excluded from further analyses. Of the 114 participants in the final sample, 78% were males and 22% were females and belonged to different regions depending on the geographic location of the shop they worked at. The majority of the respondents were high school graduates (56%), full-time employed (61%), and with a tenure of 3-5 years (40%). A demographic profile of the respondents is provided in Table 2.

Table 2 *Characteristics of Survey Respondents*

Gender	
Males	78%
Females	22%
Region	
Region 1	18%
Region 2	15%
Region 3	20%
Region 4	18%
Region 5	15%
Region 6	13%
Position	
Full-time	61%
Part-time	39%
Tenure	
<1 year	1%
1-2 years	27%
3-5 years	40%
6-10 years	20%
>10 years	12%
Educational level	
High school	56%
Vocational technical college	13%
Bachelor's degree	29%
Master's degree	2%

Measures

Unless otherwise noted, all the items were measured on a five-point Likert scale ranging from 1 to 5, where the meaning of 1 is “strongly disagree” and the meaning of 5 is “strongly agree”. Furthermore, with the exception of objective sales numbers, all measures were self-reports. A full overview of the measures and their items is presented in the Appendix.

The Big Five Inventory-2. A Norwegian translation (H. Føllesdal, personal communication, February 21, 2019) of the Big Five Inventory-2 (BFI-2), which is a revised version of the Big Five Inventory (BFI), was used in this study to measure personality. The revised measure is developed by Soto & John (2016) and is argued to have greater predictive power than the BFI. The BFI, however, has demonstrated high quality and utility, and has been used in hundreds of studies (Soto & John, 2016). The measure consisted of a total of 60 items, where 12 items measured each of the five dimensions. Furthermore, the BFI-2 also measured three facets belonging to each global dimension, thus, 15 facets in total, which were all measured by four items each. Example items are “Is sometimes shy, introverted”, “Is respectful, treats others with respect”, “Is efficient, gets things done”, “Is relaxed, handles stress well”, and “Is curious about many different things”.

Affective commitment. A Norwegian translation (Kuvaas, 2006) of Meyer & Allen’s (1997) revised Affective Commitment Scale was used in this study to measure the sales representatives’ affective commitment to the organization. The measure consisted of six items in total. Example items include “I would be very happy to spend the rest of my career in this organization” and “I really feel as if this organization’s problems are my own”.

Service quality orientation. The sales representatives’ service quality orientation was measured using six items drawn from Chiang & Birtch (2011). Example items include “It is important to me that the customer is satisfied” and “For me, interacting with customers is enjoyable”. Moreover, the items provided by Chiang & Birtch (2011) are drawn from Brown et al. (2002), Kim, Leong, & Lee (2005), and Susskind, Kacmar, & Borchgrevink (2003). Brown et al.’s (2002)

items are based on the SOCO-scale developed by Saxe & Weitz (1982), which is a self-report measure of the customer orientation of sales people. A follow-up study conducted by Michaels & Day (1985) concluded that the measure worked equally well for sales people evaluating themselves as when customers evaluated the sellers. Hence, although one might believe customers to be a more reliable source of service quality evaluation, these results indicate that this is not necessarily true. Moreover, in this study, it was considered to be more time-efficient to use self-report measures of service quality orientation than to identify and reach out to customers of the telecommunication company, as such information was not readily available.

Job performance. The dependent variable was measured both through subjective evaluations of job performance as well as objective sales numbers. The subjective evaluations were measured through a self-report measure where the respondents were asked to rank their performance compared to others in their region on a scale from 1 to 3, where the meaning of 1 was “bottom 25%” and the meaning of 3 was “top 25%”. The objective sales numbers were obtained by computing the number of average sales per day on days where the sales representative had booked at least one sale, and was collected from the period from January 1st to September 19th in 2018. More specifically, these sales numbers represent a sales representative’s sum of total sales in terms of the quantity of cell phone plans and mobile broadband sold to both existing and new customers, divided by the number of work days the individual had booked at least one sale during the specified time period.

Control variables. Gender, position, tenure, education level, and region were included as control variables to rule out alternative explanations for the findings. Gender was coded 1 = male and 2 = female, and position was coded 1 = full-time and 2 = part-time. Furthermore, tenure was coded from 1 = less than a year to 5 = more than ten years, and education level from 1 = high school graduate to 4 = master’s degree. The shops participants worked at belonged to different geographic regions, ranging from region 1 to region 6.

Region was controlled for as the different regions may vary in the number of customers visiting, thereby potentially influencing the sales representatives number of average sales. The same reasoning applies to whether a sales

representative is employed full-time or part-time. The reason for the inclusion of the remaining control variables is that females have been found to be more service quality oriented than males (O'hara, Boles, & Johnston, 1991), age and tenure has shown to be positively related to affective commitment and gender to be negatively related (Meyer et al., 2002). Furthermore, gender has been linked to personality in a Norwegian context, where females have been found to have higher scores on Agreeableness, Neuroticism, and Openness (Martinsen, Nordvik, & Østbø, 2011). Further, education level has also been shown to relate to job performance, especially in "weak situations" (Ng & Feldman, 2009), which many sales situations may be classified as (Gatewood, Feild, & Barrick, 2015).

Statistical Analysis

Statistical analyses were carried out using the statistical program IBM SPSS version 25 and Hayes' (2017) PROCESS macro for SPSS version 3.3. Confirmatory factor analysis was considered to confirm the factor structure of the variables (Pallant, 2013). However, as the number of participants in this study was 114, the sample size may be considered too small to perform factor analysis (Tabachnick & Fidell, 2007). Furthermore, internal reliability was estimated using Cronbach's alpha (α), and descriptive statistics were subsequently conducted. Additionally, a one-way between-groups analysis of variance was performed to investigate the impact of region on job performance. Intercorrelations among the variables were explored using Pearson product-moment correlation coefficient. This type of analysis provides information about the strength and direction of a relationship between two variables (Pallant, 2013) and is also a method to detect multicollinearity among predictor variables (Field, 2009).

Moreover, in order to explore affective commitment and service quality orientation as mediating variables, the PROCESS macro for SPSS was used (Hayes, 2017). Further, PROCESS model 4 was employed as parallel mediation was explored with two mediators. Mediation occurs when X affects Y indirectly through one or several mediators (Preacher & Hayes, 2008). PROCESS analysis also incorporates bootstrapping estimation method, and various researchers advocate using bootstrapping over Sobel test as it does not impose the assumption that the data is normally distributed, it has higher power than the latter, and is also able to uphold fairly good control over type 1 errors (MacKinnon, Lockwood, Hoffman, West, & Sheets, 2002; MacKinnon, Lockwood, & Williams, 2004;

Preacher & Hayes, 2008). Also, an additional reason for using bootstrapping over Sobel test is that the latter should only be used for larger sample sizes, whereas the former works well with a smaller sample size (Preacher & Hayes, 2004; Preacher & Hayes, 2008). Hence, this study employed bootstrapping, and the tests were performed with 5,000 resamplings and a 95% confidence interval. When the lower and upper 95% confidence intervals do not include zero, mediation may be present (Preacher & Hayes, 2004).

Results

Descriptive Statistics

Means (M), standard deviations (SD), reliability estimates (α), and intercorrelations among the variables are depicted in Table 3 and Table 4. Table 3 represents the abovementioned information with regards to the global traits and Table 4 with regards to the facets.

Cronbach's alpha. Cronbach's alpha (α) was used to estimate internal reliability. The affective commitment measure consists of six items and the Cronbach's alpha was .82. The service quality orientation measure consists of six items and the Cronbach's alpha was .64. According to Nunnally (1978), the value of Cronbach's alpha should be .7 at the minimum. Further, the low value for the service quality orientation measure might be due to its low number of items, as measures with few items sometimes get low Cronbach's alpha values as a result. In such cases, calculating inter-item correlations may be more suitable (Pallant, 2013). Briggs & Cheek (1986) suggest that these values should range from .2 to .4. Items number five and six in the service quality orientation measure both reported low inter-item correlations values, and the Cronbach's alpha value for the measure improved when removing the aforementioned items ($\alpha = .68$).

The Big Five Inventory-2 (BFI-2) is an established measure of personality, which has shown high internal reliability (Soto & John, 2016). All Big Five dimensions consist of 12 items, and the Cronbach's alpha values were also acceptable in this study (Extraversion: $\alpha = .80$, Agreeableness: $\alpha = .79$, Conscientiousness: $\alpha = .86$, Negative Emotionality: $\alpha = .85$, and Open-Mindedness ($\alpha = .81$). Furthermore, Cronbach's alpha was also used to estimate internal reliability of the facets belonging to the global dimensions. As these were only measured by four items each, inter-item correlations were calculated. One

item measuring Depression (a facet of Negative Emotionality) and one item measuring Trust (a facet of Agreeableness) had low values and were subsequently removed in order to improve the values of Cronbach's alpha.

ANOVA analysis. A one-way between-groups analysis of variance was performed to investigate the impact of region on job performance. Participants were divided into six different groups according to where the shop they worked at was located in Norway (region 1 through region 6). The analysis was carried out with objective performance and subjective performance separately as dependent variables. With regards to the latter, there was no statistically significant difference at the $p < .05$ level. However, there was a statistically significant difference at the $p < .05$ level in objective performance for the six different regions: $F(5, 108) = 3.5, p = 0.1$. Eta squared was used to calculate the effect size, which was .14. According to Cohen (1988), .14 is considered as a large effect size. Post-hoc comparisons using Tukey HSD test indicated that the mean score for Region 6 ($M = 3.72, SD = 1.10$) differed significantly from region 1 ($M = 2.90, SD = .786$), region 2 ($M = 2.72, SD = .343$), region 3 ($M = 2.83, SD = .743$), and region 4 ($M = 2.88, SD = .722$). The other groups were not significantly different from each other.

