

**RELATIONSHIP BETWEEN CONSCIENTIOUSNESS PERSONALITY TRAIT  
AND JOB PERFORMANCE AMONG PHARMACEUTICAL TECHNOLOGISTS: A  
CASE OF GOODLIFE PHARMACY STORES IN NAIROBI COUNTY**

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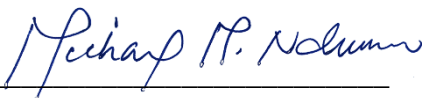
## DECLARATION

I hereby declare that this research project is my original work and has not been submitted to any other university for the award of a degree.

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This research project has been submitted with my approval as the University Supervisor.

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I wish to also acknowledge pharmacists at Goodlife Pharmacy stores in Nairobi who took their time and willingly participated in this study through providing me with the information I needed by responding the questionnaire.

## **DEDICATION**

I dedicate this project to, first of all, my father, my number one cheerleader for believing I can achieve anything I set my mind to do; my mother, the psychologist who went ahead of me and paved this beautiful path for me; and to my husband for both supporting and challenging me to reach for the stars.

## **ABSTRACT**

Personality traits reflect someone's enduring patterns of thinking, feeling, and behaving. These patterns significantly influence one's perceptions, values, and attitudes. Conscientiousness personality trait is the level of being dependable and persistent, a trait that predicts performance. The purpose of this study was to examine the relationship between conscientiousness personality trait and job performance among pharmacists at Goodlife Pharmacy Stores in Nairobi County. It examines the influence of thoroughness, discipline and methodical character as the independent variables. The research design used was descriptive survey. The sample size was 114 respondents and primary data was collected via emailed questionnaires. A pilot study was done to check validity of the instrument and an internal consistency test carried out to ensure reliability of the questionnaire.

Results showed that respondents' thoroughness, discipline and methodical character were statistically significant factors influencing job performance for pharmacists at Goodlife Pharmacy stores located in Nairobi County. Logistic regression result shows that conscientiousness personality trait influences 26.1% of job performance and therefore justifiable to conclude that a positive relationship exists between conscientious personality trait and job performance.

The relationship between conscientiousness personality trait and job performance is useful in profiling potential employees in order to place them in positions where they are suitably matched, over and above their level of experience and training. This research therefore recommends that personality profiling be part of employee recruitment process in organizations. Further recommendation is made to include personality profiling as part of career guidance for students figuring out what career to venture into later in life.

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## **CHAPTER 1: INTRODUCTION**

### **1.1 BACKGROUND**

Personality traits of individuals reflect the preferred behavior patterns and thoughts. Patterns of behavior influence values, attitudes, and ability to execute tasks. Conscientiousness personality trait is the level of being dependable and persistent, a trait that predicts performance (Eissa, 2020). Okara (2018) argues that conscientiousness is part of "Big 5" personality traits. Other traits according to Oshio et al. (2018) include openness agreeableness, discipline, and extraversion. Conscientiousness inspires creativity and ability to perform diverse tasks effectively and efficiently. Wilmot & Ones (2019) find that employee performance is a combination of personal characteristics and the task allocated. Van Aarde, Meiring & Wiernik (2017) state that employees and their job performance are critical to the success and effectiveness of an organization Van Aarde et al. (2017) indicate that employee's personality predetermines behavior and performance and dictates how an employee will behave under specific circumstances. Employee behavior and personality trait predicts job performance among different employees despite the skills and knowledge about a job. The results of different studies point towards a possible undeniable link between personality trait and performance at workplaces (Stajkovic Bandura, Locke, Lee, & Sergent, 2014).

A meta-analytic review by Shaffer and Postlethwaite (2013) examined personality and job performance as related variables in the work environment. The meta-analytic review generated a relatively low relationship between the variables indicating that personality trait and job performance are closely related. On the other hand, Sari (2020) studied the relationships between personality and performance at workplaces. The focus of the study was conscientiousness as well as extraversion. Shaffer and Postlethwaite (2013) carried out a different meta-analysis to examine



the relationship between personality trait and job performance. The results of the meta-analysis reaffirm that conscientiousness personality predicts job performance across diverse job positions effectively.

Anwar Xiao, Fiaz, Ikram and Younas (2017) find that personality is a major determinant of performance and ability to respond to situations effectively, even how an individual responds to issues at workplaces. Anwar et al. (2017) indicate that not all personality traits are suited for every job position. The findings encourage the human resource managers to recognize personality traits and pair employees with the roles that match their personality traits. The ability to match personalities and specific job roles can increase productivity and job satisfaction and improve work efficiency (Baptiste, 2018). Personality drives behavior by triggering the actions that will contribute to better performance at the workplace. Personality traits have been used to predict work success for over 50 years in different sectors worldwide (Eissa, 2020).

### **1.1.1 JOB PERFORMANCE AND CONSCIENTIOUSNESS**

Hao, Yang, & Shi (2019) find that job performance comprises behaviors that can be regulated by the individuals and contribute towards the achievement of organizational targets (Hassan et al., 2016). He et al. (2015) argue that job performance is a critical criterion to evaluate employees at the workplace. Job performance can be distinguished in terms of effectiveness, which predicts positive results (Hossain, 2017). Huynh et al. (2020) state that job performance involves productivity or simply achievement of outcomes after a successful deployment of skills. Mukhtar (2017) argue that performance dimensions include the quality and quantity of work done, the precision to achieve intended results, and the level of accomplishment.

The available literature (name them if you have read them) link conscientiousness with quality performance and success. Nickel, Roberts and Chernyshenko (2019) find that a positive relationship exists between conscientiousness and output at workplaces. A study by the National Institute of Mental Health (2019) found that conscientious male workers earn higher income due to their better performance compared to their counterparts. A research done by The National Institute on Aging (2018) indicates that conscientiousness relates to higher income (Okara, 2018). Conscientiousness is a preferred character in workplaces and leads to higher retention (Mukhtar, 2018). Conscientiousness is one of the most correlated personality traits with job performance.

A research by Paloş and Gunaru (2017) indicates that conscientiousness is a determinant of arriving on time, thoroughness, and thoughtfulness. Meeting deadlines and planning ahead is a great determinant of achieving high outcomes (Paloş & Gunaru, 2017). Other determinants of performance include self-control and internal motivation as demonstrated by a psychologist in the University of Pennsylvania Angela Duckworth (Paloş & Gunaru, 2017). According to the research, personality trait is a great determinant of performance compared to IQ.

Brent Roberts, a psychologist in the University of Illinois, highly conscientious workers accomplish tasks better than other people (Paloş & Gunaru, 2017). The tasks the individuals perform better include setting goals and achieving them and persisting despite setbacks (Paloş & Gunaru, 2017). Sari (2020) concurs with the arguments by Paloş and Gunaru (2017) that conscientious individuals switch to an attainable goal rather than setting and pursuing unrealistic goals. Consequently, the conscientious employees achieve the outcomes that the employers want. According to Sari (2020), hygiene factors are effective in stimulating the success of the individuals. The hygiene factors include a tendency to organize their lives and plan effectively on achieving goals. Sari (2020) indicates that an un-conscientious individual may take almost half an

hour searching for specific files or organizing the tasks to execute. Conscientious individuals have the capacity to avoid the instances that could lead to stress and thus undermine their productivity. Oshio, Taku, Hirano & Saeed (2018) quotes from Nickel et al. (2019) who argues that being conscientious is like brushing of teeth that prevents cavities. Similarly, being conscientious is effective in eliminating the risk of negative occurrences that undermine productivity.

Conscientious people abide by the norms and policies guiding the operation of an organization (Okara, 2018). According to Okara (2018), conscientious individuals can easily be identified in an organization. They sit on their desk, do not complain, and adhere to the set procedures which helps them to complete tasks. It is unlike the individuals that are always complaining and moving to other people's desks to discuss different issues in a company. However, researchers such as Okara (2018) indicate there is a risk if a person is highly conscientiousness. Okara (2018) who also concurs with Mukhtar (2017) finds that extremely conscientious individuals do not fit in job positions that require creativity and innovation. For instance, a conscientious painter would stick to a genre rather than exploring contemporary designs. Mukhtar (2017) indicates that conscientious individuals are punctual, organized, and high tendency to adhere to the procedural practices. Conscientious individual develop plans to overcome setbacks and use the strategies to overcome future challenges when they occur.

