EXPLORING THE EFFECTS OF PERSONALITY TRAITS ON EMPLOYEES

AT KUMASI METROPOLITAN ASSEMBLY (KMA).

By

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DECLARATION

I hereby declare that this submission is my own work towards the Master of Business Administration (Human Resource management Option) and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the university except where due acknowledgement has been made in the text.

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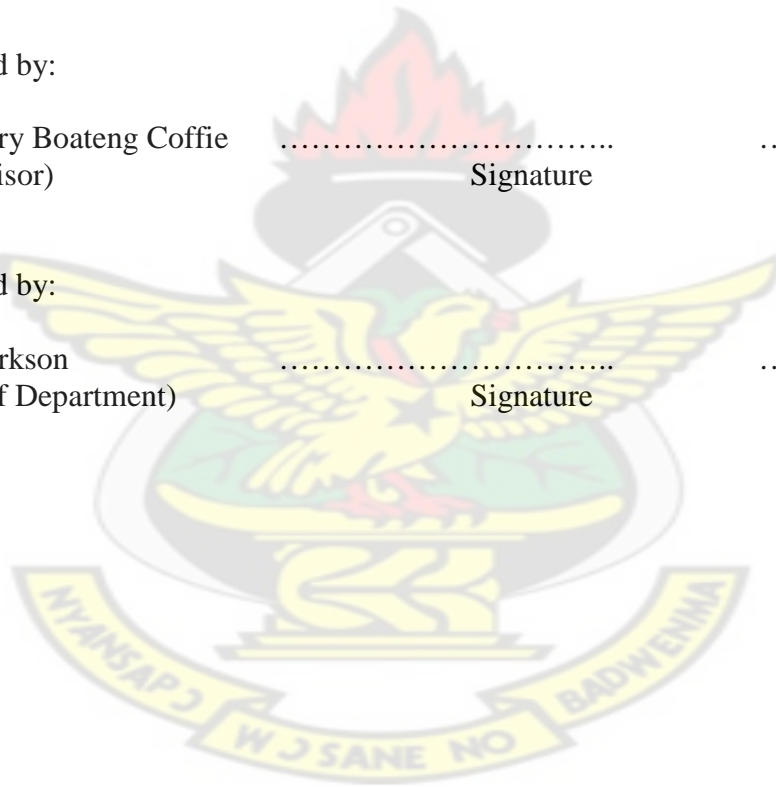

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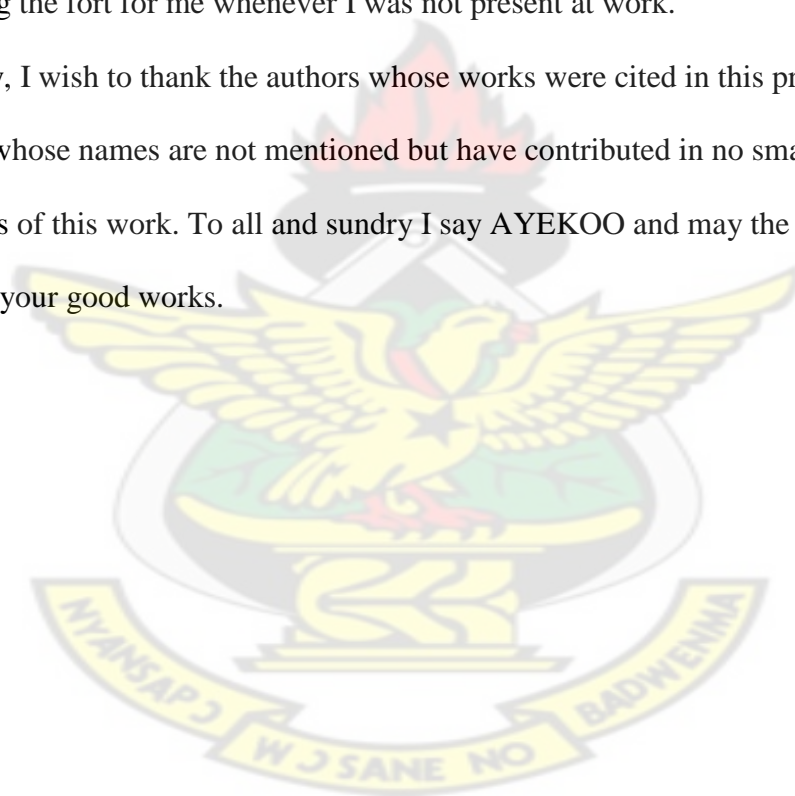(Head of Department)   Signature   Date

ABSTRACT

Personality traits are extremely important in today's competitive organisational setting. Employees individually possess diverse personality traits that may influence negatively or positively their performance of jobs assigned to them. It is therefore important that managers and organisational members take into account these important individual differences because realising these traits will help managers and colleagues to deal with employees' job performance. This research was therefore conducted to look into the impact of personality traits on job performance in the Public sector with Kumasi Metropolitan Assembly (KMA) as a case study. One Hundred and Fifty (150) of both senior and junior staff from the various departments under the KMA was used as the sample for the study. The study relied on both primary and secondary data. Data was analysed quantitatively using Statistical Package for Social Scientist (SPSS).The study revealed that the Five Factor Model of Personality, whose dimensions are Neuroticism, Conscientiousness, Agreeableness, Openness to Experience and Extroversion was seen to be exhibited by every employees, group within Kumasi Metropolitan Assembly. The study further revealed that Conscientiousness and Extroversion were the major predictive factor which has a positive correlation with job performance. Therefore for work to be performed effectively and efficiently the Human Resource Manager should look out for employees with Conscientiousness and Extroversion traits and assign them duties first before those with other character traits are considered. Again in recruitment and selection Human Resource Managers should not only consider the academic qualification of applicants, they should move a step further by exploring their personality.

ACKNOWLEDGEMENT

DEDICATION

This thesis is entirely dedicated to my beloved mother, Mrs. Mercy Kyei Darkwah
and Siblings.

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LIST OF ABBREVIATIONS

KMA   Kumasi Metropolitan Assembly

MMDAs   Metropolitan Municipal and District Assemblies

HR   Human Resource

CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

In the 21ˢᵗ century, one of the most critical topical issues in the study of organisational behaviour is the effect 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 this diversity are likely to perform better than organizations without the advantages. Workforce diversity refers to employee's individual differences and similarities. It stands for individuality that includes personality, gender, race, nationality, ethnicity, region, sexual orientation, income, marital status, work experience, perceptions among others that uphold organizational core values (Mkoji & Sikalieh, 2005).

On the other hand, organizational performance can be defined as when an organization meets its set targets putting into consideration all other personality, external and internal dimensions that influence performance. According to Kinicki, (2008), personality represents a stable set of characteristics that are responsible for a person's identity. The internal dimension or the primary dimensions of diversity are mostly outside our control but strongly influence our attitudes and our expectations and assumptions about others, thus influencing our behavior (Kinicki, 2008). Similarly, Colquitt et al. (2009) defines personality traits as the structures and propensities inside a person that explains his or her characteristic patterns of thought, emotion and behavior. Personality captures what

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people are like, in contrast to ability which captures what people can do (Colquitt et al, 2009). On the other hand traits are recurring regularities or trends in a person (Colquitt et al, 2009). He further identified five dimensions that describe personality these include; conscientiousness, agreeableness, neuroticism, openness to experience and extraversion commonly referred to us big five. Conscientiousness is associated with trait adjectives such as dependable, organized, reliable, ambitious, hard working while agreeableness has adjectives such as kind, cooperative, sympathetic, helpful, courteous, and warm (Colquitt et al, 2009). On the other hand, neuroticism has to do with nervous, moody, emotional, insecure, and unstable character (Colquitt et al, 2009). Openness has to do with curious, imaginative, creative, complex, refined, sophisticated while extraversion is associated with adjective traits such as talkative, sociable, passionate, bold, dominant (Colquitt et al, 2009).

Personality traits therefore represent a process of change and it relates to the psychological growth and development of individuals. Personality factors are extremely important in today's competitive organizational settings. Often the 'wrong' kind of personality proves disastrous and causes undesirable tensions and worries in organization. Research indicates that personality acts as a moderating factor: workplace deviance was more likely to be endorsed with respect to an individual when both the perception of the workplace was negative and emotional stability, conscientiousness, and agreeableness was low. Of the five factors, the single factor of conscientiousness is the most predictive of job performance and therefore positively influence work performance (Zimmerman, 2008). Personality research has focused on the five-factor

model (FFM) personality traits (Costa & McCrae, 1992). The FFM establishes five factors of personality (Conscientiousness, Extraversion, Emotional Stability, Agreeableness, and Openness to Experience) as a parsimonious model of distinguishing between differences among individuals' dispositions (Zimmerman, 2008). Because of the dominance of the FFM and trait affect models in the literature; namely Conscientiousness Extraversion, Emotional Stability, Agreeableness, and Openness to Experience are the focus of this research.

Although examination of direct linkages between employee personality dimensions and performance outcomes is receiving increasing support (Hurtz and Donovan, 2000; Motowidlo and Van Scotter, 1994), what remains less clear is the interaction and influence of the context or place on this relationship. Are dimensions of personality traits directly responsible for employee success in organizations, or do preferences employees have for factors in their work environment play a more significant role in the relationship? Although selecting employees on the basis of individual dispositions may have a positive impact on employee attitudes and performance, personality-based employee selection processes are notoriously inaccurate (Arthur et al, 2001). In considering the increasingly large spans of control and reduced contact between employees and managers in work situations (De Meuse et al, 2001; Henricks, 2001), an over-reliance on employee selection processes as a means of improving performance and commitment may be a less effective approach than effectively managing work environments.

In addition, many managers do not have much flexibility in their staffing patterns in the short-term, and HR managers must "deal with the hand they are dealt." In such situations, controlling the work environment is often the most feasible short-term option, beyond skill training, for improving outcomes (Westerman, 2007). However, a number of different studies have begun to illustrate that the effects of personality on performance may be more indirect than direct (Barrick et al, 2003; Gellatly, 1996; Judge et. al, 2003). Recent research indicates the intervening effects of performance expectancies, self-efficacy, and goal-setting on the relationship between conscientiousness and performance. These studies illuminate a significant gap in the literature, that the research to date has disproportionately focused on the direct linkage between personality and performance, and if we are to truly understand the relationship between personality and job performance, we must move beyond this bivariate relationship and toward specifying the intervening variables that link these domains.

Although specific personality traits like conscientiousness have been linked to a variety of employee outcomes, what remains unclear is the nature of the relationship between personality, work environment preferences, and performance. It is possible that personality is primarily expressed in individual preferences for work environments, and that the direct effects of personality on workplace outcomes are fully or partially mediated by such preferences. Thus, we may find that specific work environment preferences may be more substantial predictors of employee performance in organizations than the big five personality factors (Westerman, 2007). Most studies show that conscientiousness and emotional stability consistently predict job performance

for all job types (Barrick et.al). In addition, some researchers have suggested that personality is useful for predicting other work-related criteria, like job satisfaction and job performance (Goodstein & Lanyon, 1999; Judge, Heller, & Mount, 2002).