Correlation analysis: global traits. There are no strong correlations exceeding .80 or .90 between the predictor variables, which indicates that multicollinearity is not an issue (Field, 2009). Moreover, with regards to the relationship between personality and job performance, the correlation analysis indicated that Extraversion ($r = .19, p < .05$) was significantly positively related to subjective job performance and Negative Emotionality ($r = -.24, p < .01$) was significantly negatively related. These showed the strongest correlations with performance of the five global traits. Interestingly, none of the global personality traits were significantly related to objective sales performance. Surprisingly, Conscientiousness, which was expected to be related to job performance, was the personality trait that showed among the weakest correlations with both subjective ($r = .08, p > .05$) and objective job performance ($r = .00, p > .05$).

With regards to the relationship between affective commitment and job performance, the analysis showed a significantly positive relation with subjective job performance ($r = .24, p < .01$), and a small, positive, non-significant relation

with objective job performance ($r = .17, p > .05$). This was also the case with service quality orientation and job performance (subjective job performance: $r = .22, p < .05$, objective job performance: $r = .13, p > .05$).

An investigation of the relationships between the global personality traits and affective commitment showed that Extraversion, as expected, was significantly positively related ($r = .38, p < .01$). However, significantly positive correlations were also found for Conscientiousness ($r = .28, p < .01$) and Open-Mindedness ($r = .20, p < .05$). Further, a significantly negative correlation with affective commitment was found for Negative Emotionality ($r = -.31, p < .01$).

In line with the hypothesized relationships between the global personality traits and service quality orientation, Agreeableness was significantly positively correlated ($r = .32, p < .01$) and Negative Emotionality was significantly negatively correlated ($r = -.19, p < .05$). Furthermore, small, significantly positive correlations were also found for Extraversion ($r = .21, p < .05$) and Open-Mindedness ($r = .22, p < .05$). Moreover, affective commitment and service quality orientation were also significantly positively related ($r = .24, p < .05$).

With regards to the control variables, the correlation analysis showed that gender ($r = -.25, p < .01$) and position ($r = -.31, p < .01$) were significantly negatively correlated with subjective performance, and tenure ($r = .26, p < .01$) was significantly positively correlated. None of the control variables were significantly related to objective sales performance. Furthermore, Extraversion was the only global personality trait significantly related to any of the control variables, and was significantly negatively related to position ($r = -.20, p < .05$). Moreover, gender and position showed significant negative correlations with affective commitment (gender: $r = -.25, p < .01$; position: $r = -.33, p < .01$) and service quality orientation (gender: $r = -.18, p < .05$; position: $r = -.20, p < .05$).

Table 3 Descriptive Statistics & Intercorrelations: Global Traits

Variables	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1 Gender ^a	1.22	.42	-												
2 Position ^b	1.39	.49	.36**	-											
3 Tenure ^c	3.16	.99	-.19*	-.47**	-										
4 Education level ^d	1.76	.93	.00	-.01	.06	-									
5 Affective Commitment	3.61	.81	-.25**	-.33**	.15	-.04	(.82)								
6 Service Quality Orientation	4.80	.30	-.18*	-.20*	.15	.12	.24*	(.68)							
7 Extraversion	3.68	.56	-.16	-.20*	.13	.08	.38**	.21*	(.80)						
8 Agreeableness	4.03	.53	.00	-.13	.10	-.02	.16	.32**	.30**	(.79)					
9 Conscientiousness	4.17	.55	.07	-.11	-.01	.10	.28**	.17	.36**	.47**	(.86)				
10 Negative Emotionality	2.20	.68	.13	.12	-.01	.06	-.31**	-.19*	-.49**	-.37**	-.37**	(.86)			
11 Open-Mindedness	3.59	.64	-.18	-.07	.06	.11	.20*	.22*	.37**	.08	.27**	-.19*	(.85)		
12 Subjective performance	2.54	.55	-.25**	-.31**	.26**	.18	.24**	.22*	.19*	.10	.08	-.24**	-.19*	(.81)	
13 Objective performance	2.99	.82	-.18	-.10	.10	.10	.17	.13	.14	.04	.00	-.07	-.15	-.15	.43**

Note: N=114. Cronbach's alpha is displayed in parentheses. *p < .05; **p < .01.

^a 1 = male, 2 = female.

^b 1 = full-time, 2 = part-time.

^c Coded from 1 (less than 1 year) to 5 (more than 10 years).

^d Coded from 1 (high school graduate) to 4 (master's degree).

Correlation analysis: facets. This study also explored whether the BFI-2 facets were more strongly correlated with job performance and the two other variables than the global traits, and as such, a second correlation analysis was performed. This analysis showed that five out of the 15 facets were significantly related to subjective job performance and one facet was significantly related to objective job performance. Assertiveness ($r = .20$, $p < .05$), a facet of Extraversion, Productiveness ($r = .20$, $p < .01$), a facet of Conscientiousness, and Creative Imagination ($r = .25$, $p < .01$), a facet of Open-Mindedness, were all significantly positively related to subjective job performance. Anxiety ($r = -.26$, $p < .01$) and Depression ($r = -.22$, $p < .01$), both facets of Negative Emotionality, on the other hand, showed significantly negative relations with subjective job performance. In contrast to the global traits, one facet showed a significant correlation with objective job performance. This was Aesthetic Sensitivity, a facet of the global trait Open-Mindedness, which showed a medium, significantly negative correlation ($r = -.34$, $p < .01$).

Moreover, with regards to the relationships between the facets and affective commitment, seven of the facets showed a significantly positive relationship. This was the case for all three facets belonging to the global trait Extraversion (Sociability: $r = .22$, $p < .05$, Assertiveness: $r = .39$, $p < .01$, Energy Level: $r = .31$, $p < .01$). Hence, compared to the global trait Extraversion, its facet Assertiveness correlated marginally stronger with affective commitment. Furthermore, Creative Imagination, a facet of Open-Mindedness, was also significantly positively correlated ($r = .29$, $p < .01$). All three facets belonging to Negative Emotionality were significantly negatively related with affective commitment (Anxiety: $r = -.24$, $p < .05$, Depression: $r = -.24$, $p < .05$, Emotional Volatility: $r = -.31$, $p < .01$). This indicated that Emotional Volatility's correlation with affective commitment was equally strong as the global trait Negative Emotionality's correlation.

An investigation of the correlations between the facets and service quality orientation showed that eight of the 15 facets were significantly related. All facets of Agreeableness were significantly positively related (Compassion: $r = .29$, $p < .01$, Respectfulness: $r = .25$, $p < .01$, Trust: $r = .24$, $p < .05$). The Extraversion facet Assertiveness ($r = .22$, $p < .05$), the Conscientiousness facet Productiveness ($r = .25$, $p < .01$), and two facets of Open-Mindedness, Intellectual Curiosity ($r =$

.21, $p < .01$) and Creative Imagination ($r = .22$, $p < .05$) also showed significantly positive correlations with service quality orientation. The global trait Agreeableness thus showed a stronger correlation with service quality orientation than did any of the facets. The facets of Extraversion and Open-Mindedness that were significantly related with service quality orientation showed roughly equally strong correlations as their global traits, however, Productiveness was more strongly correlated than was the global trait Conscientiousness. Furthermore, Emotional Volatility ($r = -.20$, $p < .05$), a facet of Negative Emotionality, showed a significantly negative correlation, indicating a marginally stronger correlation than the global trait Negative Emotionality. However, correlation analysis gives merely an indication of the relationships (Field, 2009).

With regards to the control variables, the correlation analysis showed that gender was significantly positively correlated with the Negative Emotionality facet Anxiety ($r = .20$, $p < .01$), and significantly negatively correlated with Assertiveness ($r = -.31$, $p < .01$), a facet of Extraversion, and the Open-Mindedness facets Intellectual Curiosity ($r = -.25$, $p < .01$) and Creative Imagination ($r = -.28$, $p < .01$). Position showed a significant negative correlation with the Extraversion facet Assertiveness ($r = -.35$, $p < .01$).

Table 4 Descriptive Statistics & Intercorrelations: Facets

Variables	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1 Gender ^a	1.22	.42	-												
2 Position ^b	1.39	.49	.36**	-											
3 Tenure ^c	3.16	.99	-.19*	-.47**	-										
4 Education level ^d	1.76	.93	.00	-.01	.06	-									
5 Affective Commitment	3.61	.81	-.25**	-.33**	.15	-.04	(.82)								
6 Service Quality Orientation	4.80	.30	-.18*	-.20*	.15	.12	.24*	(.68)							
7 Sociability (E)	3.59	.73	-.07	-.08	.11	.05	.22*	.16	(.66)						
8 Assertiveness (E)	3.69	.66	-.31**	-.35**	.18	.09	.39**	.22*	.41**	(.65)					
9 Energy Level (E)	3.77	.70	-.02	-.07	.03	.06	.31**	.12	.56**	.44**	(.64)				
10 Compassion (A)	4.25	.65	-.04	-.15	.11	-.03	.09	.29**	.18	.16	.30**	(.62)			
11 Respectfulness (A)	4.13	.60	.03	-.01	.00	-.07	.16	.25**	.24*	-.05	.25**	.57**	(.62)		
12 Trust (A)	3.72	.70	.02	-.13	.11	.04	.13	.24*	.32**	.05	.27**	.46**	.41**	(.57)	
13 Organization (C)	4.11	.75	.16	.00	-.09	.07	.14	.07	.07	.20*	.18	.22*	.35**	.14	(.80)
14 Productiveness (C)	4.18	.62	-.03	-.16	.06	.15	.32**	.25**	.28**	.33*	.42**	.38**	.45**	.23*	.63**
15 Responsibility (C)	4.21	.52	.03	-.16	.05	.04	.29**	.11	.26**	.28**	.28**	.51**	.51**	.29**	.54**
16 Anxiety (NE)	2.51	.85	.20**	.09	-.01	.13	-.24*	-.17	-.28**	-.38**	-.35**	-.12	-.17	-.20*	-.08
17 Depression (NE)	1.98	.86	.02	.16	-.07	-.04	-.24*	-.11	-.40**	-.35**	-.49**	-.24**	-.26**	-.26**	-.15
18 Emotional Volatility (NE)	2.10	.71	.11	.05	.05	.06	-.31**	-.20*	-.23*	-.17	-.27**	-.35**	-.46**	-.27**	-.22*
19 Intellectual Curiosity (O)	3.81	.67	-.25**	-.11	.03	.03	.21*	.21**	.20*	.47**	.36**	.23**	.02	-.05	.07
20 Aesthetic Sensitivity (O)	3.08	.98	.04	.06	-.02	.16	.02	.12	-.04	.18	.16	.06	-.01	-.10	.11
21 Creative Imagination (O)	3.89	.78	-.28**	-.15	.13	.05	.29**	.22*	.14	.43**	.44**	.26**	.11	-.01	.09
22 Subjective performance	2.54	.55	-.25**	-.31**	.26**	.18	.24**	.22*	.13	.20*	.14	.13	.05	.06	-.03
23 Objective performance	2.99	.82	-.18	-.10	.10	.10	.17	.13	.15	.11	.07	.07	-.03	.04	-.12