## **1.2 STATEMENT OF THE PROBLEM**

Individuals with a conscientious personality trait are willing to conform to the group's norms according to Smithikrai (2018). He indicates that individuals with conscientious personality adhere to the rules and policies due to agreeableness character. Hofmann and Jones (2015), found that personality trait of conscientiousness leads to recurring behavior that leads to consistency, discipline, and thoroughness. A study by Grehan, et al. (2011) shows that persons with

conscientious personality possess thoroughness, disciplined character, methodical character, a will to achieve, and dependability. Additional findings by van Lieshout (2015) indicate that conscientious individuals plan effectively to achieve quality results.

A meta-analysis by Barrick and Mount (2015) indicate that conscientiousness is closely related to job performance. They reported that the characters that lead to performance include openness and the will to achieve. These correlations are relatively significant and provide a positive view of the relationship between personality traits and job performance. Moreover, correlation significant indicators of job outcomes depending on the people undertaking the tasks (Goldstein et al., 2017). However, it is not clear if the findings based on a linear model context could generate similar results if a nonlinear model is used.

Employee personality and the relationship to performance is not explored to full capacity. Different studies have explored personality traits and performance separately in the work environment. Little empirical evidence is available on the connection between personality traits and outcome at work. The knowledge deficiency critically undermines the ability of organizations to hire the right personnel and address the training requirements. In the premise of work environments, literature shows that studies often focused on either personality traits or job performance. Other factors such as commitment, organizational stress, and job satisfaction have been addressed separately (Sari, 2020; Okara, 2018; Mukhtar, 2017). Other studies such as Mukhtar (2017) indicate that extremely conscientious individuals cannot attain performance since they are inflexible and less innovative.

The different studies on conscientiousness personality trait and job performance present conflicting results. The research studies have been done in diverse regions and little research has

been done in Kenyan context, and also specifically in the pharmaceutical industry. The researcher's choice of conducting the research in a pharmacy is because of the high cost when medication is not dispensed conscientiously. It could lead to grievous harm or death to patients and also the pharmacy can be sued, losing money in court battles.

### **1.3 PURPOSE OF THE STUDY**

The purpose of this study was to examine the relationship between conscientiousness personality trait and job performance among pharmacists at Goodlife Pharmacy Stores in Nairobi County.

### **1.4. OBJECTIVES OF THE STUDY**

The objectives of the study were;

1. To determine the relationship between thoroughness and job performance among pharmacists at Goodlife pharmacy stores in Nairobi County.
2. To examine the relationship between discipline and job performance among pharmacists at Goodlife pharmacy stores in Nairobi County.
3. To investigate the relationship between methodical character and job performance among pharmacists at Goodlife pharmacy stores in Nairobi County.

### **1.5 RESEARCH QUESTIONS**

The research questions of the study were;

1. To what extent does thoroughness influence job performance among pharmacists at Goodlife pharmacy stores in Nairobi County?
2. To what extent does discipline relate to job performance among pharmacists at Goodlife pharmacy stores in Nairobi County?

3. To what extent does methodical character influence job among pharmacists at Goodlife pharmacy stores in Nairobi County?

## **1.6 JUSTIFICATION OF THE STUDY**

The purpose of this study was to examine the relationship between conscientiousness personality trait and job performance among pharmacists at Goodlife Pharmacy Stores in Nairobi County. Employee personality and the relationship to performance is not explored to full capacity. While different studies have explored personality traits and performance separately in the work environment, little empirical evidence is available on the connection between personality traits and outcome at work. The knowledge deficiency critically undermines the ability of organizations to hire the right personnel and address the training requirements. In the premise of work environments, literature shows that studies often focused on either personality traits or job performance. Other factors such as commitment, organizational stress, and job satisfaction have been addressed separately (Sari, 2020; Okara, 2018; Mukhtar, 2017).

Moreover, different studies on personality traits and job performance have been done in diverse regions and little research has been done in Kenyan context, and also specifically in the pharmaceutical industry. The researcher's choice of conducting the research in a pharmacy is because of the high cost when medication is not dispensed conscientiously. It could lead to grievous harm or death to patients and also the pharmacy can be sued, losing money in court battles.

## **1.7 RESEARCH HYPOTHESES**

The research hypotheses of the study were;

### **H1**

There is a relationship between thoroughness and job performance among pharmacists at Goodlife Pharmacy Stores in Nairobi County.

## **H2**

There is a relationship between discipline and job performance among pharmacists at Goodlife Pharmacy Stores in Nairobi County.

## **H3**

There is a relationship between methodical character and job performance among pharmacists at Goodlife Pharmacy Stores in Nairobi County.

## **H4**

There is a relationship between conscientiousness and job performance among pharmacists at Goodlife Pharmacy Stores in Nairobi County.

## **1.8 SIGNIFICANCE OF THE STUDY**

This study is significant to our government's Ministry of Labour, since it may provide information required to make policies to enhance the recruitment process in pharmacy stores. The study is crucial to the managers in various levels of management in pharmacy stores to know the personality types they should embrace to enhance performance. This study is useful in schools as it will be helpful in career guidance based on personality profiling. The study is useful to the scholars and academicians since it will inform them of the various areas where they can carry out future studies. Additionally, they will use it as reference materials in their scholarly work.

### **1.9 SCOPE AND DELIMITATIONS OF THE STUDY**

The study narrowed down to three personality attributes of conscientiousness - discipline, thoroughness, and methodic character and how they relate to job performance among pharmacists at Goodlife pharmacy stores in Nairobi County.

### **1.10 LIMITATIONS OF THE STUDY**

The research was undertaken at Goodlife Pharmacy Stores in Nairobi. The research findings are not generalizable to the other Goodlife Pharmacy Stores outside Nairobi County.



## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 INTRODUCTION**

The chapter will provide a summary of the research studies by diverse scholars and used in the current study. The chapter comprises of the theoretical framework, empirical research findings, a conceptual framework and the literature review.

### **2.2 CONSCIENTIOUSNESS**

Conscientiousness refers to the characters relating self-discipline ability to organize tasks efficiently, manage difficulties and emotions, following rules to achieve an intended objective (Hassan et al., 2016). Studies demonstrate that women score in conscientious personality trait compared to men. The behavior in women revolve around self-discipline and dutifulness. The differences are not significantly different between male and female across cultural groups (Mukhtar, 2017). Studies indicate that women score higher in terms of conscientiousness, characteristics such as self-discipline at workplaces (Okara, 2018).

#### **2.2.1 RELATIONSHIP BETWEEN CONSCIENTIOUSNESS AND AGE**

While personality traits are usually stable, they do show some malleability and the ability to change throughout one's life. This suggests that conscientiousness is a dynamic construct that can vary over time, with individuals increasing or decreasing in conscientiousness as they become older. There are several ways to think about this shift.

For starters, change can be conceived of in terms of rank order stability, or how a person compares to others on a trait. Conscientiousness rank order stability rises consistently with age until plateauing between the ages of 50 and 70. (Caspi et al., 2005; Roberts and DelVecchio, 2000).

This indicates that a youngster who is above average in conscientiousness will likely be above average as an adult.

These characteristics, however, are susceptible to external stimuli and can change and evolve throughout time. Changes in mean level, or how a trait changes in absolute terms, occur throughout life. In general, changes in personality traits at the mean level tend to go in the direction of increasing psychological maturity (Roberts et al., 2008). Conscientiousness, unsurprisingly, is part of this general trend toward maturity, and individuals' conscientiousness often increases through time. Conscientiousness was observed to increase from young adulthood to the age of 60 in a variety of cross-sectional and longitudinal studies (Roberts et al., 2003b; Soto and John, 2012). This developmental trend can be found in a variety of cultures and countries, including Germany, Italy, Portugal, Croatia, and South Korea (McCrae et al., 1999). Conscientiousness is the trait that shows the most growth among the Big Five, with rises as large as a full standard deviation over the course of a lifetime (Roberts et al., 2005b). While the majority of people's conscientiousness increases with age, a considerable number of people's conscientiousness does not change at all, or even decreases (Lüdtke et al., 2011). These differences in development are assumed to arise as a result of the various experiences that people have and the roles that they play throughout their lives (Lodi-Smith, 2007). While it's still unknown what experiences cause changes in conscientiousness, a number of studies have begun to link life events to conscientiousness shifts.