1.1 Statement of Problem

The Public Sector which one can find Kumasi Metropolitan Assembly forms part, of the Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana which under the Government are mandated to carry out government policies and again developments in Ashanti Region. This can only take place when the right staff are assign the right job depending on individual personality traits. These employees individually possess diverse work-group dimensions that may influence negatively or positively the performance of jobs assign to them. With this kind of heterogeneous workforce diversity at Public Sector there is a need to establish whether diversity hinders or enhances the organizational performance of the entire organization (Mkoji, 2012). Hence this study has presented a good opportunity to examine to what extent some of these dimensions at play in influence the organizational performances in the context of a developing country and more specifically, the public sector heavily supported by government subvention. Therefore, this study specifically, looked at how workforce diversity dimensions in public in sector departments such as personality have influenced its corporate performance particularly in terms of organizational performance. Corporate organizations are generally concerned with their performance which creates a

competitive strategic advantage in differentiating themselves from other firms and to enhance the firm's general output (Kreitner & Kinicki, 2008).

Although the relationship between workforce diversity such as personality traits and organizational performance in the private commercial companies has been fairly well studied and documented especially in developed countries as USA, France, Germany, Russia etc. The issue has not received adequate attention in the case of public owned donor funded organizations, particularly those located in the developing World. More specifically, this subject has not been studied adequately in Ghana and no studies have been undertaken in public research institutions supported heavily by donor funding. Although it is generally known that there is limited research work on how individual personality traits influences organizational performance which comes about as a result of individual job performance particularly in Ghana's public sector, there is clear evidence that personality traits affects the functioning of organizations in terms of performance, positively or negatively. Generally, most public institutions in Ghana have a diverse workforce, and an organizational culture that clearly influences how they function as organizations. Given that organizational performance is shaped by the workforce dimensions in terms of performance either collectively or individually, there is a need to profile the actual dimensions at play, in terms of personality traits, to see whether this particular dimension influences the individual job performance the performance of an organization. From literature review, it is apparent that the issue of how personality dimensions influence public owned donor funded institutions performance has not been adequately studied particularly in the developing country context. It is against this

background that this study sought to know how workforce diversity dimensions such as Personality Trait, has influenced in public sector which Kumasi Metropolitan Assembly forms part.

1.2 Objectives of the Study

The objectives of the study are grouped into two. These are general and specific objectives.

1.2.1 *General objective*

The general objective of this recent study is to assess how personality traits affect job performance of the employees in public sector.

1.2.2 *Specific objectives*

To accomplish the above general objective, the study would address the following specific objectives:

a. To identify the personality traits exhibited by employees of KMA.

b. To determine which of the traits is the most predictive factor of job performance.

c. To identify the effects of personality traits on job performance.

1.3 Research questions

The following research questions will be addressed:

a. Which of personality traits are exhibited by the employees?

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b. Which of the traits is the most predictive factor of job performance?

c. What are the effects of personality traits on job performance?

1.4 Significance of the Study

The focus of the study is on the how Personality Traits affect job performance in an organisation. This project would be beneficial to the HR Managers and the Administrative Staff of MMDAs.

Secondly, the main issues in this study are to find out how personality traits affect job performance and hence the outcome will help them in selection and recruitments for a particular task. If the latter is accomplished it will serve as a foundation for selection and recruitment. It will also serve as a model to other MMDAs in Ghana. More precisely, the emphasis is on finding out the bearing on personality traits and job performance and as such will be useful for planning and implementing in the organisation. Hence this will help the government in formulating policies and regulations that will bring about development, help improve the organizational structures found in the MMDAs.

Thirdly the study could serve as a source of reference for other related research works in the field of academia.

1.5 Brief methodology

The researcher used primary and secondary data. This involves the preparation of a number of questionnaires and their administration. The questionnaire was designed to

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ascertain employees' perception on personality traits and their impact on job performance in the organization (KMA). The responses was measured with a five point Likert scale rating, where strongly agree = 4; agree = 3; Strongly Disagree =2; Disagree =1; and unsure=0. The questionnaire was designed in order to understand the responses of working staffs towards job performance at their workplace based on the five variables that had been mentioned earlier.

Multiple linear regression was to analyze the relationship between the independent variables (Neuroticism, Extraversion, Openness to Experience, Agreeableness and Conscientiousness) as a whole towards the dependent variable (job performance). The p-value of each independent variable was used to reach a decision whereby the p-value of less than 0.05 of the independent variable shows a significant relationship with the dependent variable. Besides that, Pearson's correlation analysis was used to study the correlation relationship between each variable too.

 The data obtained was interpreted using Regression Analysis. A sample size of 150 staff was selected from public sector workers which is Kumasi Metropolitan Assembly. A pilot test was conducted to help simplify the designed the questionnaire. A random sampling technique was used to selection. Descriptive statistics was employed in the presentation and analysis of results by the use Statistical Package for Social Scientists (SPSS).

1.6 Scope of the Study

The study explored the effects of personality traits on Kumasi Metropolitan Assembly in content. The research covered the top management staff, senior staff, junior staff and labourers across the departments in Kumasi Metropolitan Assembly.

1.7 Limitations of the Study

The study was conducted on employees at Kumasi Metropolitan Assembly. Some respondents were unwilling to disclose their character traits and the effects it has on their work. This took them sometime before they accepted to fill the questionnaires.

The study was also limited by insufficient funds, time and resources.

1.8 Organization of the Study

The study was organized into five chapters as follows: Chapter one commences with introduction which encapsulates the background of the study, statement of the problem, objectives of the study, research questions, justification of the study, methodology, scope of the study, limitation of the study, and the organization of the study.

Chapter two reviews all available literature, definitions and empirical evidence on the study and captures reports relevant theory related to personality and job performance. The purpose is to further elaborate the relevance of the research issue, to offer basis for defining relevant research questions, and to summarize the existing theories on the

research issue for later evaluation of the research outcome and for designing the contents and the structure of the study, an overall view on personality traits is presented here.

Chapter three lays emphasis on the methodology of the study and the organizational profile of the Kumasi Metropolitan Assembly. Here, the target population, the sample size and sampling technique, the research instrument and data collection procedures were outlined with other research techniques necessary for the study.

Chapter four presents the data analysis, interpretation, and discussions. Chapter five outlines the summary of findings, conclusions, and appropriate recommendations on the basis of the research findings and it will be followed closely with references and appendices.
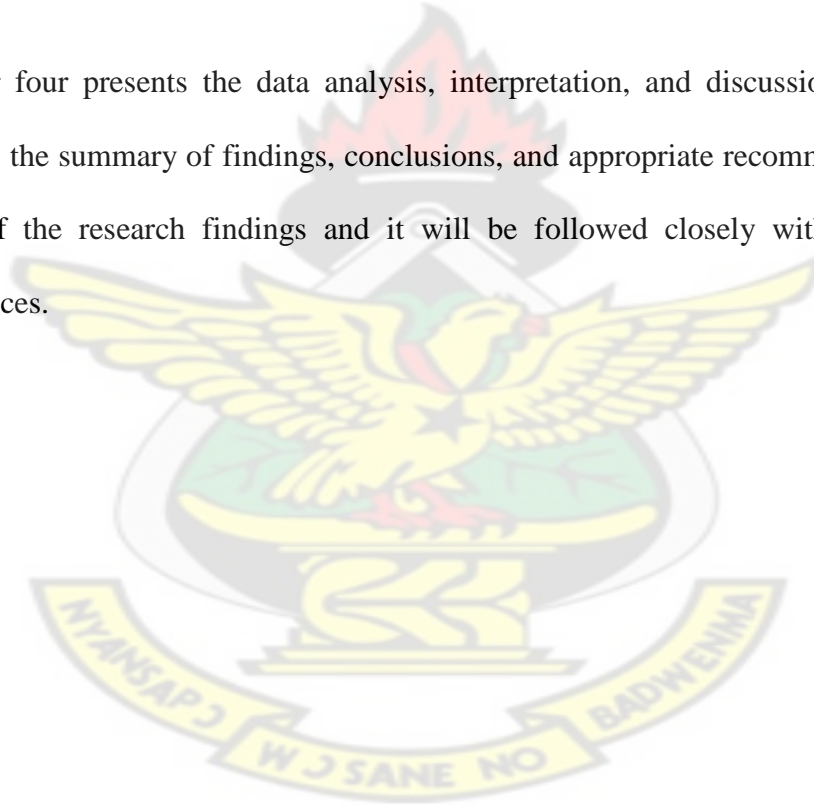
CHAPTER TWO

LITERATURE REVIEW

2 .0 Introduction

In recruiting employees, competence based on relevant academic qualifications and previous experiences are often given credence by recruiters. An emerging paradigm is the influence of personality traits on employee performance. Divergent views, underpinned by several hypotheses have been reported on the relationship between personality traits and job performance. This chapter reviews the key literature and theories on the different personality traits; job performance and reported inter-relationships. At the end of the chapter, a summary on the current state of knowledge gaps are highlighted and the areas to which this study aims to contribute are also defined.

2.1 The Concept of Personality

Kinicki, (2008), refers to personality as a stable set of characteristics that are responsible for a person's identity. The internal dimension or the primary dimensions of diversity are mostly outside our control but strongly influence our attitudes and our expectations and assumptions about others, thus influencing our behavior (Kinicki, 2008). Again, is a relatively enduring pattern of thinking, feeling and acting that characterize a person's response to his or her environment (Bratton et al, 2007). Personality looks at the individuality, where people differ significantly in the ways they routinely think, feel and act. Personality rests on the observation that people seem to behave somewhat

consistently overtime and across different life situations eg. One would not be characterize a person having a shy personality if that person tended to be dominantly shy and retire only some of the time and on other occasions was frequently observed to be very sociable and outgoing.

The study of personality involves examining factors within the people that causes them to behave consistently as they do. The determinants of personality are nature and nurture. Nature referring to the biological heritage and genetic makeup whilst Nurture is the life experiences one has gone through. Twins studies indicate that identical twins that grow up together in the same family have the same permissiveness or strict and similar life experiences. If the twins have similar personality, it is impossible to identify the source of similarity because they have not only the same genetic makeup but also similar experiences including strictness or permissiveness of a child's parent, the number of other children in the family, demands from parents and teachers and culture (Kinicki 2008).

It is perceived that personality is stable over periods of time because half of the variations is inherited from parents and is also likely to change as one environment changes. Personality is an important difference that managers and organizational members need to take into account because realizing for example that an employee complains a lot because of his or personality will help managers and colleagues deal this type of employee's job performance (Kinicki 2008).

2.2 Personality Traits Theories

Colquitt et al. (2009) defines personality traits as the structures and propensities inside a person that explains his or her characteristic patterns of thought, emotion and behavior. Personality captures what people are like, in contrast to ability which captures what people can do (Colquitt et al, 2009). They are recurring regularities or trends in a person (Colquitt et al, 2009). There are a number of theories on personality traits. Some are: Hippocrates (460-370 BC) Four Temperaments, Allport (1897- 1967), Cattell's 16PF test, Eysenck (1916-1997), Big Five Model

2.2.1 Hippocrate's Four Temperaments

Almost two thousand years ago, the ancient Greek used humoral theory to explain individual differences in personality. The body was thought to contain four humours or fluids: black bile, blood, phlegm and yellow bile. The personality of individuals i.e. traits and behaviours were classified according to the disposition supposedly produced by the predominance of one of these four (4) bodily fluids. There are four (4) temperaments leading to the four (4) personality types. Source. en.m.wikipedia .org/ four temperaments)

They are: Sanguine, Choleric, Melancholic and Phlegmatic.