Note: N=114. Cronbach's alpha is displayed in parentheses. *p < .05, **p < .01.

E = Extraversion; A = Agreeableness; C = Conscientiousness; NE = Negative Emotionality; O = Open-Mindedness.

^a 1 = male, 2 = female.

^b 1 = full-time, 2 = part-time.

^c Coded from 1 (less than 1 year) to 5 (more than 10 years).

^d Coded from 1 (high school graduate) to 4 (master's degree).

Table 4 Descriptive Statistics & Intercorrelations: Facets (Continued)

Variables	M	SD	14	15	16	17	18	19	20	21	22	23
1 Gender ^a	1.22	.42										
2 Position ^b	1.39	.49										
3 Tenure ^c	3.16	.99										
4 Education level ^d	1.76	.93										
5 Affective Commitment	3.61	.81										
6 Service Quality Orientation	4.80	.30										
7 Sociability (E)	3.59	.73										
8 Assertiveness (E)	3.69	.66										
9 Energy Level (E)	3.77	.70										
10 Compassion (A)	4.25	.65										
11 Respectfulness (A)	4.13	.60										
12 Trust (A)	3.72	.70										
13 Organization (C)	4.11	.75										
14 Productiveness (C)	4.18	.62	(.67)									
15 Responsibility (C)	4.21	.52	.65**	(.58)								
16 Anxiety (N)	2.51	.85	-.24*	-.26**	(.75)							
17 Depression (N)	1.98	.86	-.33***	-.39***	.60**	(.78)						
18 Emotional Volatility (N)	2.10	.71	-.40***	-.52***	.51**	.57**	(.65)					
19 Intellectual Curiosity (O)	3.81	.67	.34**	.28**	-.24*	-.09	-.14	(.55)				
20 Aesthetic Sensitivity (O)	3.08	.98	.14	.08	.00	.08	-.01	.44**	(.71)			
21 Creative Imagination (O)	3.89	.78	.40**	.30**	-.34**	-.24*	-.30**	.54**	.35**	(.80)		
22 Subjective performance	2.54	.55	.20**	.05	-.26**	-.22*	-.10	.05	-.05	.25**	-	
23 Objective performance	2.99	.82	.14	.00	-.11	-.08	.01	.06	-.34**	.01	.43**	-

Note: N=114. Cronbach's alpha is displayed in parentheses. *p < .05; **p < .01.

E = Extraversion; A = Agreeableness; C = Conscientiousness; NE = Negative Emotionality; O = Open-Mindedness.

^a 1 = male, 2 = female.

^b 1 = full-time, 2 = part-time.

^c Coded from 1 (less than 1 year) to 5 (more than 10 years).

^d Coded from 1 (high school graduate) to 4 (master's degree).

Mediation Analysis: Global Traits

Affective commitment and service quality orientation were explored as potential mediators between the global personality traits and job performance. However, the PROCESS analysis indicated that neither affective commitment nor service quality orientation mediate these relationships. Nonetheless, the analysis showed support for significant associations between some of the variables. The associations are presented in Table 5. Negative Emotionality showed a significantly negative association with subjective job performance ($b = -.17, p < .05$), and Open-Mindedness was significantly negatively associated with objective job performance ($b = -.25, p < .05$). As Negative Emotionality showed a significant association, Hypothesis 1c is supported. However, Hypotheses 1a and 1b are left without support as Conscientiousness and Extraversion were not significantly associated with job performance in the sales occupation.

Furthermore, neither affective commitment nor service quality orientation were significantly associated with objective or subjective job performance, which also leaves Hypothesis 2 and Hypothesis 4 without support. Moreover, with regards to the global personality traits' association with affective commitment, the analysis showed the following: Conscientiousness ($b = .41, p < .01$) and Extraversion ($b = .47, p < .001$) showed a significantly positive association with affective commitment, and Negative Emotionality was significantly negatively associated ($b = -.32, p < .01$). As Extraversion was significantly associated with affective commitment, Hypothesis 3 is supported. Furthermore, Agreeableness was significantly positively associated with service quality orientation ($b = .17, p < .001$), which supports Hypothesis 5b, but not Hypothesis 5a, as Negative Emotionality ($b = -.07, p > .05$) was not found to be significantly associated.

With regards to the control variables, the PROCESS analysis indicated that with all the global traits as independent variables and subjective and objective performance as dependent variables, position was significantly negatively associated with affective commitment. When running the analysis with Negative Emotionality as independent variable and subjective job performance as dependent variable, education level was significantly positively associated with subjective job performance.

Table 5 Mediation Analysis: Global Traits (Adjusted for Demographic Variables)

Independent Variable (IV)	Mediating Variable (MV)	Dependent Variable (DV)	Effect of IV on MV (Path a)	Effect of MV on DV (Path b)	Total Effect (Path c)	Direct Effect (Path c')	Indirect Effect (Path a x b)	SE	95% CI
Extraversion	AC	SJP	.47***	.08	.10	.05	.04	.04	[-.04, .11]
	SQO	SJP	.08	.16	.10	.05	.01	.02	[-.02, .06]
	AC	OJP	.47***	.10	.17	.10	.05	.05	[-.06, .16]
Agreeableness	SQO	OJP	.08	.22	.17	.10	.02	.02	[-.03, .07]
	AC	SJP	.19	.09	.07	.02	.02	.02	[-.02, .06]
	SQO	SJP	.17***	.16	.07	.02	.03	.04	[-.04, .11]
Conscientiousness	AC	OJP	.19	.13	.11	.05	.02	.03	[-.02, .09]
	SQO	OJP	.17***	.22	.11	.05	.04	.05	[-.05, .13]
	AC	SJP	.41**	.09	.05	.00	.04	.03	[-.03, .11]
Negative Emotionality	SQO	SJP	.08	.17	.06	.00	.01	.02	[-.02, .05]
	AC	OJP	.41**	.13	.06	-.02	.05	.05	[-.04, .14]
	SQO	OJP	.08	.25	.06	-.02	.02	.02	[-.03, .08]
Open-Mindedness	AC	SJP	-.32**	.05	-.17*	-.14	-.02	.03	[-.07, .03]
	SQO	SJP	-.07	.14	-.17*	-.14	-.01	.02	[-.05, .02]
	AC	OJP	-.32**	.11	-.13	-.08	-.04	.04	[-.11, .03]
Open-Mindedness	SQO	OJP	-.07	.22	-.13	-.08	-.02	.02	[-.06, .02]
	AC	SJP	.21	.09	.02	-.01	.02	.02	[-.01, .07]
	SQO	SJP	.09	.17	.02	-.01	.02	.02	[-.02, .06]
Open-Mindedness	AC	OJP	.21	.17	-.25*	-.32**	.04	.03	[-.01, .12]
	SQO	OJP	.09	.35	-.25*	-.32**	.03	.03	[-.01, .10]

Note. AC = Affective Commitment; SQO = Service Quality Orientation; SJP = Subjective Job Performance; OJP = Objective Job Performance; CI = Confidence Interval.
 *p < .05; **p < .01; ***p < .001.

Mediation Analysis: Facets

Affective commitment and service quality orientation were also explored as potential mediators between the facets belonging to the five global personality traits and job performance. However, also this analysis indicated that no mediation was present. Nevertheless, significant associations between some of the variables were supported by the analysis. The non-significant associations are left out in Table 6 to provide a leaner overview of the significant associations.

Aesthetic Sensitivity ($b = -.29, p < .001$), a facet belonging to Open-Mindedness, showed a significant negative association with objective job performance, and the Negative Emotionality facet Anxiety ($b = -.16, p < .01$) was found to be significantly negatively associated with subjective job performance.

Moreover, with regards to the facets' association with affective commitment, the analysis showed that all three facets of Extraversion (Sociability: $b = .21, p < .05$, Assertiveness: $b = .38, p < .01$), Energy Level: $b = .35, p < .001$) were significantly positively associated with affective commitment. This was also the case for Productivity ($b = .38, p < .01$) and Responsibility ($b = .41, p < .01$) (facets of Conscientiousness), as well as for the Open-Mindedness facet Creative Imagination ($b = .24, p < .05$). Further, all three facets of Negative Emotionality (Anxiety: $b = -.18, p < .05$, Depression: $b = -.19, p < .05$, Emotional Volatility: $b = -.33, p < .001$) were significantly negatively associated with affective commitment. With regards to the facets' association with service quality orientation, the analysis indicated that all three facets of Agreeableness were significantly positively related (Compassion: $b = .12, p < .01$, Respectfulness: $b = .13, p < .01$, Trust: $b = .09, p < .05$), and so was the Conscientiousness facet Productivity ($b = .10, p < .05$). Emotional Volatility ($b = -.08, p < .05$), a facet of Negative Emotionality showed a significant negative association with service quality orientation.

