

The Effect of Psychological Stress on the Job Performance of Logistics Employees: Moderating Effect of Conscientious Personality

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ABSTRACT

The high-quality service of logistics industry is the core goal of modern logistics system management, and the stable number of employees and the improvement of work quality are the important foundation to achieve this goal. According to Conservation of Resource Theory, psychological resources are the important resources of individuals, the driving force of individual professional identity and career development, and have a decisive effect on the quantity of human resources in the industry. Psychological stress and conscientious personality are the components of psychological resources. Therefore, this paper studies the relationship between psychological resources such as psychological pressure and conscientious personality of logistics industry employees and job performance, and finds that high level of psychological pressure has a negative impact on job performance; Responsible personality moderates the relationship between psychological stress and job performance. Based on this, this paper puts forward the feasible suggestions on how to ease the pressure and improve the performance of logistics industry staff, which provides theoretical basis for the healthy development of individual career and practical reference for the optimization of industry management level and the upgrading of organizational performance.

Keywords: Psychological pressure, Job performance, Conscientious personality, Logistics employees.

1. INTRODUCTION

The strategic direction of China's logistics industry development is to build a modern logistics system and enhance cross-border logistics capabilities, which plays an important role in promoting China's high-quality economic development[1]. Modern logistics industry is a compound service industry with highly integrated and integrated functions of transportation, storage, freight forwarding, information and finance [2], which is an important support for extending the industrial chain, upgrading the value chain, building the supply chain and developing the modern industrial system. The industry is labor-intensive with distinct service attributes, but the technical level of its jobs and the value of human capital grants are low [3]. At present, the technology iteration is accelerated and the industry competition is intensified, for example, minute-level instant delivery has become the performance

evaluation standard and enterprise value basis for measuring the logistics industry [4]. The industry has the characteristics of fast working pace, high degree of difference in working environment and service objects, and requires higher physical and psychological quality of practitioners. Conservation of Resource Theory (COR) holds that individual characteristics, positive psychology, etc. belong to important resources of individuals, and individuals strive to keep resources and use these resources to obtain other resources to help them achieve their work goals. COR theory has been widely used in exploring the individual's stress response to the environment and coping behavior [5], [6]. From the perspective of psychological resources, when the psychological resources are insufficient or the resources loss cannot be effectively compensated, employees are prone to psychological stress [7], which has an important impact on work performance [8] and individual physical and mental health [9]. Especially in the high-intensity working

environment where the boundaries of working hours are blurred, the working standards continue to increase, and the pay and benefits are low, the systematic comprehensive response of individual psychology is stronger [10], which is easy to induce mental disorders such as cognitive dysfunction and lower the level of job performance [11-14]. From the perspective of performance, Nisar and Rasheed(2020) found that the level of job accuracy easily leads to the increase of psychological stress, which in turn affects job responsibility and performance level [15], [16]. Conscientious personality affects individual attitudes and behaviors and how to allocate their limited resources [17], which can predict individual performance and performance level more stably in cross-situational and heterogeneous work fields [18-20] At present, there is a lack of relevant theoretical research on the new service industry with high work intensity and long time consumption [2]. Therefore, in order to explore the relationship between psychological resources and performance of logistics industry employees, this research studies the relationship between psychological pressure and performance from the perspective of resource conservation theory, and the mechanism of personality characteristics on this relationship, so as to explore the impact of psychological resources elements on performance of logistics industry employees. This research provides theoretical support for stress relief, performance improvement and career development of logistics industry employees, and practical reference for industry management level optimization and organizational performance upgrading.

2. RESEARCH FOUNDATION

Psychological pressure is the physical change and emotional fluctuation caused by the change of the external environment and the internal state of the body, and is a kind of psychological tension in the process of individual life adaptation [21]. On the research of the relationship between stress and performance, the interactive theory holds that stress and job performance have an inverted U-shaped relationship [22], [23], and the related research results of Liu et al. (2016), Cavanaugh et al. (2000) and Huang (2014) support this theory [24-26]; Conflict theory holds that psychological stress is a negative predictor of job performance [27], [28], For example, Chen et al. (2017) and Zhan (2020) found a negative correlation between role stress and job performance [8][29]. For example,

Chen et al. (2017) and Zhan (2020) found a negative correlation between role stress and job performance [8] [29]. However, in areas with low barriers to career entry and vague career prospects, with the gradual deepening of pressure, it is difficult for individuals to activate or awaken cognitive motivation, resulting in sub-optimal performance [31], [32]. According to Conservation of Resource Theory, when individuals live in diversified situations, work-family relationship is the most important social environment that affects individual work performance [33]. It is difficult to interpret the systematic response mechanism of psychological pressure in the work field alone, which makes continuous consumption of individual psychological resources in the work-life field. For example, time allocation difficulties and role conflict are likely to lead to the decline of performance level [34]. When performance has higher requirements on work characteristics such as rhythm, duration, work environment and service objects, individual resources will be dissipated faster and performance level will decline faster in the short term [33]. According to Conservation of Resource Theory, psychological stress can be interpreted as a specific measurement index that can be directly measured [35]. Therefore, this study intends to use psychological stress as a pre-determined variable to explore the relationship between psychological stress and performance.

