

Impact of Employee's Personality Traits on Customer Patronage of Hotels in Southwest, Nigeria

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Abstract: *This study examines the influence of Employee's Personality traits on customer patronage among selected hotels in southwest Nigeria. Neuroticism, extraversion, openness to experience, conscientiousness, and agreeableness were used as explanatory constructs of employee's personality. Survey, heterogeneous purposive, and hierarchical multiple regressions were employed to analyse data collected. The population of the study was 5,316 of the hotel customers from the six states in Southwest Nigeria. The sample size for the study was 484. Considering the influence of employees' personality via its explanatory variables on customer patronage, it was found positive and significant. It was concluded that for the organisation to continue enjoying the unbreakable patronage of the customers is a function of big five constructs of the independent variable. It was recommended that management should set up necessary apparatus that will ensure a good recruitment exercise.*

Keywords: customer patronage, employee's personality, neuroticism, agreeableness, openness to experience, and conscientiousness.

INTRODUCTION

The ability to create customers' satisfaction has the tendency of producing economic and social justification. Ogwo and Igwe (2012) reported that the existence of customer and customer patronage is so profound. From their statement, it can be deduced that customer patronage may be regarded as the oil that lubricates the engine of the business in order to sustain its steady progress. Here, it may not actually be on profit alone but also in other areas of the organisation which include but not limited to efficiency, effectiveness, productivity, competitiveness among others. In fact, Rahman *et al.*, (2014) revealed that service quality, customer satisfaction and perceived value influenced the customer's patronage but these predictive factors would not be effective without

the presence of the employees' personality traits in that organisation. This was supported by Mkoji and Damary (2012), that in the 21st century, one of the most critical topical issues in the study of organizational behaviour is the effects of workforce diversity such as personality on organizational performance. In today's global and competitive environment, the general consensus is that organizations that capitalize on diversity (i.e personality) are likely to perform better than organizations without the advantages that diversity bring. This does not exclude the hospitality industry. This shows that the calibre of these recruited as workforce and their personality differ from one organisation to another. These also depend on what the organisation in question aims or sets to achieve as desired objectives (Hua *et al.*, 2009; Melia 2010; Oparanma & Gabriel 2012; Akaegbu 2013; & Wong *et al.*, 2014). According to Cavaliere *et al.*, (2021) the efficacy and effectiveness of any organization thus turn on certain personality traits that support any exhibited behaviour in an organisation. These personality types in most cases play crucial role in encouraging employees besides, boosts overall organization performance through their contact with the customers. Stemming from the statement it showed that though various factors exist that propel the thrive of organisation but it becomes imperative to know that the essential influence of the workforce cannot be overemphasised as their personality and emotion have direct impact on the experience of the customer. As such, a comprehensive understanding of the workforce's personality type by the management serve as a bed rock that offers a building block on which the success or otherwise of the organisation is anchored. Considering the field of personality study, it was shown emphatically that there is no universal or single way of defining the concept (Udo-Imeh, Awara, & Essien, 2015). According to Blythe (in Udo-Imeh, et al., 2015), personality is "...the collection of individual characteristics that make a person unique, and which control an individual's responses and relationship with the external environment. While Kotler and Keller (2009:197) showed that personality"... is a set of distinguishing human psychological traits that lead to relatively consistent and enduring responses to environmental stimuli..." in this current study, personality of an individual is the sum total of his hereditary and environmental influences that distinct one person to another. From these definitions, it shows that even when an organisation is armed with requisite factors of production it may not be able to rub shoulder with competitors if the required characteristics that are capable of controlling individual's responses and relationship with the external stimuli are absence, hence, this makes it difficult to achieve desired performance. Obviously, the term performance varies and the measure of performance indices differ from the perspective of different organisations specifically, hotel industry as such, customer patronage in this study was used as dependent variable.