In terms of the control variables, the PROCESS analysis indicated that with all the facets as independent variables and subjective and objective performance as dependent variables, position was significantly negatively associated with affective commitment, with the exception of the Extraversion facet Assertiveness. Education level was significantly positively associated with subjective performance when the Negative Emotionality facet Anxiety and the Open-Mindedness facet Aesthetic Sensitivity were independent variables.

Table 6 *Mediation Analysis: Facets (Adjusted for Demographic Variables)*

Variables	Affective Commitment	Service Quality Orientation	Subjective Job Performance	Objective Job Performance
Aesthetic Sensitivity (O)				
Anxiety (NE)			-.16**	
Sociability (E)	.21*			
Assertiveness (E)	.38**			
Energy Level (E)	.35***			
Productivity (C)	.38**			
Responsibility (C)	.41**			
Creative Imagination (O)	.24*			
Anxiety (NE)	-.18*			
Depression (NE)	-.19*			
Emotional Volatility (NE)	-.33***			
Compassion (A)		.12**		
Respectfulness (A)		.13**		
Trust (A)		.09*		
Productivity (C)		.10*		
Emotional Volatility (NE)		-.08*		

Note. O = Open-Mindedness; NE = Negative Emotionality; E = Extraversion; C = Conscientiousness; A = Agreeableness.

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

Discussion

The primary objective of this study was to gain deeper understanding of how personality affects job performance in the sales occupation in a Norwegian context. It was consequently explored whether affective commitment and service quality orientation mediate this relationship. However, the PROCESS macro analysis revealed that there was no support for mediation. Yet, some interesting associations between the variables emerged. Furthermore, three out of the eight hypothesized relationships in this study were supported. It was hypothesized that Conscientiousness, Extraversion, affective commitment, and service quality orientation would be positively related to job performance in the sales occupation and Negative Emotionality negatively related, and that Extraversion would be positively related to affective commitment and Agreeableness to service quality orientation, as well as that Negative Emotionality would be negatively related to service quality orientation. The present study only showed support for the hypothesized relationships between Negative Emotionality and job performance, Extraversion and affective commitment, and Agreeableness and service quality orientation. However, given the small sample size it is important to keep in mind that the findings are merely indicative.

Furthermore, although some links between the variables were found in this study, the proposed model does not seem to represent a coherent picture. In the following, potential explanations for the findings will be discussed. Firstly, I will discuss the associations found between personality and job performance in the sales occupation in this study, followed by a discussion of potential explanations for why affective commitment and service quality orientation were not found to relate to job performance. Next, a discussion of how personality related to affective commitment and service quality orientation will be presented, before it is highlighted how some of the control variables used in this study were related to the other variables.

First of all, the global personality traits Conscientiousness and Extraversion that were hypothesized to relate to job performance in sales did not receive support. The fact that Conscientiousness was not found to be related to job performance in this study was unexpected considering that Conscientiousness is the trait found most consistently in previous research to predict job performance across occupational groups, including sales (e.g, Barrick & Mount, 1991). More

specifically, this was especially surprising since Conscientiousness reported a considerably larger effect size than the other personality traits in Barrick & Mount's (1991) large-scale meta-analysis. Therefore, it was expected that this trait would also be related to performance in this situation. However, the finding of Conscientiousness not being related to job performance in this study corresponds to those of Conte & Gintoft (2005). A potential reason for this lack of support in the present study may be that previous research findings simply do not replicate to the context examined here, but it could also be that the Conscientiousness measure in the BFI-2 is poor, or the translation of it. Most research on personality has been conducted using Costa & McCrae's (1992) NEO-PI(R) (Cooper, 2015), which differs somewhat from the BFI-2 used in this study. Hence, the results might differ as different measures have been used.

These potential explanations outlined above might also apply to the rejected hypothesis about the relationship between Extraversion and job performance. This finding concurs with Barrick et al. (2001), however, similarly to the finding with regards to Conscientiousness, this was also surprising since this trait too has been shown to be important in sales (e.g., Barrick & Mount, 1991). Nonetheless, Barrick, Mount, & Strauss (1993) suggest that a moderator may exist between Extraversion and job performance in the sales occupation, which might also contribute to explain why there was not a significant effect in this study.

Although these hypotheses did not receive support, the data analysis indicated however as expected that Negative Emotionality was significantly negatively associated with subjective job performance. This corresponds to the findings in much research, such as Salgado's (1997) meta-analytic review conducted in the European Community, in which the results showed that Negative Emotionality was nearly as valid as Conscientiousness in predicting job performance across occupational groups, including sales. This supports the idea that national context perhaps matters, since the result in the present study, which was also conducted in a European country, corresponds to Salgado's (1997) finding. As Furnham & Fudge (2008, p. 11) put it: "Being anxious, hostile, personally insecure, and depressed (high Neuroticism) is unlikely to lead to high performance in any job". However, Negative Emotionality was only significantly associated with subjective self-evaluations of job performance, but not with objective job performance. A possible explanation for this difference might be

that as being personally insecure is part of Negative Emotionality, sales people high in this dimension might have accordingly evaluated their own performance as poor even though their objective performance did not necessarily confirm this. Accordingly, however, one might question the significance of this finding as objective performance might be a more accurate measure of performance than subjective evaluations. This issue will be addressed later in the discussion. Further, this study also explored the importance of facets versus global traits. The data analysis showed that the Negative Emotionality facet Anxiety had a nearly equally strong association with subjective job performance as its global trait. Hence, this study indicates that being poorly equipped to handle stress, worrying a lot, and feeling tense and anxious (Soto & John, 2016) may not be beneficial in order to succeed in a sales position.

Moreover, Open-Mindedness was found to be significantly negatively associated with objective job performance. This was unanticipated as Open-Mindedness is rarely found to relate to job performance in the literature. However, research conducted by Tett et al. (1991) and Furnham & Fudge (2008) showed that Open-Mindedness was in fact positively related to job performance. Furnham & Fudge (2008) suggest that individuals high in Open-Mindedness might use their creativity to adapt their selling techniques to a broader range of customers and thereby succeed in sales. Based on this reasoning, it was surprising that Open-Mindedness was negatively related to objective performance in this study. However, the vast majority of research on this link has been conducted in the US or Canada (Barrick et al., 2001). Accordingly, this study contributes to research by providing support of the notion that the way in which personality affects job performance might depend on national context. Further, perhaps also the direction of Open-Mindedness depends on national context.

Also, the data analysis revealed that the Open-Mindedness facet Aesthetic Sensitivity was more strongly negatively associated with objective job performance than was the global trait, which further highlights the utility of facets in predicting job performance. Thus, this indicates that individuals who get moved by art, poetry, music, and literature (Soto & John, 2016) may have poorer objective sales performance. A possible explanation might be that Griffin & Hesketh (2004) by conducting exploratory factor analysis found that the Openness facets consist of two factors: one that relates to external experience and one that relates to internal experience. As Aesthetic Sensitivity was found to relate to

internal experience, it might be that these individuals have their attention focused inwards, thereby limiting their engagement for the task at hand. Furthermore, they also found Openness to internal experience to be related to Negative Emotionality, which might contribute to explain why this facet was negatively associated with performance in this study (Griffin & Hesketh, 2004).

In sum, Negative Emotionality was found to relate to job performance in the sales occupation as hypothesized, but not Conscientiousness and Extraversion. Also Open-Mindedness was found to be significantly associated in this study. Potential explanations for the lack of support for the hypothesized relationships involves an insufficient number of participants in the present study, potential deficiencies in the BFI-2 measure, possible moderators between Extraversion and job performance, and that previous findings simply do not replicate to the context examined. Furthermore, the results imply that national context might matter and highlights the utility of facets when conducting research on the relationship between personality and job performance.

Moreover, with regards to the personality/ performance relationship, it is worth mentioning that the majority of previous research on this relationship have heavily relied on subjective measures of job performance, which may be susceptible to bias stemming from the respondent's personality (Barrick & Mount, 1991). Based on this, I argue that obtaining objective measures of performance should be highly prioritized in future research to provide more accurate representations of how personality relates to performance. Also, reviews examining both subjective and objective measures of performance together without grouping the results according to the type of measure used, may have contributed to the inconclusive findings in the existing literature (Heneman, 1986). As such, the present study contributes to research by providing insight into how personality relates to objective performance compared to merely subjective evaluations of own performance, and in contrast to some of the previous research conducted on this area, groups the results according to the type of performance measure.

Secondly, this lack of a coherent picture as mentioned initially also involves that affective commitment and service quality orientation might not be as important for performance as one may think, at least not in an in-store retail setting in a Norwegian context. Limited research has previously been conducted on these areas in this specific setting, which may involve that findings might

depend on national context and job setting, which consequently may impede existing research from being replicable across contexts. However, it was unanticipated that these variables were not related to job performance, considering that both affective commitment and service quality orientation have been explicitly linked to job performance in the literature (e.g., Brown et al., 2002; Meyer et al., 1993). Yet, there may be alternative explanations other than the possible importance of context that might contribute to explain why these two variables did not relate to job performance in this study. With regards to service quality orientation, the majority of the respondents evaluated their service quality orientation as high, meaning that there was little variation in responses. One explanation for this might be linked to social desirability bias, in which the respondents imaginably wanted to be perceived in a favorable light (Bryman & Bell, 2015). Another reason might be that individuals with low service quality orientation had not been selected into the organization, thereby restricting the range of scores. On the contrary, more variation in responses was found with regards to affective commitment, which makes the lack of support of this hypothesized relationship somewhat peculiar. However, as mentioned, one might imagine that the degree of affective commitment depends on the type of job context. The sample used in this study worked in an in-store retail setting in which their work is located outside the company's headquarter. Perhaps this link between affective commitment and job performance would show different results if the employees worked with sales in-house. This may be a fruitful area for further research, as limited research exists on affective commitment in the sales occupation (Hunt et al., 1985).