### **2.2.2 RELATIONSHIP BETWEEN CONSCIENTIOUSNESS AND LEVEL OF WORK EXPERIENCE**

The majority of study has focused on situational moderators in order to better understand the link between personality and job performance in a variety of contexts. A theoretical model was tested in this study using empirical data acquired online from 300 participants who were employed or

had a full-time job (Hung, 2020). Personality does have an impact on job performance, according to the study. In addition, three personality qualities, such as conscientiousness, agreeableness, and openness to new experiences, have been demonstrated to influence job performance through hard labor. Extraversion, conscientiousness, emotional stability, and openness to experience, on the other hand, were found to have an impact on job success.

## **2.3 JOB PERFORMANCE**

Motowidlo (2003) defines job performance as the total expected value to the organization of discrete behavioral episodes carried out by an employee over a given time period. Two important difficulties in this definition are highlighted by these scholars. To begin with, performance is the sum of multiple, discrete behaviors that occur throughout time. Second, the expected value to the organization is the behavior to which performance refers.

In pay-for-performance research, two performance criteria – mean performance and performance variation – are among the most often researched indicators. Average performance, according to Reb and Cropanzano (2007), evens out employee performance. Average performance smooths out deviations from the mean that are caused by factors outside the employee's control. According to this logic, average performance highly predicts variance in pay and incentive allocation (Barnes and Morgeson, 2007; Zhou and Martocchio, 2001), owing to the fact that typical, or average, performance is the dominant conceptualization of performance (Rushton et al., 1981). It is absolutely logical to predict that higher mean performance will lead to positive changes in compensation levels in the pay-for-performance scenario.

Predictability is something that most businesses value. Employees who perform inconsistently can cause uncertainty and disruption for team members and others who rely on them, making it harder

to plan and perform collaboratively. For other employees who are downstream in interdependencies, this increases the possibility of performance failures, coordination issues, and disrupted activities.

Furthermore, inconsistent performance has been linked to undesirable qualities such as unreliability (Fox et al., 1995). High variability could be linked to the word unreliable, which is one of the trademarks of the personality attribute conscientiousness (Barrick and Mount, 1991). In order to recognize and keep these valuable personnel, organizations may provide higher salary to more consistent performance.

### **2.3.1 RELATIONSHIP BETWEEN JOB PERFORMANCE AND AGE**

Job experience usually leads to a greater understanding of the job (Schmidt et al.). It seems to reason that someone who has been around for a longer period of time will have accumulated more information relevant to the task(s) at hand. Job knowledge is also a strong predictor of job performance, according to research (Schmidt et al.). This makes sense as well: those who know more about how to do a job tend to do it better than those who don't. As a result, experience leads to increased knowledge, and work knowledge leads to increased performance. Job experience and age are frequently linked (older workers have been around longer, on the average). This suggests that older workers (with greater experience) are more likely to have gained job-relevant knowledge than younger workers (with less experience). As a result, any age-related mental or physical decreases in basic job abilities may be countered by increased workplace knowledge that comes with more experience. As a result, older workers may be able to make up for their lack of aptitude by applying more workplace expertise.

### **2.3.2 RELATIONSHIP BETWEEN JOB PERFORMANCE AND LEVEL OF WORK EXPERIENCE**

In a study conducted in Indonesia that aimed to determine the effect of work experience and job characteristics on employee's work performance in shipping companies (Putri, 2020), results showed that the work experience variable has an influence on work performance, while job characteristics do not have any influence on work performance. The association between work experience and job expertise was investigated in another study (Longoria, 1997). The data was taken from the database of the US Air Force's job performance measurement system. The researchers examined data from 272 aircraft ground equipment specialists' cognitive abilities and job tenure. Work experience predicts job knowledge, and a task-level measure of work experience, rather than a job-level measure, is more predictive of job knowledge, according to the findings. Furthermore, both cognitive ability and task difficulty were found to influence the task experience - job knowledge link.

### **2.4 JOB PERFORMANCE AND CONSCIENTIOUSNESS EMPIRICAL REVIEW**

Studies establish a link between conscientiousness as well as job performance due to the unique traits of the personality. The personality comprises traits such as reliable, organized, thorough, and disciplined. They plan and are mindful of set timelines (Agarwal & Gupta, 2018). Agarwal and Gupta (2018) argue that conscientious people tend to be more organized, responsible for their behaviour, and plan ahead to complete all requirements of a project. Shaffer and Postlethwaite (2013) argues that conscientious people express openness, agreeableness, and extroversion. Agarwal and Gupta (2018) asserts that agreeableness is a vital character in the execution of tasks in an environment that requires adherence to specific policies and procedures. Extroversion, according to Shaffer and Postlethwaite (2013) is essential for the social jobs such as customer care

and marketing. Conscientiousness is vital for jobs that require creativity due to the ability to go beyond the limits.

Studies indicate that specific personality traits are vital in completing diverse tasks (Ala'a Zuhair et al., 2020). Arriving on time, doing thorough work, and mindfulness at work can impact outcomes. Shaffer and Postlethwaite (2013) states that "Being on top of deadlines is almost universally a good thing," University of Pennsylvania psychologist Angela Duckworth (2015) indicate that self-control and grit are components of conscientiousness which impacts performance. According to the Angela Duckworth's report, conscientiousness impacts performance than intellectual quotient. According to the findings of Shaffer and Postlethwaite (2013) and Ala'a Zuhair et al. (2020), suggest that conscientiousness predicts performance in routinized jobs but a weak predictor of performance in jobs that require creativity and cognitive abilities.

Conscientious individuals have an important element that leads to quality performance. The character includes the need for achievement, making the individuals to always strive for quality outcomes. The individuals are dependable, organized, and persevere to achieve quality outcomes despite the challenges. Amka (2020) carried out a study which suggests that conscientiousness personality trait leads to quality job performance across diverse occupations. The personality has an important trait of self-discipline which prompts individuals to plan ahead rather than act spontaneously (Anwar et al., 2017). Method planning is a predictor of success since it allows individuals to take all considerations necessary to achieve success. According to Baptiste (2018), individuals with a conscientiousness personality have a better control of their impulses to reduce the risk of poor judgment. Conscientiousness allows individuals to formulate quality and long-term goals and developing mechanisms to consistently achieve the goals. Despite the challenges

prevalent in the work environment, conscientious people tend to overcome the challenges (Baptiste, 2018). The only weakness with extreme conscientious individuals is that they can be compulsive perfectionists and workaholics who can be inflexible and less effective to deliver good outcomes.

Scholars from University of Minnesota analyzed and published information about conscientiousness and a family of personality traits. According to the report, conscientiousness involves individuals who are responsible, tenacious, focused, and disciplined. The traits are effective for work-related success in diverse sectors (Eissa, 2020). The individuals perform well in learning and deploying their skills to achieve quality results. Research over the last century compared conscientious to other variables such as performance, productivity, leadership, and career progression (Eissa, 2020). The findings of the study shows a strong link between conscientiousness and performance. Conscientiousness is closely related to motivation and goal-oriented mindset, and interpersonal responsibility, shared goals, perseverance, and organizational commitment (Gill et al., 2020). The individuals avoid deviant behavior and counterproductive tendencies. Conscientious individuals focus on accomplishing conventional goals while working in a predictable environment (Gill et al., 2020). "Conscientiousness is much more than being orderly and neat since it reflects tendencies to set goals, and focus on the goals to ensure completion of tasks (Gupta and Gupta, 2020). Organizations would do well if they measure conscientiousness in hiring and talent management decisions."

Chamorro-Premuzic (2017) carried out a study while tracing the origin of personality studies from the Greek work 'persona'. The findings of the study indicate that personality is what makes a person different from others. Personality, according to Gleitman (2017) is the consistent pattern of behavior while Banyard & Hayes (2016) appreciate that personality comprises of thoughts,

emotions, behavior, and motives. Barrick & Mount (2015) appreciate that since conscientiousness is a predictor of behavior at workplaces, it can be used to assess performance. Paunonen (2013) and Matthews et al. (2017) appreciate that due to the variation of behavior at work, the personality trait can be used to examine performance. Goldberg (2016) acknowledges the findings of Tupes and Christal (2017) that according to the Big-Five Factor personality traits, conscientiousness is a predictor of behavior and performance. Tupes and Christal (2017) find that further studies are required to establish a link between the two variables. Goldberg (2016) appreciates that important personality traits like emotional stability and agreeableness are predictors for job performance. Barrick, Stewart, & Piotrowski (2019) appreciate that the five factor model is accepted for development of a framework to study personality traits. Judge and Ilies (2018) mentioned that “if a consensual structure of traits is ever to emerge, the five factor model is probably it”. Barrick and Mount (2018) indicate that the dimensions of conscientiousness as careful, achievement-oriented, and persevering, thorough, responsible, organized, hardworking.

