The relationships among Job performance, personality, competence and customer loyalty - A case study of car salesperson

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Abstract: - The relationships between job performance and personality had been widely studied in literature. However, the focus of personality was lacking. The present paper includes personality aspects in the study, trying to explore the effects of personality and job performance on business performance and customer loyalty. There are more and more car dealers put competence into human resource management in practices. Data were collected from random customers of Ford-Right Co., Ltd., a Ford Car dealer in southern Taiwan. The research framework was tested with a series of regression analyses. In doing so, the relationships among research variables were investigated. The results show that both competence and sale-person personality have positive effects on job performance and customer loyalty is the more influencing factor. Based on our findings, conclusions and implications for management are presented.

Key-words: - personality, competence, job performance, relationships, Ford-Right, customer loyalty

1 Introduction

Over the past decade after Taiwan accession to the WTO (World Trade Organizer, WTO), the industrial structure has been transformed into a service-based, but the auto industry in many industries actually affect economic indicators industry, promote industry development as well as promote economic development leader in the industry, according to international experience, a country's industrial output value of the car driven for the economy as a whole is obvious, so, car sales are highly indicative of the automotive industry is a good addition to concern about how the production the cars also should actively cultivate their own car salesman is imperative therefore concerned about the functions of the car salesman with personality and then thinking about how to improve job performance.

1.1 Research motivation

The status of the current global economic downturn, the impact of the external environment increasingly unpredictable, various business enterprises are each seeking a way to confront the impact of the external
environment, including internal personnel has become the internal promotion of enterprises competitive focus, because the job performance of members of the organization is the most direct expression of organizational performance, today, automotive industry, product differentiation become increasingly smaller, and therefore able to show the value of differentiation is "peddle or after-sales services such as repair and maintenance of such sales industry to the automobile industry with customers to establish a long-term relationship, therefore, the most important key factors or to return to the "Human".

Factors that affect job performance how personal qualifications, competence, attitudes and personality ... all personal factors can affect the past, we explore job performance are usually explore the relationship between competence and job performance , and trying to discuss and find the results to solve the problem of job performance, but between mentioned above, personal factors have many competence, influencing factors such as mentality and personality, mentality and personality other factors about the "personality".

We can find the factors that affect job performance in the context of the work is not entirely by the professional competence to decide the pros and cons of the job performance, the personality of the personal instead of the key factors determining success or failure. The study of personality, pluralistic environment of human resources, enables organizations to have a predictive criteria to selected organizations need talent in the selection, to avoid the waste of human resources, and also be able to retain organizations need outstanding personnel.

1.2 Research background
At present the performance of automobile industry in Taiwan usually depends on the amount of sales and marketing to consumers through salesman, "has very important position in overall automobile industry sales chain, so in this study, study on the choice of automobile industry for example.

In the past sales of definition of representative "convince consumers to buy products through assistance of such behavior, however, the interests of seller." [2]. With change the times, the sales connotation also part of the change, enterprise organizations without exception in order to meet unmet needs consumers for the purpose of such marketing model called "customer-oriented". This marketing mode, addition persuade customers to buy products, salesman must also help customers solve problems, provide useful information and good after-sales service meet customer demand long-term foot [3]. Because change job content, even with demand for the ability salesman change, scholars Kotler (1986) believe that modern salesman has the following tasks: prospecting, communication, selling, services, information gathering and allocating.

In automobile industry, sales staff usually play development orders roles, this line salesman focus on creating more sales, in addition to need to find new customers, old customers increase sales , in this process of salesman usually must convince passive or resistant customer, so that customers believe these products to meet their needs so worth buying. In addition, customers may not be aware of their own needs and product knowledge and operating techniques, expertise and Commentary salesman also important, so salesman in the process in addition to the need for good communication skills, then surgery skills need more is not discouraged by the high degree of resistance to stress with high degree of patience.

However, because of the uneven distribution of economic income, the poor become poorer and rich
become yet richer, cause people buy cars presents the M-type trend, the number the domestic top grade of imported cars more and more, but could not afford the general car more and more domestic depot sales the all facing winter, but the general product features and price the cars is very close to only piece of proceed from the salesman, to create a difference through the "Human", there become to the fore in many depots.