Moreover, this study also explored how personality relates to affective commitment in the sales occupation. Although affective commitment was not found to be associated with job performance, it was in fact found to be associated with personality. This was somewhat surprising since affective commitment has been explicitly linked to job performance, but limited research has established evidence of a relationship between personality and organizational commitment. Furthermore, in support of Hypothesis 3, Extraversion was significantly associated with affective commitment. As argued by Erdheim et al. (2006), individuals high in Extraversion might be more affectively committed to the organization as positive emotionality is a fundamental part of the trait (Watson & Clark, 1997). Furthermore, although the global dimension had the strongest

association, all three facets of Extraversion were significantly associated, in which Assertiveness was the strongest followed by Energy Level. As being assertive includes being influential and dominant (Soto & John, 2016), perhaps visibility is generated in which an individual feels seen and valued by the organization and thereby reciprocates positive reactions towards the organization. That is, one might imagine that individuals who are more prone to experience positive emotions might be more disposed to perceive organizational support, which has been found to relate to affective commitment (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Rhoades & Eisenberger, 2002). The same reasoning might apply to Sociability, as people high in Sociability tend to be talkative and outgoing (Soto & John, 2016). Likewise, people high in Energy Level are inclined to be excited and enthusiastic (Soto & John, 2016), in which they might become more affectively committed to the organization as they experience more positive emotions in terms of excitement and enthusiasm than individuals with lower energy levels.

Furthermore, although not hypothesized, there was a significant negative association between Negative Emotionality and affective commitment. In contrast to extraverted people, individuals high in Negative Emotionality are more disposed to experience negative situations and affect (Emmons, Diener, & Larsen, 1985; Magnus, Diener, Fujita, & Pavot, 1993), and are thereby potentially less likely to be affectively committed to the organization. Marginally stronger than this association was the association between the facet Emotional Volatility and affective commitment. As Emotional Volatility involves experiencing mood swings, being temperamental, and getting easily emotional and upset (Soto & John, 2016), one might imagine that an individual shifting between emotional highs and lows might experience more ambivalence towards their organization as negative affect is more prominent within emotional volatile individuals than less emotional volatile individuals. Anxiety and Depression were also linked to affective commitment, which similarly indicates that anxious and depressed individuals may be less affectively committed to the organization.

Moreover, the global trait Conscientiousness was significantly positively associated with affective commitment, although this relationship was not hypothesized either. As individuals high in Conscientiousness often feel very involved in and committed to their job (Organ & Lingl, 1995), perhaps this extends to the organization, as suggested by Brown et al. (2002). The facets

Productivity and Responsibility were approximately equally strongly related to affective commitment, where the aforementioned involves being efficient and persistent, and the latter involves being reliable and dependable (Soto & John, 2016). This implies that it might be beneficial for sales organizations to select individuals who score high in this trait and these facets to increase the probability of selecting affectively committed individuals.

Another interesting finding was that the Open-Mindedness facet Creative Imagination was positively associated with affective commitment. Erdheim et al. (2006) did not hypothesize Openness to be related to affective commitment because individuals high in this trait have been found to more intensely experience both positive and negative emotions (DeNeve & Cooper, 1998). However, Spagnoli & Caetano (2012) suggest that individuals high in Openness are disposed to seek attractive features, in which they might become more affectively committed to the organization if the organization is able to realize such features. As Creative Imagination involves being creative, imaginative, and inventive (Soto & John, 2016), this reasoning may apply to this facet. Hence, perhaps the telecommunication company the sales representatives in this study worked at succeeds at realizing such attractive characteristics, which in turn increases the affective commitment of individuals high in Creative Imagination.

Moreover, with regards to the relationship between personality and service quality orientation, the traits Negative Emotionality and Agreeableness were hypothesized to be associated. As earlier suggested, individuals high in Negative Emotionality might experience a fluctuating desire to meet the needs of a customer (Brown et al., 2002), and it was therefore unexpected that this dimension was not significantly associated with service quality orientation. However, when exploring the facets it emerged that the Negative Emotionality facet Emotional Volatility was significantly negatively associated, however, this effect was marginal. As individuals high in Emotional Volatility tend to shift between emotional highs and lows (Soto & John, 2016), one might argue for a weakened motivation or ability to provide service quality (Brown et al., 2002).

Furthermore, as hypothesized, Agreeableness was found to be significantly associated with the service quality orientation of the sales representatives. As suggested by Brown et al. (2002), those scoring high in this dimension may strive to solve the customers' problems and fulfill their needs as they more easily empathize than individuals lower in Agreeableness. The global trait was more

strongly associated with service quality orientation than the facets, however, all three facets of Agreeableness were significantly associated, in which Respectfulness was the strongest followed by Compassion which was nearly equally strong. Hence, being courteous and treating others with respect, helpful and caring (Soto & John, 2016), may be associated with being highly service quality oriented towards customers. Also, it may be plausible that sales representatives high in Agreeableness and its facets may be better equipped to deal with dissatisfied customers.

Moreover, the global trait Conscientiousness was not hypothesized to be associated with service quality orientation and was not found to do so either. However, its facet Productivity was. This facet involves being efficient and persistent, in which the individual gets things done (Soto & John, 2016). As satisfying customers may be considered a large function of a sales job, people high in Productivity might experience a need to get the job done correctly and thereby exert considerable effort to satisfy the customer. This was the reasoning behind why Brown et al. (2002) hypothesized the global trait Conscientiousness to be related to service quality orientation, however, in their study of food service workers this hypothesis did not receive support. Hence, also this finding suggests that context may matter and that facets sometimes might be of greater utility than global traits.

Hence, the key findings in this study are that personality may be important for job performance as well as for affective commitment and service quality orientation, but the findings also challenge the idea that affective commitment and service quality orientation are as important for performance in sales as previously believed. However, as will be discussed later, in addition to the alternative explanations for the findings presented in this discussion, the present study has potential limitations that may have contributed to influence the results.

Additionally, the control variables education level and position were in this study significantly related to some of the variables. In some instances, education level was significantly positively associated with subjective sales performance. Hence, sales representatives with higher education level may have evaluated their own performance as high although their objective sales performance did not necessarily verify this. Thus, social desirability bias might also be present here. However, this finding contradicts what Ng & Feldman (2009) found in their meta-analysis, as they found education level to be more

strongly related to objective performance than to subjective evaluations of performance. Moreover, as the PROCESS analysis indicated, position was significantly negatively associated with affective commitment. As full-time was coded as 1 and part-time was coded as 2, this indicates that sales representatives working full-time had higher levels of affective commitment than did those working part-time. This finding corresponds to Van Dyne & Ang (1998), who argue that part-time employees receive less from the organization than full-time employees and that the nature of contingent work is more uncertain and short-term, which should reduce the likelihood of becoming affectively committed to the organization.

Limitations & Future Research

Like in all research, there are several potential limitations also to this study. The sample size was small ($N = 114$), which may result in insufficient statistical power (Pallant, 2013). A larger sample size would contribute to improve the robustness of the findings. Furthermore, another limitation of this study is that the findings are only generalizable to the population it was drawn from (Bryman & Bell, 2015). Also, this study is cross-sectional in nature, which impedes drawing inferences of causality as well as to rule out the probability of reversed causality. To better address causality, longitudinal studies may be conducted in future research (Bryman & Bell, 2015).

Further, as all the data were collected using self-report measures, with the exception of the objective job performance data, common method variance may have affected the results (Podsakoff & Organ, 1986). Common method variance can be understood as “variance that is attributable to the measurement method rather than to the constructs the measures represent” (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003, p. 879). Measures came from the same source at the same time, and hence, the results may be contaminated by bias introduced by the instrument used (Podsakoff & Organ, 1986). Furthermore, the results may also be subject to social desirability bias, in which responses that are given present the person in a favorable light (Bryman & Bell, 2015). In fact, 56% of respondents evaluated their own performance as above average and only 3% evaluated their performance as below average, whereas the objective sales data represented substantially more variation. Further, on a scale ranging from one to five measuring service quality orientation, 68% of respondents gave a score of five.

Also, normative inventories of personality such as the one used in this study are susceptible to social desirability bias (Bowen, Martin, & Hunt, 2002).

Moreover, although position was controlled for, using objective sales data based on a specific number of hours worked rather than basing it on the average sales made per day a sales person had booked at least one sale, would possibly have been a more accurate measure of objective sales performance as it would be easier to compare the amount of sales completed among the sales representatives. However, such data was not available. Furthermore, as shown in the ANOVA analysis, region 6 outperformed the remaining regions in terms of objective sales. A possible reason for this is that this specific region might have more customers visiting compared to the other regions, thereby potentially increasing the likelihood of closing sales. In turn, this also led to a difficulty of accurately comparing sales data among the sales representatives. Finally, another limitation of this study that is important to note is that some of the facet scales reported insufficient Cronbach's alpha values.