Conscientiousness is the level of being dependable and persistent, a trait that predicts performance (Eissa, 2020). According to Abbas and Raja (2019) individuals with a conscientious personality conform the group norms and abide by organizational rules and policies. The character improves the capacity to create strong teams and improve relations with other professionals at the workplace (Abbas & Raja, 2019). Agarwal and Gupta (2018) finds that individuals with conscientious personality trait demonstrate discipline, efficiency in planning and execution of tasks, thoroughness, as well as steadiness. Persons with conscientious personality demonstrate characteristics of self-control, determination, and purposefulness. Agarwal and Gupta (2018) highlight a high level of dependability and ability to meet deadlines. Amka (2020) finds that



conscientious individuals demonstrate skillfulness as compared to individuals who are careless, negligent, and lack of thoroughness in execution of tasks.

Larsen and Buss (2012) indicate that the characteristics of conscientiousness include organized, neat, orderly, practical, prompt, and meticulous. Zhao & Seibert (2019) insists that the character is effective for success since it encourages individuals to work hard and achieve better results. Ansari (2013) argues that the dimensions of conscientiousness include persistent, goal-oriented, and motivation. Conscientiousness individuals are focused, purposeful and have a strong will. Zhao & Seibert (2019) argues that conscientious individuals are better in achieving professional and academic goals. Conversely, individuals with low conscientiousness are less persistent, reluctant, and inconsistent. Job performance is a vital since it contributes to achievement of the organizational goals (Zyphur et al., 2018). According to Waldman & Spangler (2019) job performance is a pervasive variable that describes organizational success. Viswesvaran & Ones (2017) argues that job performance contributes to organizational goals and competitiveness. The research suggest that job performance are scalable in multidimensional perspectives. On the other hand, Rehman (2016) indicates that job performance is complex but measurable. In 2001, Barrick, Mount and Judge carried out another systematic review, a summary of preceding meta-analytic research. The findings of the research show that conscientiousness is a valid predictor of performance (Barrick et al., 2011). Another research by Rothmann and Coetzer (2017) on the four personality traits: openness to experience, conscientiousness, extraversion and neuroticism shows that the personality traits can predict performance. Another study by Berg and Feij (2017) finds that conscientiousness is related to performance. Berg and Feij's (2019) argue that conscientiousness is related to job performance across occupational groups.

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## **2.5 DEMOGRAPHICS, JOB PERFORMANCE, AND PERSONALITY TRAITS**

Conscientiousness refers to the characters relating self-discipline ability to organize tasks efficiently, manage difficulties and emotions, following rules to achieve an intended objective (Hassan et al., 2016). Studies demonstrate that women score in conscientious personality trait compared to men. The behavior in women revolve around self-discipline and dutifulness. The differences are not significantly different between male and female across cultural groups (Mukhtar, 2017). Studies indicate that women score higher in terms of conscientiousness, characteristics such as self-discipline at workplaces (Okara, 2018).

Elderly people score higher in terms of conscientious personality trait such as thoroughness, disciplined, and methodical. The young people are hasty in decision-making and lack thoroughness and discipline (Oshio et al., 2018). Companies prefer to employ middle aged people in managerial and senior positions compared to young people. Companies insist that experience is

necessary before assumption of office (Stajkovic et al., 2018). Cultural trends at workplaces can affect employees in diverse ways. The barriers at workplace can be impediments of demonstrating effective personality traits for higher job performance. Culture affects how individuals perform tasks due to the diversity in customs, values, trends, and beliefs (Stajkovic et al., 2018).

## **2.6 JOB PERFORMANCE AND PERSONALITY TRAITS**

### **2.6.1 THOROUGHNESS AND JOB PERFORMANCE**

Thoroughness and job performance are critical issues that managers at workplaces monitor to determine desirable outcomes. According to Wilmot and Ones (2019) people with a meticulous attitude and detail-oriented attitude at work are likely to be effective leaders. Thoroughness defines the capacity to develop appropriate plans to achieve strategic objectives. Strategic planning helps an individual to ensure objectives are achieved on time and with the desired outcomes. Thoroughness helps an individual to prepare in advance to achieve the strategic goals and handle challenges effectively. Understanding the details of any plan is effective to address diverse problems that emerge at workplaces. The challenges that arise in the workplace are related to the inability of a leader to plan and address the problems effectively by implementing strategic solutions. Thoroughness or detail-oriented people have the capacity to make quality decisions that lead to better outcomes (Gridwichai et al., 2020). Leaders who can handle challenging situations collect information and deal with issues perfectly by making an informed decision.

### **2.6.2 DISCIPLINED CHARACTER AND JOB PERFORMANCE**

Discipline and punctuality are determinants of professional behavior at workplaces. Discipline involves following the rules and regulations at workplaces to achieve intended outcomes (Titze et al., 2017). Disciplined individuals in the workplace achieve tasks without causing disruptions in other departments. Managers and senior officers in organizations appreciate disciplined employees

since they can adhere to deadlines and carry out tasks according to instructions. Disciplined professionals have an opportunity to climb the career ladder due to the quality relationships with stakeholders at the work environment. Failure to follow the stipulated regulatory frameworks at work can lead to low productivity. Employees should understand the difference between working in personal jobs and adhering to rules at the office, both in private and public organizations. Maintaining decorum provides an opportunity to function effectively and deliver expected results.

Discipline related to the ability to complete tasks on time. Punctuality leads to higher output and quality customer satisfaction. Punctual and committed employees seldom take leave or neglect their duties in the organizations. Employees who take leaves regularly are burdens in an organizations and likely to interfere with the general output of a company. Punctuality is an aspect of discipline that involves arriving in the office on time and leaving at the appropriate time. Leaving late is not a sign of commitment since it is necessary to be refresh and come back the second day rejuvenated for the work.

### **2.6.3 METHODOICAL CHARACTER AND JOB PERFORMANCE**

It is often seen that work efficiency stagnates when there is clutter in the mind and workspace. When a concerted effort is made to declutter, it is often seen that there are remarkable changes in speed and productivity (Strecker et al., 2020). The employee gets equipped with clarity, which was often overlooked amidst all the noise and the busyness of the workspace. While a methodical work culture adds structure and focus, it also enables the employees to manage their time and utilize the available resources in the best possible manner (Strecker et al., 2020). As a result, there is improved efficiency, better productivity, along with optimum utilization of resources with minimum wastage.

Methodical approach of making decisions and carrying out tasks, solving problems, and setting boundaries is critical for individuals and organizations. Methodical involves the quality of accuracy and ability to execute directives as given. Lack of methodical approach breaks consistency which predicts failure. According to Elshaiekh et al. (2018) a consistent strategy involves setting clear strategies, defining assignments clearly, and avoiding ambiguity. For instance, departments can adopt agile method of project management. Marketing department and sales persons need a clear and effective strategy to achieve intended results and enhance competitiveness in the market (Titze et al., 2017). Methodical approach leaves employees with ample time to complete tasks due to the structured nature of the work. Consistent business processes minimize need for regular training among staff.

## **2.7 THEORETICAL FRAMEWORK**

The current research was founded on two theories to make it concrete, the Big Five personality theory and Campbell's Theory of Performance.

### **2.7.1 BIG FIVE PERSONALITY THEORY**

Human resource professionals utilize the Big Five personality perspectives to improve the placement of employees in various departments and allocation of duties Gordon Allport and Henry Odbert coined the theory in 1936. The components of the theory include agreeableness, conscientiousness, extraversion, openness, and stress tolerance. The theory argues that the underlying traits contribute to a specific personality of individuals (Stajkovic, Bandura, Locke, Lee & Sergent, 2018). Studies show that human resource professionals prefer conscientious individuals who are methodical, thorough, and disciplined. Other characters include prompt, goal-oriented behavior, and good impulse control (Stajkovic et al., 2018). The conscientious individuals

are mindful of the details giving them a better opportunity to execute tasks successfully. Studies indicate that conscientious personalities trigger earlier planning and mindfulness of the deadlines. Highly conscientious individuals are organized while executing their duties. Agarwal & Gupta (2018) argues that conscientiousness individuals are mindful of details making them effective at work. The scholars continue to stress that the individuals plan ahead and are careful in meeting deadlines (Agarwal & Gupta, 2018). Human resource managers prefer individuals with the specific characteristics since they perform better than individuals who cannot plan, meet the deadlines, and execute tasks thoroughly. Different studies (Gordon, 2021), (Robert et al, 2009), (Robert et al, 2012), identify several attributes of conscientiousness such as methodical, dutiful, forward-thinking, thoroughness, self-disciplined, responsible, principled, thoroughness and dutifulness among others. Thoroughness, discipline and methodical were the most common among the various studies.