Ogwo & Igwe (2012) opined that to define and measure customer patronage is extremely difficult, adding that attitude and actual usage customer's patronage have been found useful to measure customer patronage. Specifically, Dick and Basu (in Ogwo and Igwe, 2012) stated that a favourable attitude and repeat purchase were requisite to define customer patronage. More so, going by the various factors that can induce patronage and repurchase, necessity is placed on the management to have in-depth understanding of workforce personality traits capable of appealing

for repeat purchase. As such, the importance of employee personality and emotion cannot be overemphasized as it will have direct impact on the experience of the customer. The calibres of employees in the organisation also contribute to the success of the hotel patronage. This shows that there is congruent relationship between the employees' personality traits and customer patronage. From the view of Oliver (1999), customer patronage is defined as a deeply held commitment to repurchase a firm's products at the expense of a competitor's offering. As such, it can be deduced that customer patronage in term of social interaction can be provoked via the personality of the employees. Individuals in general are created with different instincts that subsequently determine the personality of such as the ways the person act or react to the environment (Youshan & Hassan, 2015). It further unfolds that as a workforce in an organisation, the personality one possesses will go a long way to determine the attainment of organisational goal(s) beyond just profitability rather it serves as consistent force of attraction of customer patronage to such an organisation.

However, investigating into the influence of employee's personality on customer patronage especially, in a business of hotel is lacking. Besides, studies that investigating employee's personality across the context of star hotels in Southwest is missing. Bulk of the investigations was done on personality and employee's performance or consumer behaviour among others. It shows that there are limited empirical studies on employee personality as it affects customer patronage in the business of hotels. This necessitates further investigation into whether employee's personality has capacity to provoke customer patronage in an hotel industry.

Empirical Review of Related Studies

Personality: Looking at the field of personality study, it was shown emphatically that there is no universal or a single way of defining the concept (Udo-Imeh, Awara, & Essien, 2015). According to Delima (2019). Personality traits is social and personal lasting pattern of perceiving, relating to, and thinning about environment and oneself. Blythe (in Udo-Imeh, et al., 2015) defines personality as "...the collection of individual characteristics that make a person unique, and which control an individual's responses and relationship with the external environment. As such personality of an individual is the sum total of his hereditary. One individual is different from others not only in the physical aspects, but also in personality types this is the result of the social and environmental influences on the person concerned (Sarke *et al.*, 2013). The authors further stated that Personality has been understood as a unique way in which traits, attitudes, and aptitudes are organized in an individual and this draws attention to the ways in which individuals differ from one another through the peculiar configuration of traits and other characteristics each possesses. Personality is a set of enduring traits and characteristics that relate to a person's emotions, motivations, interpersonal interactions and attitudes. Whereas personality may dictate attitudes towards situations or people. While attitudes are transient, personality is enduring. <http://www.referenceforbusiness.com/management/Or-Pr/Personality-and-Personality-Tests.html>.

From the perspective of this current study personality can be define as the sum totality of hereditary, social and environmental factors that dictate the uniqueness of an individual's behaviour and response(s) to people in a society. This uniqueness gives a clear distinct of individuals from one another. It goes further to show that none of these factors hereditary, social and environmental is solely responsible to personality.

The Big five model of Personality

The concept of Personality will not complete without taking a look at the big five model which is obvious that it consists of the reasonably self-determining dimensions which give a significant and complete taxonomy for reviewing the individual's dissimilarities, and provide the actual core in the human nature due to the dissimilarities Raymond Cattell (in Awadh & Wan Ismail 2012). They are:

- i. Neuroticism: This also known as emotional. It is a scenario that showcases the emotionality of an individual. Neurotics signify variances of a person in a period of suffering hence, it can be said that under this personality main construct, an individual possess both high and low emotional stability. The category of people with low emotional found to be unsociable, moody, annoyed, stressed, nervous, doubtful, uncertain, and fearful among others. In a nutshell, there are people with negativity. While the reverse in the case of people with high emotional.
- ii. Extraversion: People found in this groups are vocal, gregarious, confident, determined and always in control of situations. In addition, extraverts are sociable, energetic, positive, enthusiastic and logging for admiration. A person high in extraversion enjoys social gatherings, crowds and delighted working in groups. In the same vein, person low in extraversion is working opposite direction of high extraversion. However, both the high and low extraversions are very useful when it comes to specific jobs. For example, marketing, public relations, teaching, sales or advocate among others high extraversion is better fix into the positions while a job that requires independent is better given to low extraversion.
- iii. Openness to experience: This refers to how open-minded a person is. An individual who is high in openness to experience is curious, imaginative, open-minded, and enjoys trying new things. In the same vein, people who are low in openness to experience are routine-oriented, close-minded, literal, and prefer not to try new things.
- iv. Conscientiousness: People that possess it has ability to be dependable, organized, punctual, and to persist in the face of setbacks or challenges. Research indicates that conscientiousness is the personality characteristic that is most related to job performance across a variety of jobs. Thus, in nearly every situation, a person who is high in conscientiousness will be better suited to perform a job. Individuals who are low in conscientiousness do not give much attention to detail, are likely to overlook deadlines, or may lose important documents. Additionally, individuals low in conscientiousness are more likely to give up when faced with challenges or difficulties in their work, whereas employees with high conscientiousness will continue to persist.