Future research may seek to explore this conceptual model in other national contexts than was examined in the present study as to investigate whether the same patterns occur. Also, as this study solely focused on sales representatives in an in-store retail setting, other sales settings and industries may be examined. For instance, it might be that the relationship between affective commitment and job performance may differ in sales setting. Furthermore, as the results indicated that no mediation was present between the variables when exploring affective commitment and service quality orientation as potential mediators, other mediating variables that were not part of the original model may be interesting to explore, as the mechanisms through which personality affects job performance is yet an unresolved issue.

Also, as the findings with regards to the effect of personality traits on job performance revealed somewhat unexpected results, further research may investigate whether Negative Emotionality and Open-Mindedness relate to job performance in sales in a Norwegian context also in further studies, and not Conscientiousness and Extraversion as were expected. In line with Barrick et al. (1993), future studies may also investigate potential moderators that may exist between Extraversion and job performance in the sales occupation. Also, as it was beyond the scope of the present study, future studies may seek to build on Witt et al.'s (2002) work and investigate whether there are compositions of personality

traits that might help explain who performs well in a sales position. I also encourage future research to take facets into account when conducting similar research, as facets were indicated to be of importance in the present study.

Moreover, I considered both measures of performance used in this study as broad. One might imagine that the objective measure that included selling cell phone plans and mobile broadband to both new and existing customers involves performing a wide range of tasks. Future research may therefore explore more narrow measures of objective performance to investigate whether the influence of personality differs in terms of broad versus narrow facets of job performance. Finally, further research may consider using objective sales data that are more easily comparable among sales representatives than what was the case in this study, as well as prioritizing objective measures of performance in general rather than solely relying on subjective measures. As argued, using objective measures may contribute to gain a more accurate understanding of the personality/performance relationship as the potential bias introduced by subjective measures is reduced.

Practical Implications

Despite the limitations of the present study, the findings have practical implications. As the results indicate, personality matters for sales performance, however, which personality traits matter might vary in national context. When selecting individuals for a sales position in an in-store retail setting in Norway, hiring managers might seek to avoid selecting individuals high in Negative Emotionality and Open-Mindedness as these traits were negatively related to performance. According to the results, this also applies to their facets Anxiety and Aesthetic Sensitivity. This also implies that the importance of facets should not be undermined in selection. Furthermore, as argued, subjective evaluations of own job performance may not be fully accurate representations of job performance, which practitioners should take into consideration. Moreover, personality appears to play an important role in the development of affective commitment and service quality orientation. Therefore, sales organizations that seek to select individuals who are more disposed to become affectively committed to the organization and service quality oriented towards customers may use the BFI-2 personality inventory as a selection method. However, as the findings indicate, high levels of affective commitment and service quality orientation might not evoke higher

performance from employees.

Conclusion

To what degree do affective commitment and service quality orientation mediate the relationship between personality and job performance in the sales occupation? This question was raised with the intention of gaining deeper knowledge of how personality affects job performance in the specific occupation of sales. Affective commitment and service quality orientation were consequently explored as potential mediators to address this question. However, there was no support for mediation in the present study. Yet, some interesting relationships emerged from the PROCESS analysis. The key findings in this study are that personality traits and facets might be useful to better understand who may be more likely to perform well in sales, however, the influence of personality on performance might be context dependent. Also, the influence of personality may differ in terms of measures of subjective and objective sales performance. Further, traits and facets might also be useful to understand who may be more inclined to be affectively committed to the organization and service quality oriented towards customers. However, as indicated by the results, being affectively committed and service quality oriented may not be as important for performance in sales as one might believe, at least not in the national context and job context examined in this study.

References

- Angle, H. L., & Perry, J. L. (1981). An empirical assessment of organizational commitment and organizational effectiveness. *Administrative science quarterly*, 1-14.
- Barrick, M. R., & Mount, M. K. (1991). The big five personality dimensions and job performance: A meta-analysis. *Personnel psychology*, 44(1), 1-26.
- Barrick, M. R., & Mount, M. K. (2005). Yes, personality matters: Moving on to more important matters. *Human performance*, 18(4), 359-372.
- Barrick, M. R., Mount, M. K., & Judge, T. A. (2001). Personality and performance at the beginning of the new millennium: What do we know and where do we go next? *International Journal of Selection and assessment*, 9(1-2), 9-30.
- Barrick, M. R., Mount, M. K., & Strauss, J. P. (1993). Conscientiousness and performance of sales representatives: Test of the mediating effects of goal setting. *Journal of applied psychology*, 78(5), 715.
- Barrick, M. R., Stewart, G. L., & Piotrowski, M. (2002). Personality and job performance: Test of the mediating effects of motivation among sales representatives. *Journal of applied psychology*, 87(1), 43.
- Bashaw, R. E., & Grant, E. S. (1994). Exploring the distinctive nature of work commitments: Their relationships with personal characteristics, job performance, and propensity to leave. *Journal of Personal Selling & Sales Management*, 14(2), 41-56.
- Behling, O. (1998). Employee selection: Will intelligence and conscientiousness do the job? *Academy of Management Perspectives*, 12(1), 77-86.
- Benkhoff, B. (1997). Ignoring commitment is costly: New approaches establish the missing link between commitment and performance. *Human relations*, 50(6), 701-726.
- Block, J. (1995). A contrarian view of the five-factor approach to personality description. *Psychological bulletin*, 117(2), 187.
- Boles, J. S., Babin, B. J., Brashear, T. G., & Brooks, C. (2001). An examination of the relationships between retail work environments, salesperson selling orientation-customer orientation and job performance. *Journal of Marketing Theory and Practice*, 9(3), 1-13.
- Bommer, W. H., Johnson, J. L., Rich, G. A., Podsakoff, P. M., & MacKenzie, S.

-
- B. (1995). On the interchangeability of objective and subjective measures of employee performance: A meta-analysis. *Personnel psychology*, 48(3), 587-605.
- Borman, W. C., & Motowidlo, S. (1993). Expanding the criterion domain to include elements of contextual performance. *Personnel Selection in Organizations*, 71.
- Bowen, C., Martin, B. A., & Hunt, S. T. (2002). A comparison of ipsative and normative approaches for ability to control faking in personality questionnaires. *The International Journal of Organizational Analysis*, 10(3), 240-259.
- Briggs, S. R., & Cheek, J. M. (1986). The role of factor analysis in the development and evaluation of personality scales. *Journal of personality*, 54(1), 106-148.
- Brown, T. J., Mowen, J. C., Donovan, D. T., & Licata, J. W. (2002). The customer orientation of service workers: Personality trait effects on self-and supervisor performance ratings. *Journal of marketing research*, 39(1), 110-119.
- Bryman, A., & Bell, E. (2015). *Business research methods (4th ed.)*. UK: Oxford university press.
- Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993). A theory of performance. *Personnel selection in organizations*, 35-70.
- Chiang, F., & Birtch, T. A. (2011). Reward climate and its impact on service quality orientation and employee attitudes. *International journal of hospitality management*, 30(1), 3-9.
- Cohen, A. (1991). Career stage as a moderator of the relationships between organizational commitment and its outcomes: A meta-analysis. *Journal of Occupational Psychology*, 64(3), 253-268.
- Cohen, J. (1988). *Statistical power analysis for the behavioural sciences (2nd ed.)*. Hillsdale, NJ: L. Erlbaum Associates.
- Conte, J. M., & Gintoft, J. N. (2005). Polychronicity, big five personality dimensions, and sales performance. *Human performance*, 18(4), 427-444.
- Cooper, C. (2015). *Individual differences and personality (3rd ed.)*. New York: Routledge.
- Costa, P. T., & McCrae, R. R. (1992). *Revised NEO personality inventory (NEO PI-R) and NEO five-factor inventory (NEO-FFI): Professional manual*.
-

Odessa: Psychological Assessment Resources.

- DeNeve, K. M., & Cooper, H. (1998). The happy personality: A meta-analysis of 137 personality traits and subjective well-being. *Psychological bulletin*, *124*(2), 197.
- Dubinsky, A. J., & Hartley, S. W. (1986). Antecedents of retail salesperson performance: A path-analytic perspective. *Journal of Business Research*, *253*-268.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of applied psychology*, *86*(1), 42.
- Emmons, R. A., Diener, E., & Larsen, R. J. (1985). Choice of situations and congruence models of interactionism. *Personality and individual differences*, *6*(6), 693-702.
- Erdheim, J., Wang, M., & Zickar, M. J. (2006). Linking the Big Five personality constructs to organizational commitment. *Personality and individual differences*, *41*(5), 959-970.
- Field, A. (2009). *Discovering statistics using SPSS* (3rd ed.). Sage publications.
- Fleishman, E. A., & Quaintance, M. K. (1984). *Taxonomies of human performance: The description of human tasks*. Academic Press.
- Furnham, A. (2008). *Personality and intelligence at work: Exploring and explaining individual differences at work*. New York: Routledge.
- Furnham, A., & Fudge, C. (2008). The five factor model of personality and sales performance. *Journal of Individual Differences*, *29*(1), 11-16.
- Gatewood, R., Feild, H. S., & Barrick, M. (2015). *Human resource selection*: Nelson Education.
- Goff, B. G., Boles, J. S., Bellenger, D. N., & Stojack, C. (1997). The influence of salesperson selling behaviors on customer satisfaction with products. *Journal of retailing*, *73*(2), 171-183.
- Griffin, B., & Hesketh, B. (2004). Why openness to experience is not a good predictor of job performance. *International Journal of Selection and assessment*, *12*(3), 243-251.
- Hayes, A. F. (2017). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. Guilford Publications.
- Heneman, R. L. (1986). The relationship between supervisory ratings and results oriented measures of performance: A meta-analysis. *Personnel*