### **2.7.2 CAMPBELL'S THEORY OF PERFORMANCE**

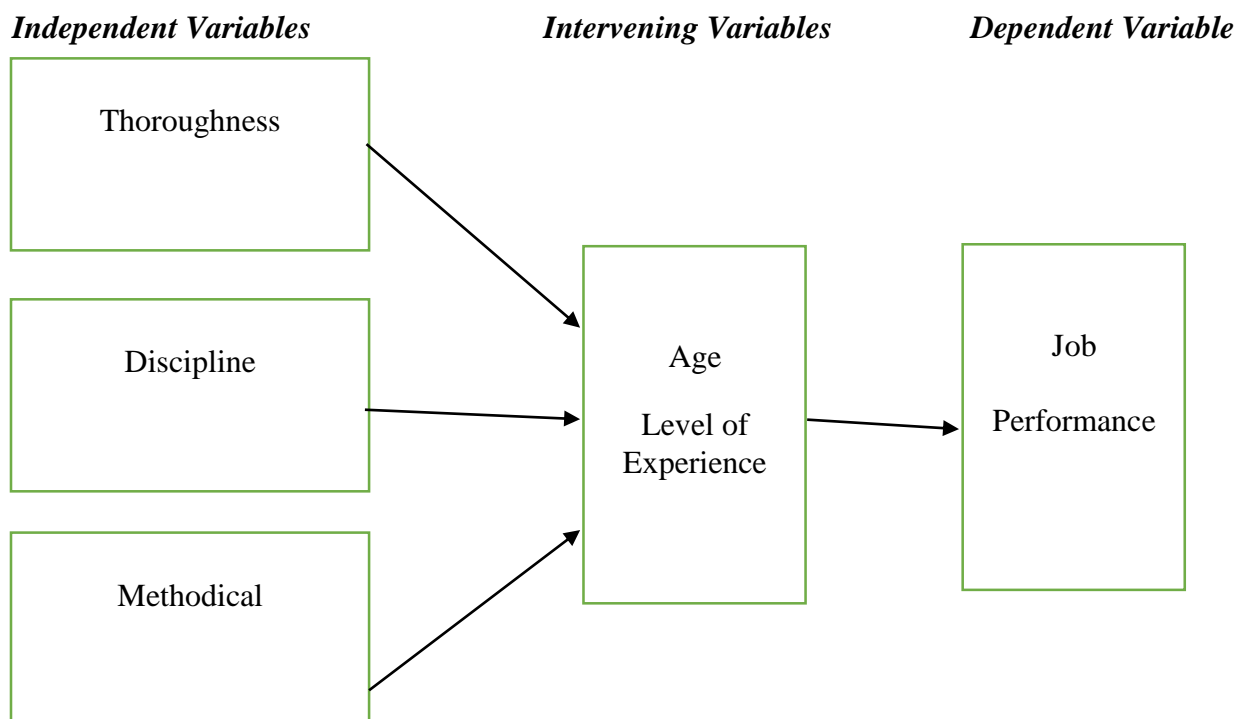
Campbell's Job Performance Theory conceptualizes job performance using three key features: Outcomes, Personal Factors and Organizational Goal Relevance. The theory states that determinants of performance include knowledge of the work, motivation for the job, and knowledge of the processes involved in the work. According to Joplin et al. (2021) different factors affect job performance across different tasks. One of the indicators of job performance the ability to complete the task and follow the stipulated rules. Job performance involves achieving the stated objectives in an organization (Joplin et al., 2021).

The theory states that performance depends on behavior relevant to achieve goals. Performance involves effectiveness in achieving objectives and utility of the available resources. According to the theory, job performance has various components such as efficiency, proficiency, discipline,

team work, leadership and administration. Studies (Ala'a Zuhair et al., 2020), (Shaffer & Postlethwaite, 2013), (Duckworth, 2015) show that personality traits have an influence on job performance. Specific studies (Eissa, 2020), (Abbas & Raja, 2019) delineate conscientiousness as an important trait to consider in job performance.

## 2.8 CONCEPTUAL FRAMEWORK

According to Clarke et al. (2007) the conceptual framework demonstrates the connection between variables in a research study that is dependent and independent. According to Big Five personality theory (Barrick et al. 2019) attributes of conscientiousness such as thoroughness, disciplined, and being methodical are important variables in the study of job performance. In the current study, the independent variables are attributes of conscientiousness personality trait, that is, thoroughness, discipline, and being methodical while the dependent variable is job performance. Demographic variables such as age, gender, level of education and years of experience will also be studied as intervening variables.



Source: Author, 2021

## **2.9 OPERATIONAL DEFINITION OF THE TERMS**

**Big Five personality traits** - Big Five personality traits is a taxonomy of specific personality traits (Ansari, 2013).

**Conscientiousness** – Conscientious related to being careful in execution of tasks and taking obligations seriously (Judge & Ilies, 2018).

**Job performance** – It is a means to achieve a goal by hitting the set targets (Eissa, 2020).

**Methodical** – A methodical personality involves following a predictable routine in a consistent manner (Anwar et al., 2017).

**Thoroughness** - Thoroughness means hard work, dedication, thoughtfulness, consideration, creativity and an attitude of service. Thoroughness might mean working a little harder, a little later or even taking more time to consider all angles (Barrick et al. 2019).

**Disciplined** – It is the act of showing a controlled form of behavior or way of working (Agarwal & Gupta, 2018).

**Age** – Age of respondent

**Level of experience** - Number of years the respondents has worked in the pharmaceutical industry post training



## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 INTRODUCTION**

Methodology in research involves the process of collecting data, organizing it, and analyzing it. The chapter comprises various parts including the research design, the target population, the research instruments and sampling procedures as well as the data analysis methods.

### **3.2 RESEARCH DESIGN**

The research utilized a descriptive survey to determine the relationship between the two variables.

### **3.3 TARGET POPULATION**

The population comprises of all pharmacists at Goodlife Pharmacy stores located in Nairobi County. They are 159 in total across 40 stores.

### **3.4 SAMPLE SIZE AND SAMPLING METHOD**

The researcher sampled 114 pharmacists following a formula by Dr. Chris Hart (2005), obtained through multi-stage sampling. A response rate of 72% was obtained as 82 out of 114 questionnaires were well completed and returned for data analysis. Mugenda and Mugenda (2004) indicates that when 50% response rate is adequate for analysis. Babbie (2004) indicates that 60% response shows that the research is good and therefore, the information from the research instrument was adequate for the analysis.

### **3.5 RESEARCH INSTRUMENTS**

This study was undertaken using questionnaires to collect data. The questionnaires collected the demographics of the respondents and information about the variables.

### 3.6 VALIDITY OF RESEARCH INSTRUMENTS

A pilot study was used to check the validity of our research instruments by ensuring they were measuring the intended aspects. 30 respondents were sampled and 14 responded which is 46.7% response rate. There was inter-item homogeneity as evidence of construct validity of the instrument. This means that it was possible to draw inferences about the test scores related to the concepts being studied in each. Cronbach's Alpha was used to determine the relatedness of the items in each of our 4 Likert scales., namely thoroughness, discipline and methodical character for the independent variables and Job performance for the dependent variable scale.

The formula for Cronbach's alpha is:

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N-1) \cdot \bar{c}}$$

Where:

- N = the number of items.
- $\bar{c}$  = average covariance between item-pairs.
- $\bar{v}$  = average variance.

### 3.7 RELIABILITY OF RESEARCH INSTRUMENTS

An internal consistency test was used to check the reliability of the research instrument during the pilot. SPSS Scale Reliability Analysis was used to calculate Cronbach's Alpha to determine the relatedness of the items in each of our 4 Likert scales., namely thoroughness, discipline and methodical character for the independent variables and Job performance for the dependent variable scale.