- v. Agreeableness: This refers to ‘double-edged sword’ in the sense that it can be high and it can be low. when high, indicates that a person is warm, friendly, and tactful. Low agreeableness is demonstrated when employees are cold, abrasive, and unfriendly. Preference on whether an employee high in agreeableness or low in agreeableness is somewhat dependent on the type of job.

In general, a person with high agreeableness is easier to work with, because they tend to be easier to talk to and interact with in a group setting. And, in some jobs, being highly agreeable is an advantage, such as in sales, or in other jobs that require patient and friendly interactions with people.

Employee’s personality and Customer patronage

According to Mkoji and Damary (2012) in hierarchy, conscientiousness was ranked most predictive among dimensions of personality traits on job performance. This is followed by openness to experience, agreeableness, extraversion, and emotional stability. Methods adopted are purposive judgemental, stratified and simple random sampling techniques, frequencies, percentages and charts. Their research investigated influence of personality dimensions on organisational performance in Kenya Medical Research Institute (KEMRI) from four different locations. To this end, Mkoji and Damary (2012) concluded that employees personality influenced organisational performance. Though, both Mkoji and Damary and current studies were investigated in services industries, yet, from different locations and different methods. Yesil and Sozbilir (2012), on an empirical investigation into the impact of personality on individual innovation behaviour in Kahramanmar as in Turkey unveiled the significant importance of personality in the light of innovative exhibiting behaviour of individual. 215 respondents in small and medium sized hotels were used. Random sampling and 5 Likert scales was used to measure the items while the analysis was done by using partial least square (PLS) and structural equation modelling (SEM). Although, Yesil and Sozbilir studies was not the same with the current study but the fact remains that both studies are focused on hotels. Again, Yesil and Sozbilir and the current studies investigations were on personality. However, while Yesil and Sozbilir studies focused on employee’s innovation behaviour, the current study focus is on how business employee’s personality affects customer patronage. In addition, using six states and customers as against one location and employees used by Yesil and Sozbilir will no doubt give better and robust findings. Also, the studies of Awadh and Wan-Ismail (2012) on the impact of personality traits and employee work-related attitudes on employee performance with moderating effect of organisational culture: the case of Saudi Arabia testifies to positive relationship between personality and performance of the employees. From the conceptual framework, the introduction of moderating variable by Awadh and Wan-Ismail also showed that when work-related attitudes are accepted by the workforce it may not negatively affect the outputs does indicating that personality plus work-related attitude gives better performances. Moreover, the fact that the current study will use the same dimensions of personality used by Awadh and Wan-Ismail to make the latter studies key into the former study. While closely considering the studies of Awadh and

Wan-Ismail, the authors muted on the method(s) and the name of organisation used. However, this current study will use multi-phase sampling technique and hierarchical multiple regressions and specifically use hotels for the purpose of better findings.

Echchakoui (2013), on personality traits and performance: the mediating role of adaptive behaviour in call centers in New Brunswick, Canada attested to the fact that the five constructs of personality are positive and significantly related to employee performance in call center. The study further stated that in Canada, personality traits are critical to the employee performance. Hence, in Canada, many call centers are very conscious by taking personality into account in the hiring process. Methods employed are questionnaire, Smart Partial Least Square, while 108 respondents were used. Considering the work of Echchakoui, its relevance in the area of investigating personality on performance cannot be ignored in this current study. Using one hierarchical level, though not sufficient as stated in the Echchakoui's limitations of the study and the fact that the current study will use hierarchical regressions shows relevance of Echchakoui's study in the current study. Generally, opinion showed that when business is enjoying patronage of customers, it is an indicator that such business is performing because the spill-over effects will positively affect the revenue generation which invariably will increase the capital base and shoot-up the profit, improve employees' standards of living and lead to the growth of the business among others.