-
- psychology*, 39(4), 811-826.
- Hogan, J., Hogan, R., & Busch, C. M. (1984). How to measure service orientation. *Journal of applied psychology*, 69(1), 167.
- Hogan, R. (2005). In defense of personality measurement: New wine for old whiners. *Human performance*, 18(4), 331-341.
- Hough, L. M. (1992). The 'Big Five' personality variables - construct confusion: Description versus prediction. *Human performance*, 5(1-2), 139-155.
- Hough, L. M., Eaton, N. K., Dunnette, M. D., Kamp, J. D., & McCloy, R. A. (1990). Criterion-related validities of personality constructs and the effect of response distortion on those validities. *Journal of applied psychology*, 75(5), 581.
- Hough, L.M., Ones, D., & Viswesvaran, C. (1998). Personality correlates of managerial performance constructs. Paper presented at the 13th Annual Conference of the Society for Industrial and Organizational Psychology, Dallas.
- Hough, L. M., & Oswald, F. L. (2005). They're right, well... mostly right: Research evidence and an agenda to rescue personality testing from 1960s insights. *Human performance*, 18(4), 373-387.
- Hough, L. M., & Schneider, R. J. (1996). Personality traits, taxonomies, and applications in organizations. *Individual differences and behavior in organizations*, 31-88.
- Hunt, S. D., Chonko, L. B., & Wood, V. R. (1985). Organizational commitment and marketing. *Journal of marketing*, 49(1), 112-126.
- Jaramillo, F., Mulki, J. P., & Marshall, G. W. (2005). A meta-analysis of the relationship between organizational commitment and salesperson job performance: 25 years of research. *Journal of Business Research*, 58(6), 705-714.
- John, O. P., & Srivastava, S. (1999). The Big Five trait taxonomy: History, measurement, and theoretical perspectives. *Handbook of personality: Theory and research*, 2(1999), 102-138.
- Judge, T. A., & Ilies, R. (2002). Relationship of personality to performance motivation: A meta-analytic review. *Journal of applied psychology*, 87(4), 797.
- Judge, T. A., Rodell, J. B., Klinger, R. L., Simon, L. S., & Crawford, E. R. (2013). Hierarchical representations of the five-factor model of personality in
-

-
- predicting job performance: Integrating three organizing frameworks with two theoretical perspectives. *Journal of applied psychology*, 98(6), 875.
- Kelley, S. W. (1992). Developing customer orientation among service employees. *Journal of the academy of Marketing Science*, 20(1), 27-36.
- Kim, W. G., Leong, J. K., & Lee, Y.K. (2005). Effect of service orientation on job satisfaction, organizational commitment, and intention of leaving in a casual dining chain restaurant. *International journal of hospitality management*, 24(2), 171-193.
- Konovsky, M. A., & Cropanzano, R. (1991). Perceived fairness of employee drug testing as a predictor of employee attitudes and job performance. *Journal of applied psychology*, 76(5), 698.
- Kuvaas, B. (2006). Work performance, affective commitment, and work motivation: The roles of pay administration and pay level. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 27(3), 365-385.
- MacKinnon, D. P., Lockwood, C. M., Hoffman, J. M., West, S. G., & Sheets, V. (2002). A comparison of methods to test mediation and other intervening variable effects. *Psychological methods*, 7(1), 83.
- MacKinnon, D. P., Lockwood, C. M., & Williams, J. (2004). Confidence limits for the indirect effect: Distribution of the product and resampling methods. *Multivariate behavioral research*, 39(1), 99-128.
- Magnus, K., Diener, E., Fujita, F., & Pavot, W. (1993). Extraversion and neuroticism as predictors of objective life events: A longitudinal analysis. *Journal of personality and social psychology*, 65(5), 1046.
- Martinsen, Ø. L., Nordvik, H., & Østbø, L. E. (2011). The NEO PI-R in a North European context. *Scandinavian Journal of Organizational Psychology*, 3(2), 58-75.
- McCrae, R. R., & Costa, P. T. (2003). *Personality in adulthood: A five-factor theory perspective*. Guilford Press.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, 1(1), 61-89.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*: Sage.
-

-
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of applied psychology, 78*(4), 538.
- Meyer, J. P., Paunonen, S. V., Gellatly, I. R., Goffin, R. D., & Jackson, D. N. (1989). Organizational commitment and job performance: It's the nature of the commitment that counts. *Journal of applied psychology, 74*(1), 152.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta analysis of antecedents, correlates, and consequences. *Journal of vocational behavior, 61*(1), 20-52.
- Meyer, J. P., Stanley, D. J., Jackson, T. A., McInnis, K. J., Maltin, E. R., & Sheppard, L. (2012). Affective, normative, and continuance commitment levels across cultures: A meta-analysis. *Journal of vocational behavior, 80*(2), 225-245.
- Michaels, R. E., & Day, R. L. (1985). Measuring customer orientation of salespeople: A replication with industrial buyers. *Journal of marketing research, 22*(4), 443-446.
- Motowidlo, S. J. (2003). *Job Performance* (Vol. 12). New Jersey: John Wiley & Sons, Inc.
- Mount, M. K., & Barrick, M. R. (1995). The Big Five personality dimensions: Implications for research and practice in human resources management. *Research in personnel and human resources management, 13*(3), 153-200.
- Mowday, R., Porter, L., & Steers, R. (1982). *Employee-organizational linkages: Psychology of commitment, absenteeism and turnover*. New York Academic Press.
- Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability. *Journal of marketing, 54*(4), 20-35.
- Naumann, E., & Giel, K. (1995). *Customer satisfaction measurement and management: Using the voice of the customer*. Cincinnati, OH: Thomson Executive Press.
- Ng, T. W., & Feldman, D. C. (2009). How broadly does education contribute to job performance? *Personnel psychology, 62*(1), 89-134.
- Nunnally, J. (1978). *Psychometric theory*. New York: McGraw-Hill.
- O'Hara, B. S., Boles, J. S., & Johnston, M. W. (1991). The influence of personal variables on salesperson selling orientation. *Journal of Personal Selling &*
-

-
- Sales Management*, 11(1), 61-67.
- Ones, D. S., Mount, M. K., Barrick, M. R., & Hunter, J. E. (1994). Personality and job performance: A critique of the Tett, Jackson, and Rothstein (1991) meta-analysis. *Personnel psychology*, 47(1), 147-156.
- Ones, D. S., Viswesvaran, C., & Dilchert, S. (2005). Personality at work: Raising awareness and correcting misconceptions. *Human performance*, 18(4), 389-404.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. England: Lexington Books/DC Heath and Com.
- Organ, D. W., & Lingl, A. (1995). Personality, satisfaction, and organizational citizenship behavior. *The journal of social psychology*, 135(3), 339-350.
- Pallant, J. (2013). *SPSS survival manual*. UK: McGraw-Hill Education.
- Periatt, J. A., Chakrabarty, S., & Lemay, S. A. (2007). Using personality traits to select customer-oriented logistics personnel. *Transportation Journal*, 22, 37.
- Pizam, A., & Ellis, T. (1999). Customer satisfaction and its measurement in hospitality enterprises. *International journal of contemporary hospitality management*, 11(7), 326-339.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of applied psychology*, 88(5), 879.
- Podsakoff, P. M., & Organ, D. W. (1986). Self-reports in organizational research: Problems and prospects. *Journal of management*, 12(4), 531-544.
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior research methods, instruments, & computers*, 36(4), 717-731.
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior research methods*, 40(3), 879-891.
- Randall, D. M. (1990). The consequences of organizational commitment: Methodological investigation. *Journal of organizational Behavior*, 11(5), 361-378.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of applied psychology*, 87(4), 698.
-

-
- Roe, R. A. (1999). Work performance: A multiple regulation perspective. *International review of industrial and organizational psychology, 14*, 231-336.
- Rozell, E. J., Pettijohn, C. E., & Parker, R. S. (2004). Customer-oriented selling: Exploring the roles of emotional intelligence and organizational commitment. *Psychology & Marketing, 21*(6), 405-424.
- Salgado, J. F. (1997). The five factor model of personality and job performance in the European Community. *Journal of applied psychology, 82*(1), 30.
- Salvaggio, A. N., Schneider, B., Nishii, L. H., Mayer, D. M., Ramesh, A., & Lyon, J. S. (2007). Manager personality, manager service quality orientation, and service climate: Test of a model. *Journal of applied psychology, 92*(6), 1741.
- Saxe, R., & Weitz, B. A. (1982). The SOCO scale: A measure of the customer orientation of salespeople. *Journal of marketing research, 19*(3), 343-351.
- Schmidt, F. L., & Hunter, J. E. (1998). The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings. *Psychological bulletin, 124*(2), 262.
- Schmidt, F. L., & Hunter, J. E. (2004). General mental ability in the world of work: Occupational attainment and job performance. *Journal of personality and social psychology, 86*(1), 162.
- Seiders, K., Voss, G. B., Grewal, D., & Godfrey, A. L. (2005). Do satisfied customers buy more? Examining moderating influences in a retailing context. *Journal of marketing, 69*(4), 26-43.
- Siders, M. A., George, G., & Dharwadkar, R. (2001). The relationship of internal and external commitment foci to objective job performance measures. *Academy of Management Journal, 44*(3), 570-579.
- Skinner, S. J. (2000). Peak performance in the sales force. *Journal of Personal Selling & Sales Management, 20*(1), 37-42.
- Sonnentag, S., & Frese, M. (2002). Performance concepts and performance theory. *Psychological management of individual performance, 23*(1), 3-25.
- Sonnentag, S., Volmer, J., & Spsychala, A. (2008). Job performance. *The Sage handbook of organizational behavior, 427-447*.
- Soto, C. J., & John, O. P. (2016). The next Big Five Inventory (BFI-2): Developing and assessing a hierarchical model with 15 facets to enhance bandwidth, fidelity, and predictive power. *Journal of personality and*
-

social psychology, 113(1), 1-27.