A sanguine person has a predominance of blood (sanguis) and is linked with air because they are cheerful, playful, lively, and passionate. They can be flighty, make new friends easily, have a whole lot of ideas and imaginative. A sanguine at a work place always has vigour and zeal, serves as an inspiration and helper to others, creative and always

thinking up new activities to be carried out. However, their weaknesses at work are, they waste time talking rather working and therefore easily forget their obligations. Their priorities are out of order making them unfocused and undisciplined. Their confidence fades fast due to the fact that they decide by feelings. Pedagogically, they can be best reached through awaking of their love for a subject and admiration of people.

Melancholic people, has excess of black bile and they linked with earth element. They have a pessimistic temperament, always cautious and even suspicious. They can be serious, focused, and conscientious and like to do things on their own. They are introverts and can become preoccupied with the tragedy and cruelty in the world making them susceptible to depression. A melancholic at work place is uncompromising worker living to high standards set, alert and organised things in an orderly manner, likes to work on figures, charts and graphs and where there are problems he tries to find solutions to them and they very economical. However, their weaknesses are that, they do not associate with people easily and are hard to please. They prefer difficult task and are easily depressed over their imperfections. Pedagogically, they can be best met by awakening their sympathy for others.

Phlegmatic individual body systems contained an excessive proportion of phlegm, they are associated with water. They are solicitous, understanding, calm and patient. They are content with themselves and steady. A phlegmatic person at work is an administrator, peaceful and mediates problems and can work under pressure. However, their weaknesses are that, they lack self motivation, lazy, careless and not goal oriented. Pedagogically, their interest is awakening by experiencing others interest in a subject.

Choleric individuals, on the other hand, had excess of yellow bile and are linked to fire. They are egocentric and extroverted. They are impetuous, like to fidget and can be aggressive. They have energy and passion to instil in others. A choleric at work place demands loyalty from all ranks. They are task oriented people, aimed at doing things now and getting a job done efficiently. However, they have little lenience for fault others commit. They are hasty in taking decisions where by they fail in analysing details entailed, bad-temped and irritable. Pedagogically, they can be best reached through mutual respect and appropriate challenges that recognise their capacities. Source.Katerinamichouli.wordpress.com/ the four temperaments and www.ehow.com> Culture & Society

2.2.2 Allport Theory (1897-1967)

He talked about three levels of traits. They are the Central, Secondary and Cardinal traits.

Central trait is a common known characteristics found in every person. They lay foundation that shape personalities and action. It is also use to describe a person because it shapes the general behaviour of him. These behaviours can be easily seen, measured and judged.

Secondary trait is a behaviour privately held and seen under certain circumstances or conditions. They can also be situational. However, they are known by close relatives and friend. These can be one likes or dislikes which is very difficult of other people to

notice. They can be one preference for music, colours and stage fright before a public speaking event.

For example: In some organisations, there are strong situational constraints and pressures (e.g. Job requirement or strict rules and regulations) that forces people to behave in a certain way, regardless of their personalities. With such situational pressures, personality may not be a good predictor of on-the-job behaviour.

Cardinal trait is the culmination of ones total choice, attitude and experiences i.e. it defines a person entire life, which is developed at the later part of a person's life. It is uncommon because many people lack a single theme that shapes their whole lives e.g. humane religious service of Mother Teresa. Martin Luther King has a strong sense for justice. Hitler has an intense drive for power.

2.2.3   Cattell (1965) 16 Personality factor

He extended Allport's ideas by using 16 Personality factor questionnaire also called the source traits as building blocks upon which personality is built. The questionnaire was to ask about actual behavioural situations. It was developed for use in time sensitive and employee selection by identifying applicants who display the personal characteristics that fit best to the required of role. It assists individuals to develop insight in their strength, their potential, and relationship with others. It also helps to identify development for leaders. Naming them primary factors that has got high and low ranges.

Descriptors of Low Range   Primary Factor   Descriptors of High Range

Unfriendly, distant, snobbish,   Warmth   warm, outgoing, sympathetically

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Unintelligent, lower mental capacity	Reasoning	More clever, abstract-thinking
Easily upset, affected by feelings	Emotional stability	Emotionally stable, faces reality, mature
Avoids quarrel, meek, obedient	Dominance	Dominant, influential, antagonistic
Serious, cautious, silent, reserved	Liveliness	Lively, impulsive, cheerful, spontaneous
Expedient, disregards rules	Rule consciousness	Obedient, meticulous, conforming
Shy, timid, hesitant, nervy	Social Boldness	Socially bold, thick skinned
Utilitarian, rough, objective	Sensitivity	Sensitive, aesthetic, intuitive, refined
Unsuspecting, trusting, effortless	Vigilance	Vigilant, distrustful, cynical,
Dull, steady, practical	Abstractedness	Imaginative, abstract, absorbed in ideas
Frank, artless, naïve, involved	Privateness	Private, discreet, wise, and tactful
Self assured, content, secure	Apprehension	Apprehensive, worried, guilt prone
Traditional, conservative	Openness to change	Experimental, tolerant, analytical
Group oriented, a joiner	Self Reliance	Self-reliant, resourceful, solitary
Tolerates disorder, careless,	Perfectionism	Perfectionist, organized, compulsive
Relaxed, composed, torpid	Tension	Tense, impatient, frustrated, time driven

2.2.4 Eysenck Theory (1916-1997)

Eysenck identified three (3) dimensions of personality which is distinctive from others. They are Extraversion, Neuroticism and Psychoticism. His combination of descriptive and causal aspects of personality makes his more distinct than other theories.

Extraversion is seen as a continuum ranging from extroversion to introversion. High talks about extroverts, who are more sociable, delight meeting people and active. They are sensitive to reward. Whereas, those on the low are less sociable, quiet, like to live a well ordered life and more sensitive to punishment.

Neuroticism talks about the differences in the intensity of emotional experience. This exists in degrees and is best explained as individuals who are unstable. High neuroticism leads to people being impulsive and having obsessive behaviours e.g. taking drugs to avoid negative emotional states. . They also express excessive fear, anxiety, depression and low self esteem. They are highly sensitive to punishment. Whereas, those on the low are calm, even tempered and less likely to feel tense.

Psychoticism is about the ego control, is made up of less extraversion and less neuroticism. Individuals high on psychoticism are tough minded, rebel, willingness to take risk and may be unconcerned about the rights and welfare of others. Those on the low are affectionate, sensitive and concerned about others.

2.2.5   The Five-Factor Model

Colquitt et al., (2009) identified five dimensions that describe personality these include; conscientiousness, agreeableness, neuroticism, openness to experience and extroversion commonly referred to as big five. Conscientiousness is associated with trait adjectives such as dependable, organized, reliable, ambitious, hard working while agreeableness has adjectives such as kind, cooperative, sympathetic, helpful, courteous, and warm (Colquitt et al, 2009). On the other hand, neuroticism has to do with nervous, moody, emotional, insecure, and unstable character (Colquitt et al, 2009). Openness has to do with curious, imaginative, creative, complex, refined, sophisticated while extraversion is associated with adjective traits such as talkative, sociable, passionate, bold, dominant (Colquitt et al, 2009).

Personality therefore represents a process of change and it relates to the psychological growth and development of individuals.

Personality factors are extremely important in today's competitive organizational settings. Often the 'wrong' kind of personality proves disastrous and causes undesirable tensions and worries in organization (Khosla, 2009). Research indicates that personality acts as a moderating factor: workplace deviance was more likely to be endorsed with respect to an individual when both the perception of the workplace was negative and emotional stability, conscientiousness, and agreeableness was low (Colbert et al, 2004). Of the five factors, the single factor of conscientiousness is the most predictive of job performance and therefore positively influence work performance (Hurtz & Donovan, 2000) (Zimmerman, 2008). Personality research has focused on the five-factor model

(FFM) personality traits (Costa & McCrae, 1985). The FFM establishes five factors of personality (Conscientiousness, Extraversion, Emotional Stability, Agreeableness, and Openness to Experience) as a parsimonious model of distinguishing between differences among individuals' dispositions (Zimmerman, 2008).

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2. 3 The Five-Factor Model and Job Performance

With regard to personality traits, the most widely accepted structure of personality, among scientists and researchers, is the FFM of personality (Goldberg, 1993).

According to Costa and McCrae (1992) the structure of the FFM is based on five broad main factors, also known as the "Big Five" personality dimensions (as cited by Goldberg, 1990), with each factor being built up by groups of some narrow inter correlated traits, which are commonly referred to as facets (or sub dimensions). The five main dimensions of personality, included in the FFM, are evidently, referred to as Neuroticism, Extroversion, Openness to Experience, Agreeableness, and Conscientiousness (Costa & McCrae, 1992; Costa & McCrae, 1995; Digman, 1990;Goldberg, 1993; McCrae & Costa, 1997).

Although, cognitive ability previously has been found to be the most reliable and valid predictor of job performance across occupations (r= .53; as cited in Schmidt & Hunter,1998),various studies and meta-analyses have indicated that human personality traits, particularly those included in the Five-Factor Model(FFM), also are highly related to job performance (Barrick & Mount, 1991; Barrick, Mount, & Judge, 2001; Rothmann

& Coetzer, 2003; Salgado, 1997;Tett, Jackson, & Rothstein, 1991;Vinchur, Schippmann, Sweizer & Roth, 1998). Tettet al. (1991) showed that there is a relationship between personality and job performance, as a significant and fairly acceptable correlation coefficient was reported(r=.24).

Furthermore, more recent research support previous findings as Dudley, Orvis, Lebiecki and Cortina (2006) have confirmed that personality traits are capable of predicting behavioral outcomes at work.

Although most reported studies on the present topic have been conducted in the USA, Salgado (1997) has replicated results from a large scale sample in the European community. This indicates that the findings are universal and that it is possible to generalize the results of such studies across cultures.

This idea is further supported by previous research (McCrae & Costa, 1997; Saucier & Goldberg, 1998).

The relationship between personality traits and job performance has been studied to a great extent and the field has flourished to become a hot topic under investigation, ever since Barrick and Mount (1991) forced extraordinary attention to it.

The following sections will define the personality dimensions included in the FFM as well as cover ground on what past research specifically has found on each of them.

2.3.1 Neuroticism

Neuroticism, as opposed to Emotional stability, refers to individuals who tend to be shy, angry, insecure, depressed, vulnerable and anxious. The six sub dimensions of

Neuroticism include Anxiety, Angry Hostility, Depression, Self-consciousness, Impulsiveness, and Vulnerability (Costa & McCrae, 1992).

Neuroticism individuals are essentially of negative nature, they experience more negative life events than others. This is so because they select themselves in positions that foster negative effects. This can lead to such situations occurring on the job.

They are touchy, aggressive, unsociable, rigid and moody. They tend to be self inefficacy and as such do not belief that he or she has the ability, motivation and resources to complete a task successfully. Again, they are individuals with low self esteem and question their self- worth, doubt their capabilities and are apprehensive about their ability to succeed in different

In contrast, individuals who are emotionally stable tend to be secure and calm, and therefore more likely to control their impulses and cope with stress. They got self esteem and as such have pride in themselves and their capabilities e.g. individuals with high self esteem think that they are generally capable, worthy and can deal with most situations.

Past research indicates that Emotional stability predicts job performance (Rothmann & Coetzer, 2003). Besides Conscientiousness (r=.23), Emotional stability (r=.12) is considered to be a reliable and valid predictor of job performance across occupations and work tasks (Barrick et al. 2001).

However, findings in the same study revealed that Emotional stability correlated strongest with teamwork (r=.22). Furthermore, investigating the European community, Salgado (1997) found support that, besides Conscientiousness, Emotional stability is a valid predictor of all types of job performance, measured across occupations.

Even if this personality trait today is considered a valid predictor for job performance it is worth mentioning that Barrick and Mount (1991) reported a quite questionable correlation coefficient (r=.08). As the present study focuses on identifying predictors of job performance, in a government sector (KMA) context, it is important to test the potential contribution of Neuroticism. It seems reasonable to believe that neurotic workers will perform worse compared to workers who are less neurotic.

2.3.2 Extroversion

Extroversion refers to the quantity and intensity of energy directed outwards into the social world (Costa & McCrae, 1992). This dimension of personality also refers to the quantity and intensity of preferred interpersonal interactions, activity level, need for stimulation, and capacity for joy. Extroverts are disposed to experience positive emotions, which in turn make them to have more friends and spend more time in social activities compared to introverts.

 Individuals who are high in Extroversion tend to be sociable, active, talkative, person oriented, optimistic, fun, loving, and affectionate.   Individuals who are low in Extroversion tend to show traits of shyness; hence they tend to prefer spending time on their own rather than being drawn to an eventful scene with large groups of people.

The six sub dimensions included in this broad dimension of personality refers to Warmth, Gregariousness, Assertiveness, Activity, Excitement seeking, and Positive emotions (Costa & McCrae, 1992).

Warmth talks about the tendency to move toward others seeking closeness and connection because of genuine feelings of caring, sympathy and concern. This tendency will be against reserved, detached and unemotional.

Gregarious talks about being want to be known by others, genuine and forthright in social situations and self revealing. This will be against more private and harder to know persons. Assertiveness talks about social boldness. One's tendency to seek social interaction in confident, fearless manner, enjoy challenges and risks and being centre of attraction. This will be against being shy, timid and risk avoidant. Excitement seeking and Positive emotions is about liveliness. One having high energy, being fun loving, care free and impulsively move towards others in a stimulating manner. This will be against people who are more serious, cautious and judicious. Activity talks about the tendency for one to seek friendship, being part and functioning in a group, good devotee and willing to compromise. This will be against more individualistic, self reliant and value attached to autonomy.

In agreement with the above, research suggests that extroverted individuals are likely to excel in occupations that require individuals to socialize and be highly interactive with other individuals (Barrick & Mount, 1991).

The same researchers concluded that Extroversion predicts not only overall job performance, but specifically sales performance as well. In evidence, researchers have reported that individuals with high levels of Extroversion tend to perform well as supervisors, Police, and sales related positions (Salgado, 1997). Again they tend to be

sociable, friendly, outgoing and cooperative, who want perform works in helping and developing others e.g. Social worker, Teacher, Counsellor and Nurse.

Further, they are very enterprising who are confident, ambitious, assertive and energetic. They prefer leading others, get in verbal and result- oriented activities e.g. Lawyers, Entrepreneurs, Public Relations, Financial planner and consultants.

It should be noted, that Barrick et al.(2001) found no significant relationship between Extroversion and overall job performance, however they extended Salgado's findings by reporting that Extroversion predicts managerial performance (r=.21) as well as teamwork(r=.16).

Surprisingly, no significance was found for sales performance. Additionally, Vinchur et al. (1998) conducted a meta-analysis where findings indicated that extroversion is a solid predictor of supervisory ratings of sales performance and objective data (sales volume) of sales performance. In light of this information, reoccurring findings in the past have shown that Extroversion has a positive relationship with job performance. However, past research findings, all in all, hint at the possibility that extroversion is an important personality trait to consider only for some specific occupations (Barrick & Mount, 1991; Salgado, 1997). On the basis of what has been identified in the literature, it is nonetheless reasonable to believe that extroverted sales workers, receptionist, public relations officers and some service providers, rather than introverted ones, are likely to perform better in sales related positions and services, particularly as such work

frequently requires one to be highly sociable with customers and patients. The following hypothesis is tested:

Extroversion will correlate positively with supervisory ratings of job performance as it seems reasonable to think that Extroversion will correlate significantly with job performance in the context of sales work, it is interesting to also investigate the potential relationship between job performance and specific sub dimensions of Extroversion.

Assertiveness and Activity are two such sub dimensions. Assertiveness refers to individuals who are forceful and speak clearly and without hesitation (Costa & McCrae, 1992). Individuals who score high in activity tend to have fast-paced and busy lives whereas low scorers are considered more relaxed and do not have a need do things in a high tempo. In light of this information, these traits are expected to be substantial indicators of successful performance in sales occupations. Activity will correlate positively with supervisory ratings of job performance.

2.3.3 Openness to Experience.

Openness to experience is about one's receptiveness it is made up four (4) primary traits. They are sensitivity, abstractedness, change and warmth. Sensitivity talks about one's sensitive feelings, emotions, intuition and aesthetic dimensions. Abstractedness looks at abstract, theoretical ideas, conceptual thinking and imagination. Change talks about free thinking, inquiry, exploration of new approaches and innovative solutions. Lastly, warmth looks at people and their feelings.

It therefore refers to individuals who tend to be creative, imaginative, and curious to experience new things amongst other things (Costa &McCrae, 1992). They tend to be artistic who would like to create things on own in a disorderly and impulsive manner. They thrive on ambiguous and unstructured activities. They are flexible in thought, open to new ideas, broad minded, curious and original. Also they imaginative and show independence in judgment, they prefer to work on projects alone, even if others volunteer to help e.g. Musicians, Architects, Painters and Designers.

Also, individuals scoring high on this trait are likely to have positive attitudes towards their own ideas and experiences in life. In contrast, individuals who score low tend not to prefer fixed routines. More specifically, the dimension relates to an individual's emotional processes. Those who score high may experience deeper emotional states meaning they might experience emotions of both happiness and unhappiness to a larger extent compared to low scorers. The six sub dimensions of Openness to Experience include Fantasy, Aesthetics, Feelings, Actions, Ideas, and Values (Costa &McCrae, 1992).

Previous research regarding this dimension is not in agreement to what extent it actually predicts job performance. Barrick et al. (2001) found no significant relationship between Openness and overall job performance. However, findings indicated that Openness predicted success in specific occupations and specific work tasks. As indicated by Barrick and Mount (1991) Openness was found to be a valid predictor for training proficiency. For overall Job performance the correlation coefficient was rather weak

(r=.11). In perspective, Salgado (1997) reported that Openness was significantly related to "police and skilled labor performance". As sales on the phone may be characterized by monotone work processes and fixed routines it is reasonable to believe that sales workers who score high on Openness will perform better, compared to sales workers who score low on Openness. Openness to Experience will correlate positively with ratings of job performance.

2.3.4 Agreeableness

Agreeableness refers to individuals who tend to be trusting, helpful towards others, forgiving, soft hearted, and compassionate (Costa & McCrae, 1992). They again argued that it should be related to happiness because agreeable individuals have greater motivation to achieve interpersonal intimacy which leads to greater levels of well being. This involves getting along with others in a satisfying and pleasant relationship. Agreeable individuals tend to be philanthropic, good- natured, tolerant and avoid conflict. The six sub dimensions included in this broad dimension of personality refer to Trust, Straightforwardness, Altruism, Compliance, Modesty, and Tender Mindedness (Costa &McCrae, 1992).

Quite contrary, individuals who are low in agreeableness tend to be egocentric, pessimistic, suspicious, distrustful, and they also lack the desire to cooperate with others. Past research has found no correlation between agreeableness and overall job performance (Barrick and Mount (1991). However, Barrick et al. (2001) found that the dimension predicts teamwork (r=.34) and that the dimension respectively can predict

success in specific occupations. This indicates that, depending on the type of occupation, agreeableness may still be conceptualized as a contributing factor to job performance. However, in respect to supervisory ratings of job performance in the context of sales work, it is reasonable to believe that job performance of agreeable sales workers will be rated lower compared to sales workers who tend to be, to some extent, egocentric. This may be due to the fact that the sales methodology covered in the present study requires the employees to focus on individualistic competition rather than on teaming with others. Consequently, in order for the sales representatives to reach their sales targets they have to focus on making as many phone calls and sales as possible.

2.3.5 Conscientiousness

Conscientious is made up four (4) primary factors that define different ways that human beings manage to control their behavior. They are Rule consciousness, Perfectionism, Seriousness and Groundedness. Rule consciousness involves adopting and conscientiously following society's accepted standards of behavior. Perfectionism describes a tendency to be self disciplined, organized, thorough, attentive to detail and goal oriented. Seriousness involves a tendency to be cautious, reflective, self restrained and deliberate in making decisions. Groundedness involves a tendency to stay focused on concrete, pragmatic and realistic solutions. Conscientiousness refers to individuals who exhibit traits of self-control by means of being capable of planning, organizing, working strategically towards goals, and carrying out tasks (Costa & McCrae, 1992; Barrick & Mount, 1998).

Conscientiousness is also the trait that is associated with diligence, self-discipline, punctuality and general competence (Costa & McCrae, 1992; McCrae &Costa, 2003). The trait characterizes a person who is achievement oriented. They are individuals who are very dependable, orderly and self discipline who would like to be unambiguous, rule regulated environment. Again they are achievement oriented, careful, hardworking, organized and responsible e.g. Accountant, Banker and Administrator.

Conscientiousness represents a general work involvement tendency and thus leads to a greater likelihood of obtaining satisfying work rewards, both formal in terms pay, promotion and informal in terms of recognition and respect.

On the negative side, high conscientiousness may lead to annoying fast odiousness, compulsive neatness or workaholic behaviour. Low scorers may not necessarily lack moral principles, but they are less thorough in applying them. The six sub dimensions included in this broad dimension of personality refer to Competence, Order, Dutifulness, Achievement-striving, Self-discipline, and Deliberation (Costa & McCrae, 1992).

By summarizing large amounts of data from studies conducted from 1952 to 1988, Mount and Barrick (1991), in their large scale meta-analysis, investigated the relationship between the FFM and job performance across five occupational groups (i.e., professionals, police, managers, sales, and skilled/ semi skilled). By utilizing both subjective and objective measures of performance, they were hoping to find a strong and significant association between at least one personality dimension included in the FFM,

and job performance across all occupations. The results indicated that their hypothesis was supported. In fact, Conscientiousness correlated positively (r=.22) with all five occupational groups, in respect to successful job performance.