However, Echchakoui's study is not without flaws. For example, the author did not specifically mention the category of employees used in such a call center (such as top, middle or low levels employees), hence give a doubt on the findings which cannot be use to generalise what obtains in other parts of the world. Unlike the current study, customers whose their names are in the hotel's customer records will be used. Again, Echchakoui's study was carried out in one location as against the six states of the current study.

Looking at the work of Udo-Imch, Awara and Essien (2015), on personality and consumer: a review, the study used review study to establish and explain whether personality is capable of predicting consumer behaviour. While closely consider the works of Udo-Imeh et al., conclusively, it was shown that two out of the six theories reviewed were positive and significantly related to the consumer behaviour (Psychodynamic and traits theory). Personality does not by any mean influence consumer behaviour. It was stated further that the problem of definition of constructs, methodological differences are key explanation for the inability to establish correlation between personality and consumer behaviour. Moreover, if considered all the theories used by Udo-Imeh et al., the fact remains that the deficiency of one theory provoked another theory. Again, when we consider the unpredictable nature of man and the dynamism of the environment, then there is a need to investigate how personality of employees influence customer patronage especially, in the current area.

Moreover, the study of Delima (2019), impact of personality traits on employees' performance in Batticaloa Teaching Hospitality unveiled that personality have direct effects with dependent

variable. Among the big-five personality dimensions, conscientiousness has the highest predictive value and positively significant. Ditto to extraversion, openness to experiences and agreeableness. Meanwhile neuroticism was found negative. Methods adopted include simple random sampling, and multiple regression. Nursing staff were used as respondents. Both Delima's study and the current study investigations were done in services industries yet, these industries were differed in terms of operations, mode of service delivery and why customers patronised them. As such, Delima's findings may not be outrightly reliable in the current study.

Also, the studies of Onogwu and Emenike (2023) showed that among five dimensions of personality agreeableness, extraversion, and openness to experience have relationship with job performance. While conscientiousness was negatively related with job performance. It was further stated that conscientiousness, extraversion, and openness to experience were positively correlated to job satisfaction. These authors investigated personality traits, job satisfaction, and employee's performance: the role of human resources managers (HRM) in both private and public sectors, and Human resource management companies in Abeokuta, Ogun state, Nigeria. In their studies, it shows that HRM have a strong influenced on personality traits. Both quantitative and qualitative, correlation analysis was adopted as methods. Despite that, authors muted on whether or not the sectors used were tangible or intangible. The fact remained that their investigations was done on personality traits. This make Onogwu and Emenike's research works relevant to the current research.

Research question

What influence would employee's personality have on customer patronage of hotels in Southwest, Nigeria.

METHODOLOGY

This study employed survey research with structured questionnaire to elicit information from the population as regard all the explanatory variables under investigation. It is generally believed that this method could be used for data collection on experiences, feelings, thoughts, and motives that were impossible to observe directly. Besides, the adoption of survey reduces manipulation tendencies. Using questionnaire according to Oladele (2007) was to obtain answers to specific questions in order to produce a quantitative answer on a particular issue. Measurement variables of personality was adapted from Abou-Shouk et al., (2022). The population of the study was 5,316 of the hotel customers from the six states in Southwesxt, Nigeria. The sample size for the study was 372. This, according to Yamane (in Israel, 2013) was considered to be the lowest level of acceptable responses to maintain a confidence level of 95% and a 5% error level. Hence, 112 respondents (30% of 372) were added to the calculated sampled size of 372 to arrive at 484 questionnaires. Heterogenous purposive sampling was employed to select the respondents (customers). Considering constructs of employee's personality traits, hierarchical multiple regressions was used to analyse the data. Using hierarchical multiple regression, it helps in ranking

and in proportionate analyses. In addition, it shows how each and collective constructs of independent variables contributed to the dependent variable. It was used to predict whether a particular predictor variable has the capacity to predict an outcome while the effects of another variable is controlled.