- Spagnoli, P., & Caetano, A. (2012). Personality and organisational commitment: The mediating role of job satisfaction during socialisation. *Career Development International*, 17(3), 255-275.
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative science quarterly*, 46-56.
- Stock, R. M., & Hoyer, W. D. (2005). An attitude-behavior model of salespeople's customer orientation. *Journal of the academy of Marketing Science*, 33(4), 536.
- Susskind, A. M., Kacmar, K. M., & Borchgrevink, C. P. (2003). Customer service providers' attitudes relating to customer service and customer satisfaction in the customer-server exchange. *Journal of applied psychology*, 88(1), 179.
- Tabachnick, B. G., & Fidell, L. S. (2007). *Using multivariate statistics* (5th ed.). Boston: Pearson Education.
- Tett, R. P., Jackson, D. N., & Rothstein, M. (1991). Personality measures as predictors of job performance: A meta-analytic review. *Personnel psychology*, 44(4), 703-742.
- Van Dyne, L., & Ang, S. (1998). Organizational citizenship behavior of contingent workers in Singapore. *Academy of Management Journal*, 41(6), 692-703.
- Van Scotter, J. R., & Motowidlo, S. J. (1996). Interpersonal facilitation and job dedication as separate facets of contextual performance. *Journal of applied psychology*, 81(5), 525.
- Vinchur, A. J., Schippmann, J. S., Switzer, F. S., & Roth, P. L. (1998). A meta analytic review of predictors of job performance for salespeople. *Journal of applied psychology*, 83(4), 586.
- Viswesvaran, C., & Ones, D. S. (2000). Perspectives on models of job performance. *International Journal of Selection and assessment*, 8(4), 216-226.
- Warr, P., Bartram, D., & Martin, T. (2005). Personality and sales performance: Situational variation and interactions between traits. *International Journal of Selection and assessment*, 13(1), 87-91.
- Watson, D., & Clark, L. A. (1997). Extraversion and its positive emotional core. In S. R., Briggs, W. H., Jones, & R., Hogan (Eds.), *Handbook of*

personality psychology. New York: Academic Press.

Witt, L., Burke, L. A., Barrick, M. R., & Mount, M. K. (2002). The interactive effects of conscientiousness and agreeableness on job performance. *Journal of applied psychology*, 87(1), 164.

Appendix

Measures Used in Analyses

All items are scored on a five-point Likert scale, where the meaning of 1 = “strongly disagree” and the meaning of five is “strongly agree”. R = Reverse coded items.

Service quality orientation

Chiang & Birtch (2011)

- It is important to me that the customer is satisfied
- For me, interacting with customers is enjoyable
- I keep the best interests of the customer in mind
- When performing my job, the customer is most important to me
- It is best to ensure that our customers receive the best possible service available
- I believe that providing timely, efficient service to customers is a major function of my job

Affective commitment

Meyer & Allen (1997)

- I would be very happy to spend the rest of my career in this organization
- I really feel as if this organization’s problems are my own
- I do not feel like “part of the family” at my organization (R)
- I do not feel “emotionally attached” to this organization (R)
- This organization has a great deal of personal meaning for me
- I do not feel a strong sense of belonging to my organization (R)

The Big Five Inventory-2 (BFI-2)

Soto & John (2016)

Extraversion

Sociability items

- Tends to be quiet (R)
- Is talkative
- Is outgoing, sociable
- Is sometimes shy, introverted (R)

Assertiveness items

- Is dominant, acts as a leader
- Has an assertive personality
- Prefers to have others take charge (R)

Finds it hard to influence people (R)

Energy Level items

Is full of energy

Shows a lot of enthusiasm

Rarely feels excited or eager (R)

Is less active than other people (R)

Agreeableness

Compassion items

Is compassionate, has a soft heart

Can be cold and uncaring (R)

Is helpful and unselfish with others

Feels little sympathy for others (R)

Respectfulness items

Is respectful, treats others with respect

Is polite, courteous to others

Is sometimes rude to others (R)

Starts arguments with others (R)

Trust items

Assumes the best about people

Has a forgiving nature

Tends to find fault with others (R)

Is suspicious of others' intentions (R)

Conscientiousness

Organization items

Tends to be disorganized (R)

Is systematic, likes to keep things in order

Keeps things neat and tidy

Leaves a mess, doesn't clean up (R)

Productiveness items

Is efficient, gets things done

Is persistent, works until the task is finished

Tends to be lazy (R)

Has difficulty getting started on tasks (R)

Responsibility items

Can be somewhat careless (R)

Sometimes behaves irresponsibly (R)

Is reliable, can always be counted on

Is dependable, steady

Negative Emotionality

Anxiety items

Is relaxed, handles stress well (R)

Worries a lot

Rarely feels anxious or afraid (R)

Can be tense

Depression items

Often feels sad

Tends to feel depressed, blue

Feels secure, comfortable with self (R)

Stays optimistic after experiencing a setback (R)

Emotional Volatility items

Is emotionally stable, not easily upset (R)

Is temperamental, gets emotional easily

Keeps their emotions under control (R)

Is moody, has up and down mood swings

Open-Mindedness

Intellectual Curiosity items

Has little interest of abstract ideas (R)

Is complex, a deep thinker

Avoids intellectual, philosophical discussions (R)

Is curious about many different things

Aesthetic Sensitivity items

Is fascinated by art, music, or literature

Has few artistic interests (R)

Values art and beauty

Thinks poetry and plays are boring (R)

Creative Imagination items

Has little creativity (R)

Is inventive, finds clever ways to do things

Is original, comes up with new ideas

Has difficulty imagining things (R)

Subjective job performance

Bottom 25%

Middle 50%

Top 25%

Norwegian translation of items:

Service quality orientation

Chiang & Birtch (2011), own translation

Det er viktig for meg at kunden er fornøyd
For meg er det hyggelig å samhandle med kunder
Å ta vare på kundens interesse er viktig for meg
Når jeg utfører jobben min, er kunden det viktigste for meg
Det er best å sikre at våre kunder får den beste mulige servicen tilgjengelig
Jeg tror at det å levere rettidig, effektiv service til kundene er en stor funksjon av jobben min

Affective commitment

Meyer & Allen (1997), translated by Kuvaas (2006)

Jeg tilbringer veldig gjerne resten av karrieren min i denne organisasjonen
Jeg føler virkelig at denne organisasjonens problemer er mine egne
Jeg føler meg ikke som en "del av familien" i denne organisasjonen (R)
Jeg føler meg ikke "følelsesmessig knyttet" til denne organisasjonen (R)
Denne organisasjonen betyr mye for meg rent personlig
Jeg har ingen sterk følelse av tilhørighet til denne organisasjonen (R)

The Big Five Inventory-2 (BFI-2)

Soto & John (2016), translated by H. Føllesdal (personal communication, February 21, 2019)

Extraversion

Sociability items

Har en tendens til å være stillferdig (R)
Er pratsom
Er utadvendt, sosial
Kan være sjenert, innadvendt (R)

Assertiveness items

Er dominerende, opptrer som en leder
Er selvhevdende
Foretrekker at andre tar styringen (R)
Finner det vanskelig å påvirke mennesker (R)

Energy Level items

Er full av energi
Viser mye entusiasme
Blir sjelden begeistret eller ivrig (R)
Er mindre aktiv enn andre mennesker (R)

Agreeableness

Compassion items

Er medfølende, ømhjertet

Kan være kald og lite omsorgsfull (R)

Er hjelpsom og uselvisk overfor andre

Har liten sympati med andre (R)

Respectfulness items

Har respekt, behandler andre med respekt

Er høflig, hensynsfull overfor andre

Er av og til frekk mot andre (R)

Motsier andre (R)

Trust items

Tror det beste om folk

Er tilgivende av natur

Har en tendens til å finne feil ved andre (R)

Har mistro til andres intensjoner (R)

Conscientiousness

Organization items

Har en tendens til å være ustrukturert (R)

Er systematisk, liker å ha orden i sakene

Holder det ryddig og ordentlig

Etterlater et rot, rydder ikke opp (R)

Productiveness items

Er effektiv, får ting gjort

Er utholdende, står på til oppgaven er utført

Har en tendens til å være lat (R)

Har vanskelig for å ta fatt på oppgaver (R)

Responsibility items

Kan være litt skjødesløs (R)

Kan av og til oppføre seg uansvarlig (R)

Er til å stole på, stødig

Er pålitelig, en man alltid kan regne med

Negative Emotionality

Anxiety items

Er avslappet, takler stress godt (R)

Er ofte bekymret

Er sjelden engstelig eller redd (R)

Kan være anspent

Depression items

Er ofte trist

Har en tendens til å føle seg deprimert, nedfor

Er trygg på og fornøyd med seg selv (R)

Er fortsatt optimistisk etter et tilbakeslag (R)

Emotional Volatility items

Er følelsesmessig stabil, blir sjelden opprørt (R)

Har temperament og reagerer fort emosjonelt
Holder følelsene under kontroll (R)
Kan være humørsyk, humøret svinger opp og ned

Open-Mindedness

Intellectual Curiosity items

Har liten interesse for abstrakte ideer (R)
Er skarpsindig, tenker dypt
Unngår intellektuelle, filosofiske diskusjoner (R)
Er nysgjerrig på mange forskjellige ting

Aesthetic Sensitivity items

Er meget interessert i kunst, musikk eller litteratur
Har få kunstneriske interesser (R)
Setter pris på kunst og skjønnhet
Synes poesi og teater er kjedelig (R)

Creative Imagination items

Er lite kreativ (R)
Er oppfinnsom, finner smarte måter å gjøre ting på
Er original, kommer med nye ideer
Har vanskelig for å forestille seg ting (R)

Subjective job performance

Bunn 25%
Middels 50%
Topp 25%