Personality traits are the individual emotions, motivations, cognitive and behavioral tendencies towards the experienced situational stimuli, and the bridge between the external stimuli and the individual response [36]. Personality can be used as an important psychological resource for individuals to cope with the changes in roles and psychological pressure, and it affects the motivation and attitude of individuals to deal with problems, as well as the process of resource allocation when individuals experience psychological barriers, and thus affects the thinking and behavior tendencies of individuals in the organization [5] [37-39]. Personality research has been widely used in the field of organizational behavior [39]. A large number of studies have proved that the "Big Five" personality has an important role in predicting work behavior [40], [41], workplace mental health [42] and work performance [40]. Among them, conscientious personality is an individual's criterion of restraint, preciseness and conscientious responsibility [43], and is also a key variable that promotes individual work motivation and affects work performance[44], [45]. Cheng (2017) and Yang (2019) found that

conscientious personality has a significant moderating effect on the influencing mechanism of employee performance [46]. Therefore, as a stable psychological characteristic of an individual, conscientious personality is beneficial to better understand the relationship among psychological pressure, well-being and performance by exploring its role in the process of performance generation.

Based on the above research, this study assumes that employees' work performance is affected by the interaction of their psychological pressure and their own conscientious personality. ("Figure 1") In the relationship between employees' psychological pressure and performance, their conscientious personality has an important moderating effect. At the same time, considering the above assumptions may be different in demographic variables, in order to ensure the stability of the research results, this paper takes demographic variables as control variables into the empirical analysis, establishes the corresponding theoretical model, and puts forward the following theoretical assumptions:

H1 Psychological stress has a negative impact on job performance.

H2 Responsible personality plays a moderating role in the process of psychological pressure on job performance.

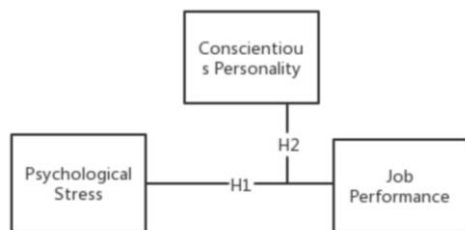


Figure 1 Research model.

3. RESEARCH TOOLS AND RESEARCH OBJECTS

3.1 Data Collection and Sampling

Through the literature research results, according to the actual situation of domestic logistics enterprises, combined with relevant experts and pre-experiment results, this study screened out the professional scale with high reliability and validity, which is related to the variables involved in this study, and finally formed a formal questionnaire. The survey was conducted by random sampling and online and offline combination. Through offline outlets and online

working groups of companies such as Deppon express, SF Express, Jingdong Logistics and ZTO Express, the participants were asked to fill out questionnaires. A total of 1,300 questionnaires were distributed and 1,209 were recovered from July to September 2021; After screening, there were a few questionnaires with similar options and too many missing answers. Finally, 1139 valid questionnaires were obtained, with an effective recovery rate of 87.62%.

3.2 Variable Measurement

In this study, Likert scale 5 was used to measure the main variables, i.e. "1= disagree, 2= disagree less, 3= unclear, 4= agree more, 5= agree".

3.2.1 Conscientious Personality

Referring to NEO-FFI (Chinese version) Big Five Personality Scale developed by McCrae and Costa[47], in which the due diligence dimension included nine items, the seventh item was entitled reverse scoring. Cron-bach' α for this dimension was 0.848. The KMO value was 0.738 by the KMO (Kaiser-Meyer-Olkin) and BARTLETTER sphericity tests and 1452.42 by Bartlett sphericity test ($P < 0.000$).

3.2.2 Psychological Stress

The measurement of psychological pressure refer to that OSI pressure scale designed by Cooper, Sloan and Wmiams[48] and the psychological pressure scale design by Zhang He [49], and 14 items were designed according to the characteristic of logistics enterprises. The Cron-bach' α of the scale was 0.895, the KMO value tested by KMO and Bartlett's sphere test was 0.850, and the Bartlett's sphere test was 5074.44($p < 0.000$), indicating that the reliability of the stress measurement tool was good.

3.2.3 Job Performance

With reference to the measurement scale of Peng [50], the non-significant items such as "I am very clear about various businesses and management processes of the work I am engaged in" and "I can reasonably plan and control the task progress and results of the work I am engaged in" were deleted, and finally eight items were measured. Cron-bach' α of the scale was 0.928. The KMO value, determined by KMO and Bartlett's spherical test, is 0.782, which meets the study criteria.