RESULTS

Table 1.1 showed the model summary of employees' personality. Considering the Neuroticism correlation relationship showed R to be .451 (45.1%). The predictive effect of the explanatory variable model one on customer patronage showed .203 (20.3%) while the adjusted R² was .201(20.1%), their closeness showed 0.002. the result of R square change showed .203 (20.3%) at the significance level of .000. Model two which is extraversion unveiled correlation relationship of .804 (80.4%) with customer patronage and predictive effect of .647 (64.7%) on customer patronage. Change in R² was .444 (44.4%) at .000 significant values. Take a look at model three, correlation relationship showed .873 (87.3%), the predictive effect of the explanatory variable showed .762 (76.2%) and adjusted R² was .760 (76%). In addition to model three, change in R² was .115 (11.5%) at .000 significant level. Moreover, model four showed the correlation relationship of 94.1% while the predictive effect of the explanatory variable gave 88.6%, adjusted R² showed 88.5%. The closeness of predictive variable and the adjusted R² showed 0.001 and change in R² = 12.4% at .000 significant level. Finally, on model five, 97.3% indicated correlation relationship between explanatory variable of independent and dependent while the predictive variable which equally showed the cumulative effects of all the models gave 94.6%, adjusted R² gave 94.5% and their closeness showed 0.001. Still on model five, change in R² showed 6% at .000 significant levels.

Table1.1 Employees' Personality Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.451 ^a	.203	.201	5.82105	.203	100.600	1	395	.000	
2	.804 ^b	.647	.645	3.87949	.444	495.304	1	394	.000	
3	.873 ^c	.762	.760	3.19117	.115	189.297	1	393	.000	
4	.941 ^d	.886	.885	2.20861	.124	428.453	1	392	.000	
5	.973 ^e	.946	.945	1.52136	.060	435.158	1	391	.000	1.840

Source: SPSS version 23 outputs. 1. *Neuroticism*, 2. *extraversion*, 3. *openness to experience*, 4. *conscientiousness*, and 5. *Agreeableness*.

DISCUSSION OF FINDINGS

Taking a look at the results in table 1.1, it is obvious that all the explanatory variables of employees' personality (Neuroticism, extraversion, openness to experience, conscientiousness and

agreeableness) attested to the fact that the personality of employee in terms of emotion stability, sociable, imaginative organised and friendly among others have capacity to invoke customer patronage in the hotel. Take for instance, Neuroticism, a situation where individuals showcase variance in the degree of their emotional, mood show that there is a degree level of significant relationship between staff emotional stability and the patronage of the hotel. Here, from model one, it can be deduced that staff with high emotion are found to be sociable, not easily get annoyed, has capacity to manage stress and straight forwards among others has a reasonable level of nexus between the predictable variable and customer patronage. In the case of predict effect, it was shown that Neuroticism has tenacious capacity to invoke customer patronage, though, the predictive effect is not considered to be so high but the fact remains that the predictive variable (Neuroticism) to a reasonable level positively affect the customer patronage of the hotel. Also, while taking a look at the R^2 and adjusted R^2 , one will note that there is closeness in terms of figures. This further indicates the positive relationship between the explanatory variable and the dependent variable. The contribution made by the model one at constant (R^2 change) also showed that the predictive variable has been considered to affect the patronage of the selected hotels. Finally, Neuroticism in model one is considered to have a positive and significant relationship with customer patronage.

On Extraversion, after entering the model two, the correlation relationship surged-up, which demonstrate better nexus between the extraversion and customer patronage. This means employees that exhibit extraversion behaviour in terms of being in control of a situation, confident, and passion for caring attract more customer to the hotel. Besides, while take a look at the predictive effect of extraversion evidence showed that it elicited more effect than the neuroticism. This attests to the fact that extraversion has tenacious power to attract more patronage than the first model did. Moreover, while considering closeness of adjusted R^2 and predictive effect (R^2) of model two, evident showed that there is a strong nexus between the predictive variable and customer patronage. By extension, the highest contribution of extraversion in terms of value clearly showed that the predictive variable is key in the light of customer patronage of the hotel. Above all, in terms of significant value it is positive and significant related with the customer patronage of the hotel.

Another predictive variable to be considered is openness to experience, with all indications from model 3, it shows that openness to experience positively and significantly affect customer patronage of the hotel. For instance, with the model three, table 3, it is obvious that correlation relationship between the predictive variable (openness to experience) and customer patronage is a bit higher when compare to model two It further stress that hotels with the attributes of openness to experience has capacity to invoke patronage. Consequently, attention of hotel management must be directed to the recruitment process in order to ensure that all categories of workforce coming into the system possess the attributes required to enhance customer patronage. Besides, the closeness between (R^2) and adjusted R^2 also demonstrate the strong relationship between explanatory variable and the dependent variable. In addition, despite the high correlation

relationship and predictive effect, the contribution of openness to experience towards patronage is lesser than model two. Yet, it is significant and positively related to customer patronage.