The formula for Cronbach's alpha is:

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N-1) \cdot \bar{c}}$$

Where:

- $N$  = the number of items.
- $\bar{c}$  = average covariance between item-pairs.
- $\bar{v}$  = average variance.

SPSS Scale Reliability Analysis was used to calculate Cronbach's Alpha. All the 4 scales on the questionnaire had an Alpha figure within the acceptable range as shown below on table 3.7 below.

• **Table 3.7: Internal Consistency Test**

Scale	Title	Cronbach's Alpha
1	Job Performance	0.80165
2	Thoroughness	0.70521
3	Discipline	0.76023
4	Methodical Character	0.85024

### 3.8 DATA COLLECTION

A letter from the University of Nairobi, Department of Psychology, was obtained as well as research permit from NACOSTI for approval for data collection from the respondents. Questionnaires were used to collect data from the participants, via email addresses obtained from the employee database from the Human Resources office.

### 3.9 DATA ANALYSIS

The data was analyzed using both descriptive statistics such as frequency distributions & measures of central tendencies, as well as using inferential statistics such as Pearson Correlation and Regression Analysis. The analysis was performed using (SPSS) program version 25.

### 3.10 ETHICAL CONSIDERATIONS

The respondents were informed of their capacity to participate in the study as volunteers without any compulsion. Informed consent was vital to ensure the respondents participate freely (Barbosa & Milan, 2019). The study endeavored to uphold confidentiality, meaning the identities of the

participants remained anonymous and any data shared will not be used in any unauthorized way. It was therefore necessary to inform the participants that the data was to be used only for academic purposes (Barbosa & Milan, 2019).

## **CHAPTER 4: DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

### **4.1 INTRODUCTION**

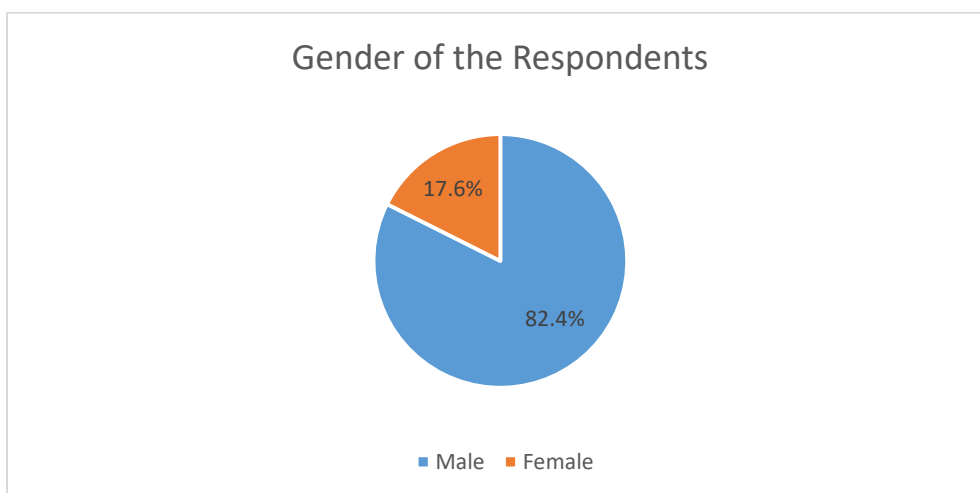
This chapter discusses the analysis of data collected according to the objective of this study; examine the relationship between conscientiousness personality trait and job performance among pharmacists at Goodlife Pharmacy Stores in Nairobi County. Descriptive statistics was first computed including the mean and standard deviation. Descriptive statistics enable the respondent to understand the characteristics of the respondents. Regression analysis was also performed to investigate relationship between conscientiousness personality trait and job performance.

### **4.2 DESCRIPTIVE ANALYSIS**

Demographic information of the respondents to the research survey or questionnaire are vital in developing appropriate findings and generalization of the findings. The section, presents background information including of gender, age, work experience and level of education.

#### **4.2.1 GENDER OF THE RESPONDENTS**

The respondents were requested to indicate their gender. The following are the results as presented in pie chart 4.2.1

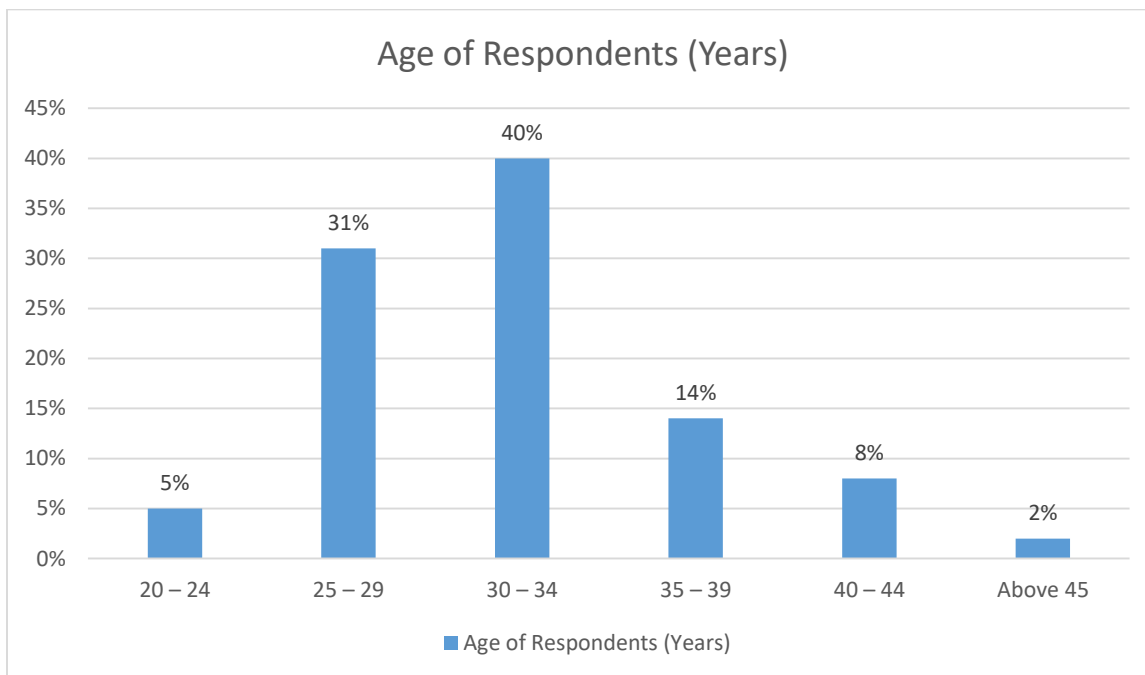


### Chart 4.2.1: Gender of the Respondents

From the above pie chart, 82.4% were male and 17.6% were female which indicates that the Goodlife pharmacy stores in Nairobi employ high proportions of male than female. This may be attributed to individual related factors that affect women career advancement. Mwai (2017) supported the finding by observing that pharmacy stores tend to serve customers late in the night, hence the choice of male employees compared to female. Gender inequality in labor markets is prevalent due to the bias against women and discrimination that put them at home as care givers and subsequent lack of empowerment (Munin, 2013).

### 4.2.2 AGE OF RESPONDENTS

The pharmacists reported their age brackets as shown in the graph below. Graph 4.2.2 presents the findings.