3.2.4 Control Variable

In order to clarify the relationship between the variables of the model, the demographic variables of logistics industry employees: gender, age, education, working life, and average monthly income were taken as the control variables.

4. DATA ANALYSIS

The main statistical analysis tools used in this study were spss25.0 and stata16.0. The obtained data were analyzed to test the reliability and validity of the questionnaire. The samples were subjected to accurate quantitative analysis such as descriptive statistics, correlation analysis and regression analysis, and the hierarchical regression analysis was used to verify the proposed assumptions.

4.1 Reliability and Validity Analysis and Common Method Deviation

The results of reliability analysis based on overall samples showed that the Cronbach' α coefficient of the three scales of Conscientious personality, psychological pressure and job performance was greater than the common standard of 0.7, indicating that the questionnaire had high internal consistency. In order to verify the possible common method deviation problem in the study, the variables were subjected to Harman single factor test. Through principal component analysis and maximum variance rotation, the results showed that the KMO values of each variable were greater

than 0.7. The Bartlett spherical test results showed that the approximate chi-square value was 34999.7, $df=903$, and $p=0.000$, indicating that it was suitable for factor analysis. The results of exploratory factor analysis showed that three factors with eigenvalues greater than 1 were co-separated from EFA results, and the variance explained by factor 1 was 33.246%, and the cumulative variance explained by factor 1 was 75.83%, indicating that the deviation of common method was well controlled in this study.

4.2 Describing the Statistical Analysis and Related Analysis Results

The mean value, standard deviation and related analysis results of each variable are shown in "Table 1". From the mean value of demographic variables of the research subjects, it can be seen that the logistics industry employees are male, with the age distribution between 20 and 40 years old being more intensive; they have more bachelor degrees; the average monthly income is mostly within the range of 3501-9000 yuan; the difference in working years is larger, with less than five years and more than ten years as the main. From the correlation coefficient, psychological pressure had a significant negative correlation with job performance ($r=-0.455$, $p<0.01$), and a significant positive correlation with conscientious personality ($r=0.477$, $p<0.01$); On this basis, the relationship between each variable was basically consistent with the assumption direction in this study, which provided preliminary support for hypothesis testing.

Table 1. Descriptive statistics of variables and Pearson correlation coefficient

	Mean	S.D	Gender	Age	Education	income	Working years	Personality	Performance	stress
Gender	1.19	0.396	1							
Age	2.54	0.738	-0.057	1						
Education	2.26	1.067	.243**	-.439**	1					
income	2.64	0.889	-0.039	0.077	0.098	1				
Working years	2.74	1.106	-0.042	.675**	-.417**	.334**	1			
personality	36.6	4.559	-.176*	-0.028	0.008	-.143*	-.185*	1		
Performance	41.96	4.049	-.198**	.175*	-.209**	.284**	.319**	.546**	1	
stress	24.69	7.918	.274**	-0.061	.323**	.176*	0.059	-.364**	-.455**	1

4.3 Hypothesis Testing

4.3.1 Principal Effect Test

The focus of this study is on the intrinsic characteristics of micro-individuals that significantly affect job performance, as shown in the results of the three-level regression analysis in "Table 2". Model 1 only included control variables. It could be seen that individual characteristics such as gender, age, educational background, average annual income and working life had significant

predictive effects on job performance ($p < 0.05$). Among them, gender, educational background, average annual income and working life had significant negative effects on performance ($t < 0$, $p < 0.05$), and age had significant positive predictive effects on job performance ($t > 0$, $p < 0.01$). The independent variable psychological pressure was added into model 2. The results showed that psychological pressure had a significant negative effect on job performance ($t = -12.83$, $p < 0.01$), which proved that hypothesis H1 was valid.

Table 2. Multiple regression model of the influence of each variable on job performance

Variable	X→Y		X,U→Y
	Model 1	Model 2	Model 3
Control variable			
Gender	-0.138*	-0.087	-0.044
Age	0.208**	0.072	0.039
Education	-0.076*	0.095**	0.008
income	-0.105**	-0.096**	-0.038*
Working years	-0.234**	-0.042	0.051
Explanatory variable			
psychological stress		-0.269**	-0.172**
Conscientious personality			0.501**
Interaction term			
stress * personality			-0.128**
Constant	4.942**	5.032**	2.625**
R ²	0.221	0.459	0.664
Adjust R ²	0.210	0.451	0.655
ΔR ²	0.221	0.238	0.015
F	21.19**	52.81**	81.10**

a Note:(1)** $p < 0.01$, * $p < 0.05$, Two-tailed test; (2)X denotes variable psychological pressure; U represents variable conscientious personality; Y represents variable performance; (3) The regression coefficients in the table are non-standardized regression coefficients.

4.3.2 Regulatory Effect Test

From "Table 2", it can be seen for the moderating effect test of conscientious personality on the path of psychological stress and job performance based on hierarchical regression method. From model 2, it can be seen that the significant negative effect of psychological pressure on job performance. model 3 shows that the

interaction between psychological pressure and conscientious personality has significant effect on job performance($t = -2.459$, $p = 0.014 < 0.05$). It shows that after controlling the main effect of psychological stress, the influence extent of psychological stress on job performance is significantly different at different levels of conscientious personality. Therefore, the results preliminarily prove that conscientious personality

has a moderating effect on the relationship between psychological stress and job performance. In order to further clarify the direction and trend of regulation, simple slope analysis is adopted, as shown in "Figure 2". "Figure 2" shows that when the level of conscientiousness is high, the negative effect of psychological pressure on job performance is weakened, which proves that the effect of psychological pressure on job performance can be

adjusted to a certain extent by taking conscientiousness personality as the adjusting variable, which is consistent with the existing research conclusion, that is, conscientiousness performance significantly predicts performance growth [51]. Therefore, due diligence personality plays a regulatory role in the process of the influence of psychological pressure on job performance, and hypothesis H2 is verified.

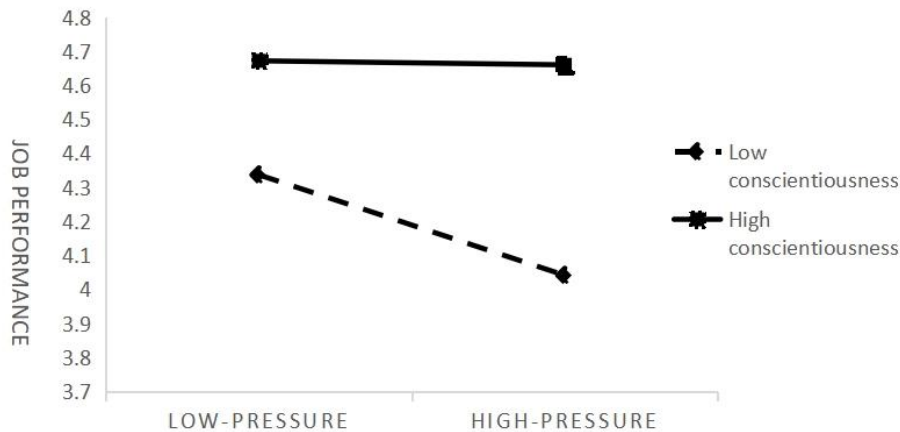


Figure 2 The moderating role of responsible personality in the relationship between psychological stress and job performance.

5. CONCLUSION

Starting from the perspective of resource conservation theory, this paper takes logistics industry employees as the research object, explores the mechanism of psychological resources such as psychological pressure and personality characteristics on job performance, and finds out: (1) Psychological stress has a significant negative impact on job performance, and conscientious personality has a significant positive correlation with job performance; (2) Conscientious personality significantly regulates the process of negative influence of psychological pressure on job performance; That is, compared with high conscientious personality, the performance of employees with low conscientious personality declines faster under high level of psychological pressure. Therefore, paying attention to the quality of work and life of the employees in the industry, timely psychological intervention, reducing the psychological pressure of the employees and cultivating the sense of work responsibility can effectively improve the work performance of logistics employees. Based on the research conclusions, this paper puts forward the following suggestions: First, enterprises should enhance the

level of individual responsibility and strengthen the level of psychological contract between individuals and organizations in the recruitment process and training development process, which is beneficial to improve business performance and promote the high-quality development and rapid transformation and upgrading of logistics enterprises. Secondly, it is necessary to optimize the recruitment management system in order to improve the effectiveness of recruitment and the matching of people and posts, and to form an all-round evaluation standard and career development system for enterprise talents [52]. Finally, the logistics industry has the attribute of service industry, with high degree of emotional labor and faster dissipation of psychological resources [52-54]. It should pay more attention to the internal psychological characteristics of employees, carry out differentiated management and classified strategies, create a good working atmosphere and corporate cultural environment, actively help employees to release emotions and relieve pressure, and reduce job burnout and staff turnover caused by lack of psychological resources, so as to help enterprises to better achieve the goal of high-quality service and obtain short-term operating benefits and long-term brand effect [55], [56]. Due to the

limitations of sample attributes and research methods, this study did not explore the factors such as organizational atmosphere, individual physiological characteristics and industry characteristics in depth. In the next research, physiological measurement tools and psychological experimental research can be combined to further explore the impact mechanism of multiple methods and physiological characteristics on individual performance.

AUTHORS' CONTRIBUTIONS

Lilu Sun compiled and revised the paper, Sen Dong designed the experiment and analyzed the data, and Juan Zhao participated in the editing of the paper.

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