1.3 Research purposes
The study was to explore relationship between personality, competence and job performance, order to clarify between personality and competence for selection of salesman, and hope that the final result can provide industry as a basis for reference.

1.4 Research methods
This study through the literature of first preliminary discussion on job performance, personality and competence, the then through the personality and competence scale after finishing salesman summarizing the relevant questionnaire by actually issued to domestic serving car salesman to get statistical information required by data through structural equation modeling analysis, hope in order to clarify the interactive relationship between personality, competence and job performance. Research framework as shown in Fig. 1:

Fig. 1.Job Performance \cdot Personality and Competence Diagram

2 Literature review
This chapter will discuss the job performance, personality and competence of the relevant literature, section I for job performance, section II for personality, section III for competence, section IV for job performance and personality, section V for personality and competence and section VI for personality and competence.

2.1 Job performance
Job performance usually refers to the is the degree of reached people in job performance and goals, while scholars Campbell[4] believe that job performance is the staff work engaged in the conduct for, and further said that such behavior is for the organization contribute to the goal. Borman and Motowidlo[5] will be job performance do the following definition: all about the goals of the organization behavior, such behavior can be based on individual contribution to the organization's objectives drive level to be measured. Byars and Rue (1994) pointed out that the increase in the effect of job performance on behalf of the staff effort, job performance by the staff capability and its role perception[6].

The above parties scholars said the research that job performance is personal for all acts carried out in
order to achieve the organization's goals, including the psychological and working level.

2.2 Personality
"personality" was psychology, and has been found in recent years due to personal differentiation will affect the organization's performance management industry attention, thus making the "personality" is the term, but the personality relevant theories in fact covers the disciplines of psychology, philosophy, genetics, and therefore has a considerable number of personality theory and not a definition, and so far there is no accepted definition. Universal scholars believe that personality is the unique behavior of the people, is the characterization of the human personality and psychology and has considerable stability and persistence [7,8,9,10,11], even earlier scholars summarized the personality for the future of all the individuals born temperament, impulsivity, orientation, hobbies, talents [12].

Another set of statements over the past decade more researchers agree: Personality is unique interpersonal qualities (interpersonal characteristics), and that past behavior can predict future behavior, while the use of this argument-based architecture is the most famous top five personality traits [1], the generation of the five major personality factors personality observation recorded, generated through factor analysis framework, Hofstee[13] even think that this point of view is to study the most important personality is the most practical point of view, the average judgment values provided by acquaintances and suggested the best way to praise the amount of personality.

Another two books written by renowned writer Judith R. Harris, "The Nurture Assumption" and "Human Nature and Human Individuality" which describes the personality is innate nature and environment interactions, in addition to Judith R. Harris outside, another author Matt Ridley in its "Nature via Nurture" book also mentioned a similar point of view.

Comprehensive literature above point of view, this study suggests that personality refers to individuals after the impact of the environment a long time its innate qualities interaction influence made not through short learning derived traits, in the framework of this study adopting this theory is closer to the top five personality traits as the main framework.

2.3 Competence
Competency can be traced back to McClelland[14] proposed the concept of standard intelligence test scores as the selection of students he ever questioned and challenges that affect student learning functions better than IQ, there for, McClelland find a group of privileged workers to do a series of studies, found that intelligence does not determine the level of performance of the work absolutely, he called functions will result in excellent performance behind the attitude, cognitive and personal qualities. Since then, the superior performance of functions which means the ability to work or personal traits. Although subsequent functions continue to be defined, however, are very much the same. For example, functions In order to successfully carry out the tasks with the relevant skills, knowledge and attitude [15]; completion of the main results of the work of a series of knowledge, technology and capacity [16]; make personal better performance, more efficient key features, contains personal motives, traits, skills, self-image, social role or knowledge [17].

However, the iceberg theory model Spencer and Spencer[18], can be said is the complete functions connotation. Its claims functions can be divided into
five basic characteristics: skills, knowledge, self-concept, traits and motives, and in accordance with the surface water iceberg, hidden (hidden below the surface of the iceberg) and the degree of development and change easily trained into surface functions and potential functions. Skills and knowledge are explicit functions is easily changed through training or, conversely, self-concept, traits and motives are implicit functions to develop through a long period of time with a particular environment, even this ability is innate, not easy to change through a short period of training.