More recently, Mount and Barrick (1998,p. 851) reestablished their own conclusions from 1991 by stating : "individuals who are dependable, persistent, goal directed, and organized tend to be higher performers on virtually any job; viewed negatively, those who are careless, irresponsible, low achievement striving, and impulsive tend to be lower performers on virtually any job". In line with the results of Barrick and Mount (1991), subsequent research findings support the notion that expresses that Conscientiousness is the personality dimension that correlates the strongest out of all personality dimensions, with overall job performance, across occupations   (Barrick et al., 2001;Hurtz & Donovan, 2000; Mount & Barrick, 1995; Ones & Viswesvaran, 1996; Salgado, 1997;Vinchur et al.,1998).

In respect to the present study, these findings suggest that sales workers who will rate themselves as high in conscientiousness are also those who will receive high supervisory ratings of job performance. For that reason, the following hypothesis is tested:

Conscientiousness will correlate positively with supervisory ratings of job performance quite comparable to the correlation coefficients, in that of Barrick's and Mount's (1991) reported findings, Vinchur et al (1998) also found Conscientiousness to correlate positively with job performance. Vinchur et al (1998) further investigated the

relationship between job performance and sub dimensions of Conscientiousness. They found that the sub dimension: Achievement striving significantly correlated with job performance. In fact, Achievement striving (r=.25) correlated stronger with job performance than the broader factor (r=.21). In light of this information, it is interesting to further examine how Achievement striving may relate to job performance in the present study. In order to extend the investigation of sub dimensions, Self-discipline will also be looked at: Achievement-striving refers to individuals who work hard to achieve their goals, a trait that is expected to correlate positively with supervisory ratings of job performance in the present study. This reasoning becomes evident as sales workers focus, more or less, is on reaching fixed goals in terms of budget and sales targets.

Self-discipline refers to an individual's stability to begin tasks and carry them through to completion, despite boredom or other distractions (Costa & McCrae, 1992).

This trait along with Achievement-striving is expected to be associated with successful job performance in the context of sales. Self-discipline will correlate positively with supervisory ratings of job performance

2. 4. Employee Performance

Performances can be separated in organisational and employee performance. Employee performance is also known as job performance. However, it seems that job performance is mostly subjectively measured in organisations and it will appear that there are few alternative options. In this chapter, at first the distinction between organisational and job

performance is made. After that the concept job performance is highlighted, together with measuring it and its implications.

2.5 Job performance

A good employee performance is necessary for the organisation, since an organisation's success is dependent upon the employee's creativity, innovation and commitment (Ramlall, 2008). Performance here is the accomplishment of work assignment of work or responsibilities and contributions to organizational goals, including behavior and professional demeanour, actions, attitude and manner of performance as demonstrated by employee's approach to completing work assignment. High performance results from appropriate behavior, especially discretionary behavior and effective use of the required knowledge, skills and competences.

Performance can also be classified as behaviours and results (Brumbrach). Behaviours emanate from the performer and transform performance from abstraction to action. Behaviours are not just the instrument for results, they are product of mental and physical effort applied to tasks and can be judged apart from results.

Good job performances and productivity growth are also important in stabilizing our economy; by means of improved living standards, higher wages, an increase in goods available for consumption, etc (Griffin et al., 1981). Griffin et al. also argue that therefore research of individual employee performance is important to society in general.

Employee production and employee job performance seems to be related; e.g. in the U.S. performance is in some cases measured as the number and value of goods produced. However, in general productivity tends to be associated with production-oriented terms e.g. profit and turnover and performance is linked to efficiency or perception-oriented terms e.g. supervisory ratings and goal accomplishments (Pincus, 1986).

According to Hunter and Hunter (1984) what is crucial in a high job performance is the ability of the employee himself. The employee must be able to deliver good results and have a high productivity. Hunter and Hunter (1984) also argue that this is something the organisation can know at forehand; they can select employees with the required abilities or they can recruit those employees themselves. Of course the latter is more time consuming, but can obtain better results in the end (Hunter, 1986).

However, job performance is more than the ability of the employee alone. Herzberg (1959) and Lindner (1998) refer to the managerial side of performance. According to Herzberg (1959) performance is: let an employee do what I want him to do. This implies that the organisation's hierarchy and task distribution are also critical for a good employee performance. Lindner (1998) adds to this statement by arguing that employee performance can be perceived as "obtaining external funds". According to Vroom (1964) an employee's performance is based on individual factors, namely: personality, skills, knowledge, experience and abilities. Many researchers agree that job performance

is divided in those five factors (e.g. Hunter & Hunter, 1984). Some researchers even argue that a person's personality has a more specific role in job performance

(Barrick & Mount, 1991). However, according to various researchers, it is not what performance exactly means, but how it is composed and how it is measured (Furnham, Forde & Ferrari, 1998; Barrick & Mount, 1991). Vroom's (1964), Hunter & Hunter's (1984), Hunter's (1986), etc. results are evident. Namely, Job performance can be divided in personality, skills, knowledge, experience and abilities. Some researchers even argue that personality has a more specific role in job performance. However, according to Bishop (1989) and others, job performance contains a problem; namely the measurement of performance.

2.6 Measuring job performance

According to Kostiuk and Follmann (1989) in most organisations performance is measured by supervisory ratings, however these data are not very useful since they are highly subjective. Bishop (1989) adds to this that in most jobs an objective measure of productivity does not exist. Bishop (1989) also states that the consistency of worker performance is greatest when conditions of work are stable, but in practice work conditions never are stable. This makes it even harder to measure performances objectively. According to Perry and Porter (1982), the performance of many employees probably will be measured despite the lack of availability of generally accepted criteria.

Perry and Porter (1982) and Bishop (1989) both argue the problem of objective measuring, however according to Bishop (1989) the problem even increases because

most employers believe they can rate the productivity of their employees, and that it is done in an inefficient manner.

However, Bishop (1989) states, it is not impossible, but only costly to obtain objective information about a worker's effort and productivity.

It is stated before that some researchers argue that a person's personality plays a more specific role in job performance (Barrick & Mount, 2003). However, the effect of personal characteristics and education, have on performance is difficult to interpret, since those estimates are imprecise and the models who claimed that can interpret them are rejected as invalid (Kostiuk & Follmann, 1989). However, Kostiuk and Follmann do argue that personality differences seem to be important in the relationship with performance. The relationship between personality traits and performance is curvilinear (Robbins et al.). This is based on results of two different samples including Conscientiousness and Emotional Stability, Job performance dimensions like task performance, organizational citizenship and counterproductive work behaviours. They also found that job complexity moderated the curvilinear personality – performance relationships such that the inflection points after which the relationships disappear were lower for low complexity jobs than those of high complexity jobs. Their finding suggested that high levels of two personality traits examined are more beneficial for performance in high than low complexity jobs.

2.7 Options for measuring job performance objectively

Breaugh (1981) states in his research that there are four different performance dimensions on which employees are measured, named: quality, quantity, dependability and job knowledge. This theory combined with Vroom's (1964) theory results in the work of Hunter (1986). He designed the route in which most employers can rate their employee's productivity.

According to Hunter (1986) learning on the job is the key to job performance, and general cognitive ability predicts learning. Therefore general cognitive ability is the key predictor of job performance. General cognitive ability together with job knowledge indicates job performance and allows the employee's supervisor to rate performance. According to Hunter this is a simplified but an effective and objective way to measure employee performance. Kostiuk and Follmann (1989) add to the statement of Hunter (1986) that employees with good abilities in combination with sufficient experience are twice as productive after two years and therefore learning the job is indeed a key to performance. Hunter (1986) argues that supervisory ratings based on ability provide more objective measurements.

However, despite the higher objectivity in the theory of Hunter (1986) this type of measuring job performance is still based on supervisor ratings. And supervisory ratings are commonly rejected as being objective (Bishop, 1989). Griffin et al. (1981) concluded in their literature review that there are few true objective options to measure job performance; one alternative is used in the research of Umstot, Bell, & Mitchell, in

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1976. Namely; take job performance as "the average number of units produced per hour for one day; adjusted for set-up and called productivity".

Griffin et al. (1981) argue that there are some other options to measure job performance objectively, but they have more to do with productivity; e.g. job performance taken as "number of units produced divided by total time worked (i.e., items per minute)". It seems that performance in organisations is commonly measured subjectively, but there exist few alternatives for objective ways.

Performance can also be measured by trait, behavior and result Aguinis (2007).

Trait makes one different from the other and as such every individual has its own traits e.g. conscientiousness, agreeableness, openness to experience, extroversion and neuroticism. One's performance can be measured by taking stock of the degree at which one possesses such traits e.g. people who are highly intelligent are able to perform better than those who have low level of intelligent. The same apply to the other traits.

Behavior deals with how an employee conducts himself on the job. Some jobs require certain behavioural patterns e.g. public relations managers, receptionists are expected to demonstrate certain behave to members of the public who call at their premises of their organizations especially respecting the views of other people.

Result emphasizes the outcome achieved by the employees. This is very simple because it determines what the individual has achieved over the performance cycle compared to expected targets. Measuring performance is quite easy when one is suppose to achieve quantified targets e.g. sales and more difficult to quantify in the case of scientist. However, this difficulty is lessened if a distinction is made between the two forms of

results: output and outcomes. Outcome is a visible effect that of the result while an output is a result that can be quantified. For effective performance measurement, it is better to combine all the three approaches.

2.8. Performance indicators in the Public Service

In Ghana, the tag of public sector employees being comparatively less productive is not uncommon. The primary source of the often used descriptor relates to lack of clarity with respect to roles, expected level of output and how output is evaluated (Antwi *et al.*, 2008). In the public service, the justification for carefully designed and systematic performance monitoring is two-folded; budgetary constraints and efficiency and effectiveness in implementing corporate goals (Pollitt and Bockaert, 2011). In the present economic setting, increasingly levels of unemployment coupled with tightening of the public purse demands value for money spent per employee. Public sector employee performance indicators and tools for their evaluation are subsequently reviewed.

Osborne and Gaebler (1992) outlined the expectations of public sector employees as implementing tasks often generated from policies of politicians. As such, indicators of performance may be evidenced through an input-output loop. Input indicators include: number of goods or services rendered, punctuality, assertiveness, commitment, flexibility, enthusiasm, adherence of health and safety rules, efforts towards attaining revenue targets and total quality management. Indicators of performance relating to employee or team output include customer satisfaction, attainment of revenue targets

and more importantly, feedback through popularity of policies. While the input oriented performance indicators are often focused on at recruitment, it is the output indicators which bring reward to top level executives (Osborne and Gaebler, 1992). The anticipated performance mismatch between recruiters and managers have often had unintended consequences on performance evaluation schemes.

The umbrellas of performance evaluation currently employed in the local government sector in Ghana include financial performance, volume of output, quality of service and efficiency (Dodoo, 1997). Prior to the 1997 civil service reforms, performance appraisal in the public sector educed more information about the personal attributes of employees rather than job related indicators. The latter has been the drawback in juxtaposing public sector emoluments to performance. Crook (1994) cascaded performance indicators of the district and municipal assemblies in Ghana into three: Output effectiveness; responsiveness and process acceptability. The latter classifications are consistent with those employed by Hatry (1990). Efficiency was considered as the strife towards optimum utilization of resources. Effectiveness on the hand was construed as evaluating the relative usefulness of services or products. While efficiency, effectiveness and responsiveness reverberated through the different departments of the assemblies hence the potential to explore the relationship between attributes of personnel in such departments and these indicators, acceptability remains a prerogative of the public but rooted in the execution of the other two. In addition to efficiency and effectiveness, Cornia (1981) considered workload and effort as important factors in examining employee performance.

In developed countries, agreed set criteria such as the Statutory Performance Indicators (SPIs) in the UK and the Government Performance and Results Act of 1993 in the USA provide the basis for goal setting and performance evaluation in civil service. These have been categorized into community and cultural services, corporate management, development services, protective services, roads and lighting as well as waste management (Martin et al., 2013). Although the overarching themes in these assessments seek to benchmark departments or assemblies as a whole, the areas emphasized are recurrent decisions of managers or other staff. For example, under the development services theme in the SPIs, respondents rank the estates departments in councils on the time taken for decisions on planning permission and support available during planning applications. Regarding community service on the other hand, questions range from the number of complaints received for instance on faults in properties or anti-social behaviours and the time taken to address complaints. The responsibilities of local assembly employees therefore fall into planned tasks and emergency responses. The toolkit for evaluating performance therefore needs to take cognizance of the nature of activities of the employee.

High Performance Work Practices including comprehensive recruitment and selection procedures, incentive compensation, extensive employee involvement and training have also been argued to influence employee performance (Huselid, 1995). Here, interdependencies among job description, employee competence and human resource management interventions were explored. For the non- competent employee, training rather than motivation elicit performance. For a skilled and competent employee on the

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other hand, motivation in terms of job security and structuring of tasks may enhance performance. Among highly skilled employees, over-structuring of activities may inhibit creativity. The latter scenarios suggest that, employee performance in an organization is also a function of longevity repeated actions.

The nature of task, that is complex or simple and regular or irregular have also been found to influence employee performance (Sturman et al, 2005). Complex tasks require time and effort to resolve. Thus, employees deployed on complex tasks may demonstrate lower number of outputs. It was argued that, complex tasks be assessed by quality rather than counts of output. As established by the same authors, task complexity also varied with time. There is also the possibility to trivialize simple yet recurrent tasks during performance assessment. The foregoing indicates that, time-quality-output indices are required for accurate performance measurement.

Recently, some researchers have sought to differentiate between subjective and objective performance indicators (Bol and Smith, 2011). While objective indicators are based on predetermined comprehensible and tangible criteria devoid of bias from respondents, subjective are indicators based on a manager or supervisor's impressions about employees. Subjective indicators are therefore liable to bias, often stemming from how likable the employee is to a manager. Despite the latter drawback to subjective performance indicators, it remains a common practice even in developed countries (Bushman et al, 1996). Among the reasons for popularity of subjective indicators over objective indicators is the fact that, where remuneration is tied to performance, objective

evaluation is court enforceable (Murphy and Oyer, 2003). It has also been reported that (Terstiege, 2014), objective indicators are designed to primarily give feedback to employees; however, incentive schemes are mostly underpinned by subjective and unverifiable appraisal of personnel.

Notwithstanding the valuable information derived from these indicators, their significance and adequacy have been subject of much debate (Kehoe and Wright, 2013; Gruman and Saks, 2011). Theil and Leeuw (2002) discussed potential pitfalls of performance indices employed in the public sector. Whooley and Hatry (1992) addressed some of these including the outcome vs. impact syndrome, costs, reporting fears as well as the time frame for valid and reliable performance data to be generated and actions instituted accordingly. Another barrier highlighted is the question of what level of performance is acceptable? Traditionally, comparisons between current and earlier reported levels, outcomes to agreed targets at the beginning of the year or outcomes among competitors. It is against this backdrop that awareness of the relationship between personnel traits and some of the recurrent activities in the assemblies will be useful for recruiters.

CHAPTER THREE

METHODOLOGY AND ORGANIZATIONAL PROFILE

3.0 Introduction

Methodology typically refers to the techniques that are used to conduct research. This include data collection instruments such as questionnaires, interviews or observation as well as sampling procedures and statistical techniques for organizing and interpreting unstructured data (Bryman 2008). This chapter spells out the approach to the research. It seeks to establish sound reasoning in linking the steps employed to answer the research questions and to achieve the objectives of the research. It discusses the methods that have been considered for this research study. This details the steps the author of this research took in order to accomplish the study. The said steps then include the collating procedure of the facts and figures that is required in the delivery and completion of the research study. It also presents the manner in which these facts and figures will be utilized and combined in the study and at the same time, detail how the research study develop and progress to answer the aims and objectives to be able to read the conclusion. It examines the research design, the sampling techniques adopted, the data collection instruments employed, an overview of the methods used in data analysis, issues of confidentiality and a profile of the study area.

3.1 Research Design

Research design is the plan and structure of investigation so conceived as to obtain answers to research questions. A quantitative approach was followed. Burns and Grove (1993) define quantitative research as a formal, objective, systematic process to describe and test relationships and examine cause and effect interactions among variables.

A descriptive survey design was used. A survey is used to collect original data for describing a population too large to observe directly (Mouton 1996). A survey obtains information from a sample of people by means of self-report, that is, the people respond to a series of questions posed by the investigator (Polit &Hungler 1993). In this study the information was collected through self-administered questionnaires distributed personally to the subjects by the researcher.

A descriptive survey was selected because it provides an accurate portrayal or account of the characteristics, for example behaviour, opinions, abilities, beliefs, and knowledge of a particular individual, situation or group. This design was chosen to meet the objectives of the study, which is to determine the knowledge and views of the top management official of KMA and their staff with regard to and its effects on KMA.

3.2 Sources of Data

The study relied on both primary and secondary data. Primary data was collected with the use of questionnaires and secondary data was also obtained from external sources such as the internet, Journals on Personality Traits and other documentations. The

purpose of sourcing for secondary data was to help in the formation of problems, literature review and construction of questionnaire.

3.2.1 Primary Sources

Primary data refers to data collected by the researcher for a particular need as is encapsulated in the research objectives. The study was conducted using the case study method of research. Self-administered questionnaires and informal interviews were the techniques used in gathering data.

3.2.2 Secondary Sources

The researcher gathered data from files and unpublished articles. Data was also gathered from the websites, journals, books, newspapers, magazines of different institutions along with different related studies about impact of personality traits on job performance within the industry to supplement the research.

3.3 Population of the study

According to Burns and Grove (1993), a population is defined as all elements (individuals, objects and events) that meet the sample criteria for inclusion in a study. The study population of this consisted of all Staff and Management in the Kumasi Metropolitan Assembly.

The target population of the study consisted of staff from the Finance and Administration Unit, Legal and Internal Audit Unit, Planning and Budget Unit,

Engineering Unit, Births and Deaths Unit, Revenue Unit, Procurement Unit, Estate Unit, Environmental Unit, Protocol Unit and Treasury/Stores Unit. Records available at the Human Resource Unit of KMA show that the Assembly has about 1,335 staff.

Table 3.1: Categories of staff

Categories of Staff	Numbers
Number of top management staff	58
Number of senior staff	364
Number of junior staff	622
Number of labourers	291
Total number of staff	1335

Source: KMA Human Resource Department (April, 2014)

Out of the One Thousand Three Hundred and Thirty Five staff of KMA, Nine Hundred are males and Four Hundred and Thirty Five are females.

3.4 Sampling procedures for data collection

Sampling is a key component of any investigation and involves several considerations. The aim of most investigations is to obtain information about a population. A census or sample of the population is taken for analysis.

The sampling techniques used for this study was simple random sampling technique. Simple random sampling technique was used to select staff and departmental personnels.

The sample size for the study was 150 employees. The selection of the sample was based on chance selection and the readiness and availability of the respondents. A total of 150 questionnaires were administered in order to ascertain the perceptions of both staff and management with respect to personality traits and its impact on job performance by Kumasi Metropolitan Assembly. Table 3.2 indicates how the questionnaires were allocated to different sections of the Assembly.

Table 3.2 Departments and Number of respondents

Department	Population	No. of respondents
Administration	60	10
Finance and Accounts	45	15
Engineering	85	25
Legal/ Internal Audit	10	15
Environment	100	7
Revenue	115	12
Procurement	15	6
Planning/Budget	50	20
Estate	45	12
Protocol	20	8
Treasury/stores	50	30
Total	595	150

Source: Field Survey, April 2014

3.5 Data Collection Method

3.5.1 Data Collection instrument

A questionnaire was chosen as data collection instrument. A questionnaire is a printed self-report form designed to elicit information that can be obtained through the written responses of the respondents. The information obtained through a questionnaire is similar to that obtained by an interview, but the questions tend to have less depth (Burns & Grove 1993). Data was collected with the aid of questionnaires to evaluate the management and staff knowledge and views the subject matter. Questionnaires were decided upon because of the following:

a. They ensured a high response rate as the questionnaires were distributed to respondents to complete and were collected personally by the researcher.

b. They required less time and energy to administer.

c. They offered the possibility of anonymity because subjects' names were not required on the completed questionnaires.

d. There was less opportunity for bias as they were presented in a consistent manner.

e. Most of the items in the questionnaires were closed, which made it easier to compare the responses to each item.

The questionnaires consisted of closed-ended that had options which were determined by the researcher (Burns & Grove 1993:370). Closed-ended was used because they are easier to administer and to analyze. They are also more efficient in the sense that a respondent is able to complete more closed-ended items than open-ended items in a given period of time (Polit & Hungler 1993).

The questionnaires were written in English. For those who could not read or write, the researcher read and wrote their answers for them. They were given the assurance that the answers would not be able to link their responses to them at the stage of data analysis, therefore ensuring anonymity. The questionnaires consisted of sections A, B and C. Section A aimed at gaining demographic data such as rank, gender, age, level of education, functional area and length of service. This information could assist the researcher when interpreting the results, for example, whether subjects lacked knowledge of personality traits because they were uneducated, or whether they did not follow the activities of the institution.

The researcher collected all the information from the top management officials and staff. Section B aimed at determining the respondents' views and knowledge on the Personality Traits.

Section C sought to ask whether their Personality Traits have any way affected their work. Instruction guidelines were attached to the questionnaires to guide the respondents as to whether to circle or tick the chosen response.

3.5.2 Data collection procedure

Questionnaires were personally distributed by the researcher to top management officials and their staff to complete. The data was collected over a period of one month. Before the questionnaires were administered, the researcher sought permission from the selected institutions and interviewed a few staff of which the researcher derived the research topic and objectives. The researcher interviewed some staff to know the activities of the organisation. From that, questionnaires were made for the respondents. The researcher first did a pilot test of the questionnaire to ensure that the objectives were being met. After corrections were made, the questionnaires were distributed to staff and management.

3.6 Data Collection Process

Before data collection, the researcher visited KMA in order to be familiar with its operations, build a rapport with the staff and explain the purpose of the study. Formal interview were arranged at convenient periods with the respondents. To ensure good response rate and clarify any question that might arise, the researcher endeavoured to appeal to the respondents to fill and submit the questionnaire in the presence of the researcher. It was part of the strategy to directly explain the questions to the respondents before they fill in their responses. A few insisted on taking the questionnaire home and returning them later or preferred to answer the questions for the author to enter the responses. In the process, the researcher explained the questions to the respondents taking care not to introduce any bias. From the researcher's personal experience and

views of former writers who have conducted some research would-be-respondents are less enthused when they are presented with lengthy questions compared with short, typically brief. Responses were written down.   A pre-test of the questionnaire preceded the main work. The purpose of the pre-test activity is to ensure that the questionnaires are meaningful, easily understood and appropriate for the main fieldwork. The activity enabled the researcher to become more familiar with items of the questionnaires and prepare them accurately for the main work. Due to the complex nature of designing the questionnaires, a pilot test was done to improve the question order, filter questions and layout.

3.7   Reliability and Validity

3.7.1 Reliability

Polit and Hungler (1993) refer to reliability as the degree of consistency with which an instrument measures the attribute it is designed to measure. The questionnaires answered by groups, i.e. the top management officials and the customers, revealed consistency in responses. Reliability can also be ensured by minimising sources of measurement error like data collector bias. Data collection bias was minimised by the researcher's being the only one to administer the questionnaires, and standardizing conditions such as exhibiting similar personal attributes to all respondents, e.g., friendliness and support.

The physical and psychological environment where data was collected was made comfortable by ensuring privacy, confidentiality and general physical comfort.

The subjects were offered comfortable chairs inside the offices. Windows were opened for fresh air. The researcher remained in the office with the respondents. A "do not disturb" notice was placed on the door to maintain privacy and prevent interruptions. Respondents were requested not to write their names on the questionnaires to ensure confidentiality.

3.7.2 Validity

The validity of an instrument is the degree to which an instrument measures what it is intended to measure (Polit & Hungler 1993). Content validity refers to the extent to which an instrument represents the factors under study. To achieve content validity, questionnaires included a variety of questions on the knowledge of the top management officials and their staff about personality traits and its effect on KMA. (Polit &Hungler 1993).

Questions were based on information gathered during the literature review to ensure that they were representative of what respondents should know. Content validity was further ensured by consistency in administering the questionnaires. All questionnaires were distributed to respondents by the researcher personally. The questions were formulated in simple language for clarity and ease of understanding. Clear instructions were given to the subjects and the researcher completed the questionnaires for those subjects who could not read.

All the respondents completed the questionnaires in the presence of the researcher. This was done to prevent respondents from giving questionnaires to other people to complete on their behalf. For validation, the questionnaires were submitted to a researcher and statistician. As a result more questions were added to ensure higher representativeness. Rephrasing of some questions was done to clarify the questions and more appropriate alternative response choices were added to the closed-ended questions to provide for meaningful data analysis (Burns & Grove 1993).

3.8 Methods of Data Analysis

Sullivan (2001) opined that data analysis can be the most challenging and interesting aspect of research. It refers to deriving meaning from the data that had been collected in a study. Data analysis assumes many forms. Quantitative data analysis involves the use of statistical methods to assemble, classify, analyze and summarize the data to derive meaning. As indicated earlier, a field research was conducted to collect data from KMA using questionnaires. After the data collection, data reduction was conducted to select, arrange, refine, focus and summarize the data for onward analysis. The data collected was transformed into a form appropriate for manipulation and analysis. The data gathered from the questionnaire was edited to ensure completeness, consistency and accuracy.

Data collected were analyzed through the use of Statistical Package for Social Sciences (SPSS) software and Microsoft Excel. In analyzing the data, tables and figures were used as analytical tools. Multiple linear regression was conducted in order to analyse the

relationship between the independent variables (Neuroticism, Extraversion, Openness to Experience, Agreeableness and Conscientiousness) as a whole towards the dependent variable (job performance). The p-value of each independent variable was used to reach a decision whereby the p-value of less than 0.05 of the independent variable shows a significant relationship with the dependent variable. Besides that, Pearson's correlation analysis was used to study the correlation relationship between each variable too. Quantitative explanations were made of quantitative data to give meaning to them as well as explain their implications. From these, appropriate conclusions and recommendations were made from the findings of the research.

3.9 Organizational Profile of Kumasi Metropolitan Assembly

The city of Kumasi was founded in the 1680's by King Osei Tutu I to serve as the capital of Ashanti State (Fynn, 1971). Given its strategic location and political dominance, Kumasi as a matter of course, is developed into major commercial centre with all major trade route converging on it (Dickson, 1969).

However, it came under the influence of the British rule in 1890 (Adu Boahen, 1965). With time the city began to expand and grow thereby making it second only to Accra in terms of land area, population size, social life and economic activity. Its strategic location has also endowed it with the status of principal transport terminal and has assured its pivotal role in the vast and profitable distribution of goods in the country and beyond.

Its beautiful layout and greenery has accorded it the accolade of being the ''Garden City of West Africa''. From the three communities of Adum, Krobo and Bompata, it has grown in a concentric form to cover an area of approximately ten (10) kilometers in radius. The direction of growth was originally along the arterial roads due to the accessibility they offered resulting in a radial pattern of development. The city is a rapidly growing one with an annual growth rate of 5.53 per cent (Regional Statistical Office, Kumasi). It encompasses about 90 suburbs, many of which were absorbed into it as a result of the process of growth and physical expansion. The 2000 Population Census kept the population at 1,170,270. It was however discovered that population grew to 2,035,064 in 2010 population census conducted. Kumasi is located in the transitional forest zone and is about 270km north of the national capital, Accra. The unique centrality of the city as a traversing point from all parts of the country makes it a special place for many to migrate to.

There are concentrations of economic activities in the city. The first and most important location is the Central Business District (CBD), which embraces the Kejetia Lorry Park, the Central Market and the Adum Shopping Centre. The other economic nodes include the Suame Magazine (Vehicle Repair Centre), the Kaase/Asokwa Industrial Area and the Sokoban Wood Village. Most industries which deal in Timber processing, Logging, Food Processing and Soap making are concentrated at the Kaase/Asokwa Industrial Area. There are also a number of satellite markets in the metropolis. These included the Asafo Market, Bantama, Oforikrom, Asawase, Kwadaso and Atonsu Market.

KMA is committed to improving the quality of life of people in the metropolis through the provision of essential service and creation of an enabling environment to ensure the total and sustainable development of the city.

3.9.1 Position and functions of Kumasi Metropolitan Assembly

Kumasi Metropolitan Assembly was established by the legislative Instrument number L.I. 1432 and it is centrally located in the Ashanti Region of Ghana. Its unique central position makes it accessible from all corners of the country. It is the second largest city in the country and the administrative capital of Ashanti. It is a fast growing metropolis with an annual growth rate of about 5.4%. The Metropolis is about 254 kilometers; its physical structure is basically circular with a central located commercial area.

These are deliberative, legislative and executive functions. Section 10 (3) of Act 462 list them as follows;

a) Be responsible for the overall development of the metropolis and shall ensure the preparation and submission through the regional coordinating council for approval of the development plan to the commission and budget to minister of finance for the district.

b) Formulate and execute plans, programmes and strategies for the effective mobilization of the resources necessary for the overall development of the metropolis.

c) Promote and support productive activity and social development in the metropolis and remove any obstacles to initiative and development.

d) Initiate programmes for the development of basic infrastructure and provide municipal and works and services in the metropolis.

e) Be responsible for the development, improvement and management of human settlements and the environment in the district.

f) In cooperation with appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the district.

g) Ensure ready access to the courts and public tribunals in the district for the promotion of justice.

h) Initiate sponsors or carry out such studies as may be necessary for the discharge of any of the functions conferred by this law or any other enactment.

i) Perform such other functions as may be provided under any enactment.

3.9.2 Objectives of Kumasi Metropolitan Assembly

a. To facilitate the effective functioning of government machinery in the metropolis.

b. To ensure efficiency and effectiveness in the use of resources of the Metropolitan Assembly and decentralized departments within the metropolis

c. To monitor, conduct and harmonize the implementation of the Metropolitan development plans and activities within the Metropolis

d. To facilitate community-based and private sector development in the metropolis.

3.9.3 Activities of Kumasi Metropolitan Assembly

The following are the activities in which the Assembly is involved in. Among them are:-

a. To ensure an efficient service delivery, staff orientation, effective co-ordination of departmental activities as well as ensuring client feedback information on the Assembly's performance.

b. To enhance the planning, budgeting and project execution role of the Assembly.

c. To control / check haphazard land development and to provide basic social and physical infrastructure – schools, Health facilities, etc.

d. To improve environmental sanitation through sound waste management practices.

e. To step up resource mobilization while ensuring that expenditure lagged behind revenue.

f. To promote civic participation and transparency in local governance and information sharing through the operationalisation of the satellite structure of the Assembly, i. e. Sub-Metros, Town Council and Unit Committees.

3.9.4 Vision

To develop Kumasi into a safe and vibrant city by improving city management through good governance, local economic development, tourism promotion, improved sanitation, improved environmental and social services as well as spatial and infrastructure development.

3.9.5   Mission

Kumasi Metropolitan Assembly is committed to improving the quality of life of the people of the metropolis through the provision of infrastructure and essential services and the creation of an enabling environment to ensure the total and sustainable development of the city.

Source. www.kma.gov
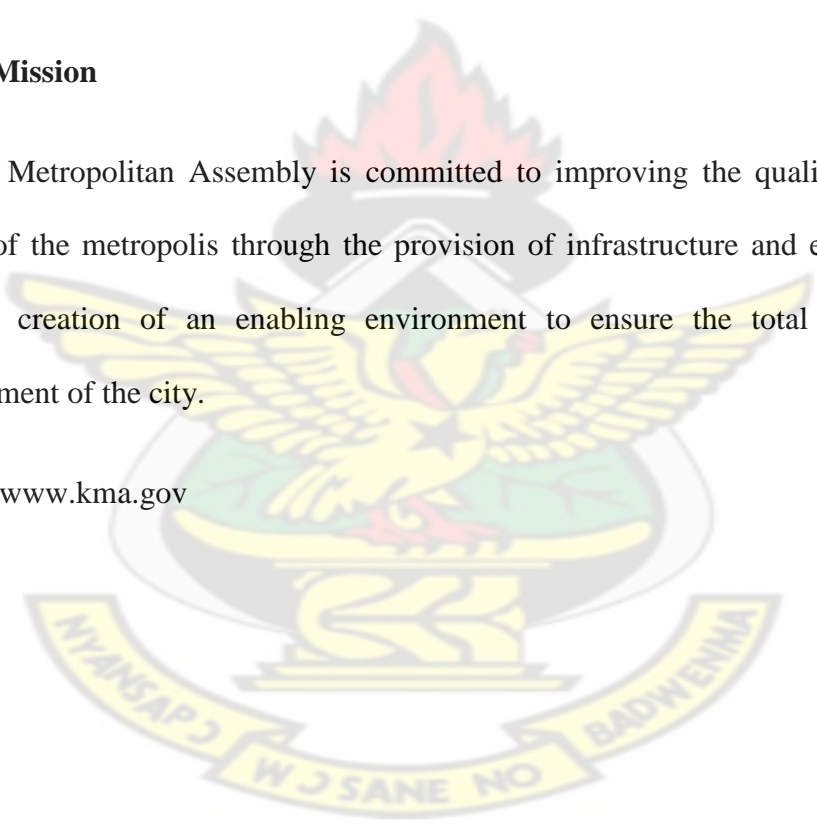
CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presents analysis and the discussion of the data collected from the field survey. The objective of the study is to determine the effect of personality traits and its impact on the job performance of staff at KMA as the case study. This chapter thus depicts the findings which seek to answer the research questions against the background of the objectives of the study. Data gathered from the field survey was analyzed using Statistical Package for Social Sciences (SPSS) software and Microsoft excel spreadsheet (2010). The SPSS was used for data transformation, running of cross tabulation, percentages, ratios and the regression analysis while the Microsoft excel was used for designing bar graphs, histograms and pie charts. The following outlines 145 responses received from the 150 questionnaires administered.