### Graph 4.2.2: Age of the Respondents

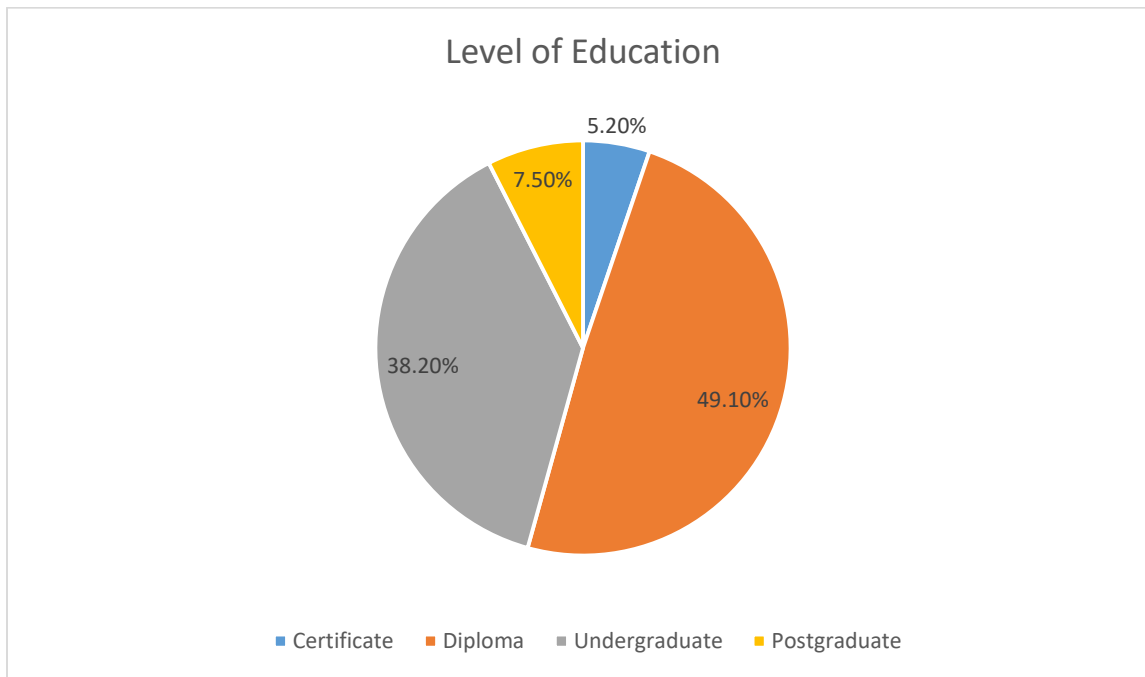
The results revealed that 5% were between 20 and 24 years, 40% were between 30 and 34

years, 14% of the respondents were between 35 and 39 years while above 39 years comprised 10%. This implies that majority of pharmaceutical technologists at Goodlife pharmacy stores are young adults. This may be because of the fact that young adults are energetic to carry out jobs in busy environments.

#### 4.2.3 LEVEL OF EDUCATION

The pharmacists also reported their level of academic qualifications. The results are as below in Pie Chart 4.2.3

**Pie Chart 4.2.3: Level of Education**



The results revealed that 5.2% were certificate holder while 49.1% of the respondents had completed Diploma level. 38.2% were undergraduate degree holders while only 7.5% had completed a postgraduate course. This shows that about 95% of our respondents had attained a Diploma level, the acceptable minimum requirement to practice as a Pharmacist in Kenya and the 5% may be explained by the interns who have been given placement before completion of the

basic education required. These statistics also show that the respondents could understand the research questionnaires and provide relevant data.

### 4.2.3 WORK EXPERIENCE

Respondents were asked to indicate their work experience by years worked in the pharmaceutical industry.

**Table 4.2.4: Work experience**



The results revealed that 12.3% of the respondents had an experience of below 1 year, 40.3% between 1 - 5 years, 20.1% between 6 - 10 years while 17.5% have experience over 10 years. This therefore means that most of the respondents in the stores had worked for a duration of more than 1 year, and hence they had rich information on skills and traits that are necessary for a pharmacist to succeed in the industry.

### 4.3 UNIVARIATE ANALYSIS



Frequency distribution was analysed for conscientiousness personality trait consisting of different aspects such as thoroughness, discipline, and methodical character as well as for job performance. Number of respondents who answered the questionnaires, the mean score and standard deviation were as follows.

	<b>Mean Score</b>	<b>Standard Deviation</b>
Thoroughness	3.1633	0.57216
Discipline	3.4058	0.73154
Methodical Character	3.2551	0.69917
Age	32	5.9218
Level of experience	6.2683	4.75
Job performance	3.0551	1.02769

**Table 4.3: Univariate Analysis**

The mean values of the distribution include thoroughness, discipline, and methodical character consecutively were 3.1633, 3.4058 and 3.2551 while the standard deviations were 0.57216, 0.73154 and 0.69917. The figures indicate that the data collected is distributed around the mean and is therefore reliable data. For job performance, the mean for the distribution was 3.0551. The standard deviation was 1.02769.

#### **4.4 MULTIVARIATE ANALYSIS**

This involves correlation analysis and regression analysis. It examined the influence of conscientiousness on job performance, as well as relationship between thoroughness, discipline and methodical character on the pharmacists' job performance. Pearson Correlation with 2- tailed test of significance was used for this research. The influence of thoroughness, discipline and

methodical character, age and level of experience on job performance was also investigated using regression analysis.

#### 4.4.1 PEARSON'S CORRELATION ANALYSIS

**Table 4.4.1: Pearson Correlation Analysis**

		<b>Thoroughness</b>	<b>Disciplined</b>	<b>Methodical Character</b>	<b>Age</b>	<b>Level of Experience</b>	<b>Job Performance</b>
Thoroughness	Pearson Correlation	1	.330**	.167*	.717**	.845**	.277**
	Sig. (2-tailed)		.000	.019	.020	.002	.000
	N	82	82	82	82	82	82
Disciplined	Pearson Correlation	.330**	1	.583**	.756**	.814**	.252**
	Sig. (2-tailed)	.000		.000	.011	.004	.000
	N	82	82	82	82	82	82
Methodical Character	Pearson Correlation	.167*	.583**	1	.915**	.801**	.223**
	Sig. (2-tailed)	.019	.000		.000	.000	.001
	N	82	82	82	82	82	82
Age	Pearson Correlation	.717**	.756**	.915**	1	.938**	.328**
	Sig. (2-tailed)	.020	.011	.000		.000	.000
	N	82	82	82	82	82	82
Level of Experience	Pearson Correlation	.845**	.814**	.801**	.938**	1	.534**
	Sig. (2-tailed)	.002	.004	.000	.000		.000
	N	82	82	82	82	82	82
Job Performance	Pearson Correlation	.277**	.252**	.223**	.328**	.534**	1
	Sig. (2-tailed)	.000	.000	.001	.000	.000	
	N	82	82	82	82	82	82

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

\* . Correlation is significant at the 0.05 level. (2-tailed)

According to the table 4.4.1, correlation between performance and thoroughness was 0.277, showing a positive relationship between job performance and thoroughness trait. The relationship was significant at 0.01 significance level. Therefore, Hypothesis 1 was accepted because there was evidence from this research showing that performance as well as thoroughness have a significant relationship. Job performance and discipline has a correlation of 0.252, also depicting a positive relationship between the two variables. With a correlation of 0.01 significance level, the relationship between the two variables was found to be significant. Therefore, Hypothesis 2 was also accepted, with the research proving that performance and discipline are significantly related. 0.226 was the correlation between job performance and methodical character. showing a positive relationship between job performance and methodical character. Therefore, Hypothesis 3 was also accepted, because of evidence from the research showing that job performance and methodical character was significantly related. The demographic variables, shows that is also a positive and correlation with job performance with a correlation of .328 between age and job performance and .534 between level of experience and job performance.

#### 4.4.2 REGRESSION ANALYSIS

Regression analysis was used to test the relationship between the independent and intervening variables with job performance. The findings on the relationship between thoroughness, discipline, methodical character, age, level of experience and job performance are examined in the tables below.

**Table 4.4.2: Regression Analysis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.409a	.261	.224	10.17011

<sup>a</sup>. Predictors: (Constant), Thoroughness, Discipline, Methodical character, Age, Level of

## Experience

Table 4.4.2 above shows that  $R^2$  is 0.261 showing that thoroughness, discipline, methodical character, age and level of experience explain variation in performance. The data shows that conscientiousness personality trait contributes to 26.1% of the performance. The other 73.9% can be explained by other work-related factors. H4 is therefore accepted as it is therefore justifiable to conclude that a positive relationship exists between conscientious personality trait and job performance among pharmacists at Goodlife Pharmacy Stores in Nairobi County.

This study confirms results from some similar studies conducted in various contexts. Anwar Xiao, Fiaz, Ikram and Younas (2017) find that personality is a major determinant of performance and ability to respond to situations effectively, even how an individual responds to issues at workplaces. Anwar et al. (2017) indicate that not all personality traits are suited for every job position. The findings encourage the human resource managers to recognize personality traits and pair employees with the roles that match their personality traits. The ability to match personalities and specific job roles can increase productivity and job satisfaction and improve work efficiency (Baptiste, 2018). Personality drives behavior by triggering the actions that will contribute to better performance at the workplace. Personality traits have been used to predict work success for over 50 years in different sectors worldwide (Eissa, 2020).

## **CHAPTER 5: DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS OF THE STUDY**

### **5.1 INTRODUCTION**

This chapter present a summary of the key findings, conclusion, limitations of the research study recommendations with suggestions for further research.