Spencer and Spencer [18], this argument has been the recognition of the majority, but still some scholars believe that the range of functions covered by the term is too broad, they think the functions referred to is the knowledge and skills needed in the work and job ability to apply knowledge and skills to the executive job requirements [19], in recent years, enterprises of the division of labor is getting smaller, the demand for human resources professionals become now gradually from early generalists, community often with a wide variety of license or examination for job seekers to determine the basis evaluation, even scholars believe that the ability to work through to obtain licenses or various examinations to identify [20]. Taiwan business will be divided into three categories: functions and role functions and duties of the functions of the professional functions of the core functions of the cooperation in the customer-oriented, team-based organization, and management functions (managerial competencies), three (professional competencies), general office functions covering professional knowledge, professional skills and professional attitude.

Although such as Spencer and Spencer [18] puts it, are dominant the functions and recessive functions impact on job performance, and that the functions of the word is covered by the explicit and implicit, but there are also a large number of scholars functions to do a more clear cut. This study, according to the research purpose Naiyu explore the relationship between the dominant functions and personality and job performance, so this will be the study of the functions of the word will be the definition specifically covers knowledge (knowledge) and skills (skills) of occupational capacity.

2.3.1 Explicit competence of the car salesman

Product Knowledge: Sales staff need to know the basic information of name, price, performance and operation of the market a variety of cars, and can give advice based on the needs of different customers, so considered is the ability to have the product knowledge.

Ability to sell: Since the car is a kind of durable goods, therefore the decision-making time usually required by the customer in the purchase of such products to be much longer than the average product, unless there are special factors, otherwise do not usually first meeting on the purchase, so it makes this time various conditions are likely to occur, and therefore need to ready all the ability to sell a good car salesman and is capable of to the face of all kinds of unexpected situations, or to shorten the customer's decision-making time.

Information gathering: Salesman in addition to doing marketing, also served as a bridge between the customer and the enterprise, in between the pass and the receiver of the message, the salesperson must be able to discern the needs of the market, and the message brought back to the enterprise, so that enterprises will be converted into products and services that the customers need. [3]
2.4 The relationship between job performance and personality
The past few decades have been a considerable number of scholars have put a lot of effort on the job performance and personality, but suffer from personality traits are belong to individual elements of the implicit level, delay to get more consistent with the conclusion. Some scholars have conducted research for job performance and personality, but the results also support the personality traits were Barrick and Mount [21] study, the results of these two sets of research confirmed the correlation between job performance and Big Five Personality. The purpose of the study of personality, pluralistic environment of human resources, enables organizations to have a predictive criteria to selected organizations need talent in the selection, to avoid the waste of human resources, and also be able to retain organizations need talented people (Furnham and Miller, 1997).

2.5 The relationship between job performance and competence
"Competence" still an open, but generally scholars believe that the competence covered by the scope of knowledge, skills, traits, motivation and self-concept, and can be used to estimate job performance, and on scholars causal diagram competence and job performance relationship, which means the competence of various factors affecting individual behavior patterns thereby affecting job performance [18], shown in Fig. 2.

2.6 The relationship between Personality and competence
As early as from McClelland[14] the competence of such a concept, personality and competence normally associated with, such as Spencer and Spencer raised the iceberg theory, and the iceberg model is divided into iceberg surface (dominant competence) with iceberg under(personality), the dominant can usually refers to professional knowledge and expertise is often obtained through the acquired training ability, personality is innate or via the specific environment for a long time to train is not made over night capacity, from the literature of the past, this theory also affect the part of scholars to explore the
relationship between the competence and personality and job performance. Cofsky also think that if the individual only have professional skills or expertise does not guarantee the output of the high-performance, and superior performance must rely on higher-level capabilities (personality traits), domestic scholars Cai[23] and Wu[24] that contains the knowledge, skills, motivation, personality should be ready by the individual in order to achieve the job performance. Therefore, this study through the parties literature and scholars to study, The inference "dominant competence" and "personality" for work performance, according to the interaction.

References:

