

PSYCHOLOGICAL PROFILE AND WORK EXPERIENCE AS PREDICTORS OF JOB PERFORMANCE

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This study aimed to describe the profile of supervisory employees in terms of their length of work experience, level of mental ability that includes verbal and non-verbal skills, degree of motivation to achieve, personality traits, and job performance. It also determined the relationships of work experience, mental ability, motivation, and personality traits to employees' actual job performance. This study covered all supervisory employees of a sugar manufacturing company. Findings of the study show that majority of the employees have work experience of 3 years and below. Verbal mental ability is found to be average while non-verbal ability is at above average level. They are also found to have above average motivation to achieve. Individual personality traits that describe their character and behavioral strength, work orientation, and emotional stability are found to be within average levels, with majority of employees ranging from average to above average levels. Latest job performance rating shows an overall mean score of average. Moderate correlation was found significant between length of work experience and job performance. However, contrary to what research and literature indicated, the findings of this study reveal that employees' mental abilities, motivation to achieve, and personality traits are found to be not significantly related to their job performance. Results of this study pose a challenge to companies to undertake measures to optimize the full potential of employees, enhance their personal strengths, and improve current programs and system to revive the high working spirit as displayed during the selection and hiring stages. Further, more in-depth study is recommended to explore the variables affecting performance to enhance the validity of this study.

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Conclusions and Recommendations

The study concludes that the sales employees receive enough support from the organizational environment to perform the job required by the management. Moderate correlation was found between sales employees' competencies and perceived organizational environment in relation to sales force performance.

It is recommended that an intervention program may be devised to improve the sales employees' competencies. Those who rated low on the different areas on measures of competencies may be invited to attend trainings. The training/counseling will be designed according to the needs of the sales employees. Since organizational environment in this study was limited to the company's policies which were more known as the code of ethics, the organizational culture, and job demands, it is recommended that further studies on other moderators of organizational environment to test their relationship with the sales competencies. Store Supervisors are the direct superiors of the sales employees. They are with the sales employees, day in and day out. They are also the one who assess the sales employees' performance, and conduct trainings on skills development and knowledge enhancement. Now that the competency requirements of the job are identified, it is imperative for the supervisors to learn basic counseling skills so that they can also address the need to improve the sales competencies of sales employees. It is also important that the trainings and counseling practices done by supervisors are consistent with the competency model of the company.

References

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quality, impact and influence, information seeking, organizational commitment, accountability, self-confidence, empathy, integrity, relationship building, achievement orientation and positive self-concept) also increase. When the level of perceived organizational environment decreases, the level of competencies of sales employees also decrease.

These findings support the organizational support theory which states that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Such perceived organizational support would increase employees' felt obligation to help the organization reach its objectives, their affective commitment to the organization, and their expectation that improved performance would be rewarded.

Furthermore, the employees' general perception of being valued and cared for by the company is positively related to: (a) consciousness in carrying out conventional job responsibilities, (b) expressed affective and calculative involvements in the organization, and (c) innovation on behalf of the organization. Accordingly, perceived support was positively associated with standard activities. In this study's setting, sales competencies such as customer-service orientation, concern for order and quality and information seeking are considered standard job activities. Employees who perceived high support expressed stronger feelings of affiliation and loyalty to the organization. This finding is validated as evidenced by the employees' high sales competencies in organizational commitment, teamwork and cooperation, and relationship building. Perceived positive support also breeds self-confidence and accountability in employees who rated themselves as proficient in doing their task and can carry out task without supervision. Similar to the needs-fulfilling role served by perceived support from friends and relatives, perceived organizational support meets needs for affiliation, self-esteem and approval ("Introduction to Organizational Support Theory," n.d.).

Self-rated competency based assessment tool reveals that 70 percent of sales employees had rated themselves high in one area of competency and 30 percent rated themselves low. Similarly, some of the sales employees who rated themselves high on one area have high level of competencies while the 30 percent or eight participants who rated themselves low, need to improve their level of competencies. The levels of competencies are what differentiate superior performers from average performers. The factors that differentiate average from superior performers are called differentiating competencies (Palan, 2003).

Job demands and organizational environment, which is based on the theory of Boyatzis (2007), stipulated that effective action and therefore performance occurs when all three of the critical components - individual competencies, job demands, and organizational environment - of the model are consistent or fit. Based on the survey result, the sales employees perceive the management favorably and the sales employees are competent to perform the tasks assigned. If any of these components are inconsistent and do not correspond with each other, then it is expected that ineffective behavior or inaction will occur (Boyatzis, 2007). If any two of the components are consistent or congruent, then there is an increased likelihood that effective performance will occur. In this study, sales competencies, and organization environment are perceived positively by sales employees, therefore, effective performance is expected to occur. Such notion is true to the 70 percent of the sales employees.

The Pearson r reveals that there is a positive relationship between the sales employees' level of competencies and the level of organizational support as perceived by employees. This entails that when the perceived level of organizational support such as the organization culture (respecting opinions and ideas of people, apparent professionalism among employees, conducive store environment, and giving value to the employees opinion), job demands (setting achievable sales targets, recognizing and rewarding good performances, and providing enough benefits to address the needs of the employees), and code of ethics (strictly implementing the company's rules and regulation) increases, the level of competencies of sales employees (teamwork and cooperation, customer-service orientation, concern for order and

indicators. For organizational commitment, providing opportunities for personal growth, providing opportunities for advancement and promotion, giving incentive and recognition and having enough to satisfy one's basic needs have high standard deviation which means the respondents' answers vary. Some sales employees are satisfied with what the company provided while some are not. The results for organizational commitment reveal that sales employees have varied levels of commitment.

Some sales employees are fully committed in acting with authority, organizational standards, needs and goals of the company while other sales employees are not. In teamwork and cooperation, having family spirit in the company, building friendly relationship with customers under relationship building, remembering the purchases of customers and asking how the product has an impact and influence have high standard deviation which means the sales employees have different answers. Some sales employees need to improve their skills in building relationship and customer service.

Similar with the indicators of accountability, resolving customer complaints at associate level before raising it to the superior and informing customers honestly about the advantages and disadvantages of the product. Being accountable means accepting full responsibility for self on behalf of the team; displaying honesty and truthfulness; readiness to apologize and displaying a strong commitment to organization. All sales employees are accountable; however, few have low level of accountability towards the job. This shows that some sales employees need to improve on accepting full responsibility which is relevant in providing services to the customers. In concern for order and quality, improving the display area by applying merchandising principle of the company reveals that some sales employees need to improve on merchandising. For self-concept, ignoring negative comments from the customers as long as knowing the right thing to do, having sufficient skills and knowledge to carry out assigned tasks and being valued by the company have high standard deviation. The three indicators for self-concept shows that not all associates perceive themselves positively.