### **5.2 DISCUSSIONS**

The study investigated the relationship between conscientiousness personality trait and job performance among pharmacists at Goodlife Pharmacy Stores in Nairobi County. The study shows majority of the workers bear conscientiousness personality trait effective for quality job performance. The quality outcomes will lead to higher job performance. The relationship between conscientiousness personality trait and job performance is statistically significant.

The results revealed that 5% were between 20 and 24 years, 40% were between 30 and 34 years, 14% of the respondents were between 35 and 39 years while above 39 years comprised 10%. This implies that majority of pharmaceutical technologists at Goodlife pharmacy stores are young adults. This may be because of the fact that young adults are energetic to carry out jobs in busy environments.

The results revealed that 12.3% of the respondents had an experience of below 1 year, 40.3% between 1 - 5 years, 20.1% between 6 - 10 years while 17.5% have experience over 10 years. This therefore means that most of the respondents in the stores had worked for a duration of more than 1 year, and hence they had rich information on skills and traits that are necessary for a pharmaceutical technologist to succeed in the industry.

Correlation between performance and thoroughness showed a positive relationship between job performance and thoroughness trait. The relationship was significant and we therefore accepted Hypothesis 1 because there was evidence from this research showing that performance as well as thoroughness have a significant relationship. Job performance and discipline has a positive correlation between the two variables. With a correlation of 0.01 significance level, the relationship between the two variables was found to be significant therefore, Hypothesis 2 was also accepted, with the research proving that performance and discipline are significantly related. Correlation between job performance and methodical character also showed a positive relationship between job performance and methodical character. Therefore, Hypothesis 3 was also accepted, because of evidence from the research showing that job performance and methodical character was significantly related.

The data shows that conscientiousness personality trait contributes to 26.1% of job performance. The other 73.9% can be explained by other work-related factors. Hypothesis 4 was accepted as it is justifiable to conclude that a positive relationship exists between conscientious personality trait and job performance among pharmacists at Goodlife Pharmacy Stores in Nairobi County.

From literature review, there are conflicting results in studies undertaken investigating relationship between conscientiousness and job performance. Some studies found out that there is a positive relationship between the two variables, while a few studies failed to find any influence of conscientiousness trait on job performance. The difference may be explained in the difference in target population, for example in terms of occupation of respondents.

### **5.3 CONCLUSION OF THE STUDY**

The study finds that conscientiousness personality trait is a good indicator of job performance. Working with different clients, projects, and teamwork among the staff requires conscientiousness personality trait. The personality trait comprises of thoroughness, disciplined character, and methodical character which affect performance significantly. This therefore means that recruiters can profile job candidates according to the suitability of the personality trait to the job. Jobs that require high level of conscientiousness such as medicine, accounting will be done effectively by candidates who possess a high level of conscientiousness.

### **5.4 RECOMMENDATIONS FROM THE STUDY**

The study recommends that managers at pharmacy stores should allocate strategic duties to workers with conscientiousness personality traits. The personality traits affect the performance of employees in terms of their output. Poor allocation of duties can affect the output of the employees. Pharmacy stores in Nairobi have stiff competition which makes it a priority for the managers to identify the personality traits of employees. The management of the pharmacy stores should evaluate the personality traits of the employees to determine accurate allocation of tasks. Another recommendation is that the management should carry out personality trait assessment of employees at the time of recruitment. The assessment will ensure the company has the right workforce to execute tasks at the pharmacy stores. The management should uphold the policy of allocating jobs according to personality traits to enhance performance.

This study also recommends that personality profiling be an important part of career guidance for students who are trying to determine their career paths. This can help them focus on their area of strength as they pursue their studies.

## **5.5 FURTHER RESEARCH**

The current study was limited in Nairobi County. It would be beneficial to undertake a study in other counties, and the entire nation. A global study would be essential to evaluate the relationship between conscientiousness personality traits and performance. The current study examines the relationship between conscientiousness personality traits and performance. It would be important to examine the relationship between other personality traits and their effect on performance. The study was relying on primary data using questionnaires. Future research can be carried out using other methods of data collection and use secondary data to examine the similarities and differences between the two to approve or disapprove the current findings.



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# APPENDICES

## APPENDIX 1: RESEARCH PERMIT FROM NACOSTI

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**REPUBLIC OF KENYA**

**NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION**

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Date of Issue: 06/September/2021

**RESEARCH LICENSE**



This is to Certify that Ms. Faith Wangui Gichanga of University of Nairobi, has been licensed to conduct research in Nairobi on the topic: Relationship Between Conscientiousness Personality Trait and Job Performance; A Case of Goodlife Pharmacy Stores in Nairobi County, for the period ending : 06/September/2022.


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## **APPENDIX 11: QUESTIONNAIRE**

### **A STUDY ON THE RELATIONSHIP BETWEEN CONSCIENTIOUSNESS PERSONALITY TRAIT AND JOB PERFORMANCE AMONG PHARMACISTS: A CASE OF GOODLIFE PHARMACY STORES IN NAIROBI.**

Questionnaire No .....

#### **INSTRUCTIONS FOR THE RESPONDENTS**

- 1) My name is Faith Gichanga and I am completing a research study from the University of Nairobi.
- 2) The purpose of this research is to determine the relationship between personality traits and job performance.
- 3) Do not write your name on this questionnaire. Your responses will remain confidential.
- 4) Participation in this research study is voluntary. Please ignore the questionnaire, if you do not wish to participate. You are also not obligated to answer any question that you feel uncomfortable with.
- 7) Please email back the filled questionnaire to fgichanga@students.uonbi.ac.ke by 15<sup>th</sup> September, 2021.

#### **QUESTIONNAIRE FOR THE STUDY**

Please tick response as appropriate

##### **Section A: Demographic Factors.**

1. What is your age? (Years)

- 20 – 24
- 25 – 29
- 30 – 34
- 35 – 39

- 40 – 44
- Above 45

2. What is your sex?

- Male
- Female

3. What is your highest level of education completed?

- Certificate
- Diploma
- Undergraduate
- Postgraduate
- Other (state).....

4. What branch of Goodlife Pharmacy are you currently working at? .....

5. How long have you worked in the pharmaceutical industry post training? (Years)

- Below 1
- 1-5
- 6-10
- Above 10

## Section B: Five Point Likert Scale

Tick only where it is most applicable.

### Job performance

	Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I take on challenging tasks when available					
2	I actively engage during meetings					
3	I manage my time well and complete my tasks timely					
4	I am often conscious of the work result I plan to achieve					
5	I look out for new work-related challenges					
6	I devise creative ways to solve work-related challenges					
7	I often update my job-related knowledge					
8	I am able to set my priorities at work					
9	I accept extra responsibilities at work					
10	I know most of the products we have at the shop					



### Thoroughness and job performance

	Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Creativity enhances work motivation					
2	Hard work leads to quality job performance					
3	Thoughtfulness leads to quality results					
4	Dedication improves standard of outcome					
5	A positive attitude to service leads to better outcomes					
6	Attention to detail leads to better job outcomes					
7	Carefulness leads to quality results					
8	Taking time on a task leads to skill enhancement					
9	Planning improves job outcomes					
10	Organizing tasks leads to quality results					
11	Promptness boosts performance					
12	Time management enhances work outcomes					
13	Accuracy at work leads to better results					

## Discipline and job performance

	Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Adherence to the rules relates to execution of goals					
2	Self-control leads to better employee relationships					
3	Moderation leads to better job performance					
4	Honesty improves cooperation among employees					
5	Tolerance improves morale and efficiency					
6	Patience leads to enhanced team work					
7	Modesty leads to enhanced inter personal relationships with supervisors					
8	Dedication leads to job motivation					
9	Orderliness promotes faster task turn-around					
10	Respect for Authority leads to better employee mentoring					
11	Rules prevent unethical behavior.					
12	Positive behavior enhances good reputation					

## Methodical character and job performance

	Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Structure improves time management					
2	Systematic performance of duties improves performance					
3	Planning helps in better achievement of results					
4	Routine leads to consistency of results					
5	Well thought out task execution helps avoid distractions					
6	Orderliness leads to effective task performance					
7	Predictability leads to consistency of results					
8	Being deliberate improves quality of job outcomes					
9	Organized structures eliminate confusion					
10	Structures in workplaces improve consistent results					
11	Orderliness guides employee behavior to achieve set objectives					
12	Organized workplaces reduce risk of failure					