In the case of model four, the correlation relationship show a high reasonable value better than model three. This better explains that conscientiousness enhances better relationship with customer patronage. Staff that possess these attributes of conscientiousness are known to be dependable, timely in discharge of their duties, well organised and persistent in the face of challenges, believed to perform better in their job related. Looking at the contemporary business of hotels, customers are more conscious about their lives, surroundings and their luggage, hence, wants to patronise hotel whose staff possess these attributes of conscientiousness. Again, the predictive effect of conscientiousness on customer patronage is considered better than model three. While the closeness of the R^2 and adjusted R^2 attested to the strong nexus between the explanatory variable and dependent variable. Considering the contribution of model four it was shown from table 1.1 that conscientiousness contributes a little higher than model three while the p-value was significant and positive related with customer patronage.

Finally, on agreeableness. This shows a very strong correlation relationship (R) and high predictive value (R^2) with customer patronage. Besides, the closeness of the R^2 and adjusted R^2 explained the strong nexus between the explanatory variable and patronage. However, from table 1.1, it was shown that the contribution of agreeableness towards customer patronage was the least compare to other explanatory variables discussed so far. Despite the tiny increased in value, it was shown that agreeableness considered to be significant and positively related to customer patronage.

From the findings so far, it has clearly shown that employee's personality through its explanatory variables (neuroticism, extraversion, openness to experience, conscientiousness and agreeableness) has been considered to be significant and positively related to customer patronage in hotels industry, southwest, Nigeria. This was obvious by taking cognisance of the cumulative predictive effects of last model (R^2). Based on the investigations of researchers on the previous studies and to the best of knowledge of the researchers of the current study, evidences has shown that there is no specific research work that directly investigate employee personality traits on customer patronage. However, the findings of the recent research work has to do with Awadh and Wan-Ismael (2012) and Echchakoui (2013) on personality traits which showed that personality traits has capacity to provoke employee's performance. But this view differ from the findings of Udo-Imeh et.al., (2015) which showed that personality does not by any mean influence consumer behaviour consequent upon the problem of definition of constructs and methodological differences. Beside Udo-Imeh et.al., (2015), who's findings were not in total agreement with the current study, other aforementioned authors' research works centered on how personality traits of employee affects performance. In the case of the current research work, investigation was done on how employee personality traits affect customer patronage hence, make the current study unique. The reviewed literature on five big model of personality also showed inconsistent in findings (Mkoji & Damary 2012; Delima, 2019; Onogwu & Emeniken, 2023) This does not exclude the

findings of current study which showed in hierarchy extraversion as most predictive factor follow by neuroticism, conscientiousness, openness to experience and agreeableness respectively.

Summary Implication of Findings

The implication of the output of this study is that if staff lose their personality before customer, it tells a lot about the person she is by extension, which may send a wrong signal to the customers and at the same time dent the image of the hotel of which the cumulative effects may cause the hotels to start experiencing low patronage of customers. This is very dangerous to the survival of the industry. To be on the safer side, it is pertinent that management keep watch over their recruitment and selection process at the same time imbibe effective training programme that will keep their staff fit professionally for the job.

CONCLUSION AND RECOMMENDATIONS

It is concluded from the results that employee's personality is a function of customer patronage. Considering the influence of employees' personality on customer patronage, it was found positive and significant. For example, neuroticism was positively related and significant, extraversion was positive and significant, openness to experience also found positive and significant, conscientiousness found to be positively related and significant, agreeableness also found positive and significant. The study further recommends that extraversion is an important trait as it takes the lead in terms of contribution to customer patronage among other explanatory variables. In this case, it is recommended that management should be awake to ensure that there is no vacuum left in order to have a good recruitment exercise. Besides, intensive induction for newly recruited should be given in order to remould their behaviours on how they can professionally relate with customers. The existing workforce should also undergo training and retraining in order to update and arm them with necessary skills not only to relate to customer but on how to professionally handle customer's complaints.

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