4.1 Biographical Information of Respondents

The biographical information of the respondents was analysed according to rank, gender, age, qualification, functional area of work and length of service. The respondents that participated in the study were all staff of Kumasi Metropolitan Assembly working at various departments.

4.1.1 Rank of respondents

Question A.1 required respondents to indicate their positions at Kumasi Metropolitan Assembly. Responses to this question are presented in Table 4.1.1

Table 4.1. Rank of respondents

Rank	Frequency	Percentage
Director	1	0.7%
Deputy Director	6	4.1%
Principal Executive officer	17	11.7%
Senior executive officer	33	23.4%
Executive Officer	43	29.7%
Clerical Officer	13	8.3%
Others in different fields	32	22.1%
Total	145	100%

Source: Field Survey, June 2014

From Table above, it could be observed that majority of the respondents were Executive Officers which comprises of 43(29.7%) of the respondents, followed by Senior Executive Officers of 33(23.4%), and then those in other different fields of 32(22.1%), Principal Executive Officers of 17(11.7%), Clerical Officers of 13(8.3%), Deputy Directors of 6 (4.1%), and only one Director thus the metro co-coordinating director constituting 1(0.7%) of the response rate. The responses from the table indicate that

majority of the respondents 43(29.7%) were Executive Officers. This was because the Assembly is dominated by Executive Officers. Also, at the time of administering the questionnaire majority of them were available. Majority of respondents in the Senior Officers category confirmed their supervisory role they play in job execution and therefore possessing a conscientious character trait. This confirmed the statement of Barrick & Mount (2003) that conscientious persons are capable of planning, organizing and working strategically toward goals.

4.1.2 Sex of respondents

Response to this question is presented in figure 4.1 below.

SEX OF RESPONDENTS
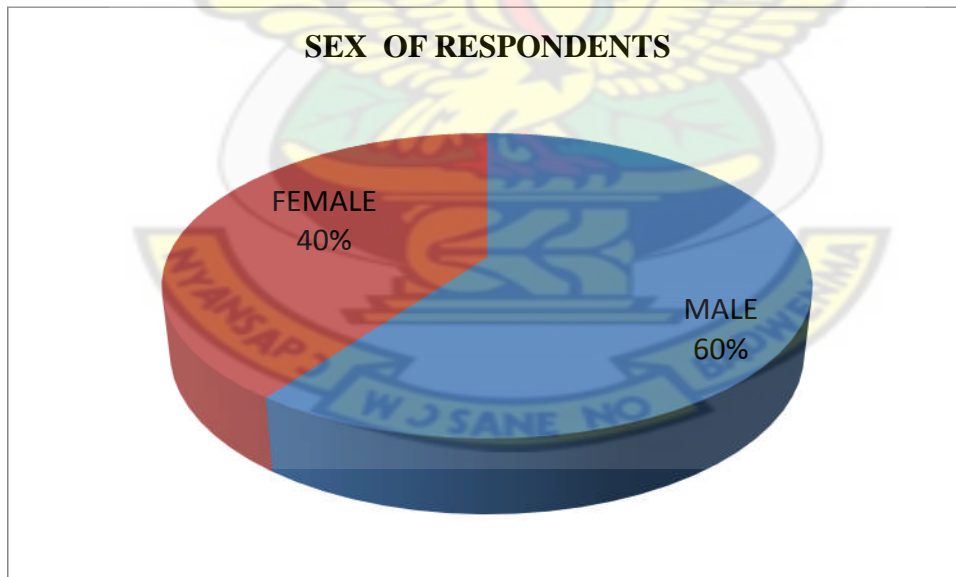
FEMALE
40%

MALE
60%

Figure 4.1 Sex of respondents

Source: Field Survey, June 2014

The Figure above shows the result accumulated from the field survey with respect to the sex of the respondents. From the responses received, 87 (60%) of the respondents were males whiles 58(40%) were females. It could therefore be deduced that more males 87(60%) than females 58(40%) participated in the survey. This can also be predicted that KMA is dominated by males or more males than female were present at the time of administering the questionnaires. This analysis shows that females attached emotions and caring behavior compared to the males who assertiveness and achievement oriented. This confirms McCrae & Costa (2001) assertion that women portray themselves to be higher in Neuroticism, Agreeableness, Warmth, and Openness to Feelings, whereas men were higher in Assertiveness and Openness to Ideas.

4.1.3 Age of respondents

Responses of the age of respondents are age presented in below 4.2.

Table 4.2 Age of respondents

Age	Frequency	Percentage
20-29	21	13.8%
30-39	24	17.2%
40-49	64	44.8%
50-59	33	22.8%
60 and above	3	1.4%
Total	145	100%

Source: Field Survey, June 2014

As indicated in the above Table 4.2, majority of the respondents in this study were those in the 40-49 age group representing as much as 64(44.8%) of the total response rate and this purposively done to ensure that majority of the respondents might have gained experience in the service. The second highest was the 50-59 age group representing 32(22.8%), the third highest was the 30-39 age group 24(17.2%), followed by 20-29 age group, representing 20(13.8%). The age group, 60 and above had 3(1.4%). This is a clear indication that the Assembly is dominated by employees within the age bracket of 40-49 representing 65(44.8%). The ages of the respondents analysed gave an indication that majority of them are young adults and as such they have the opportunity to learn on job as well.
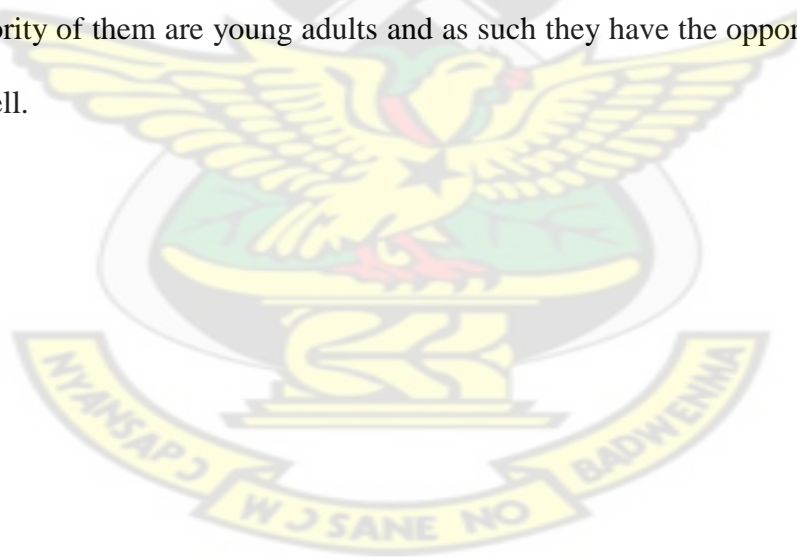
4.1.4 Academic qualifications of respondents

Responses on the academic qualifications of respondents are presented in Figure 4. 1.
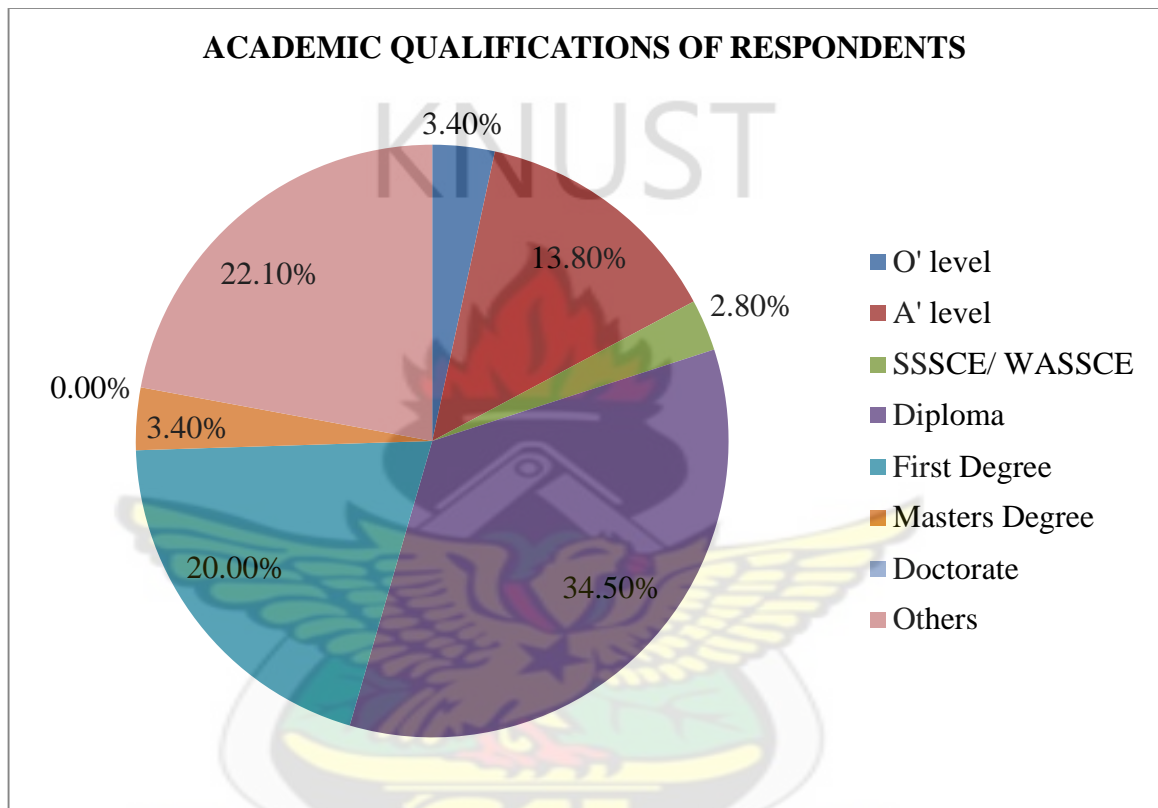
Figure 4. 1 Academic qualifications of respondents

Source: Field Survey, June 2014

From Figure 4.2, it is clear that a majority 40(34.5%) of the respondents had a diploma in a relevant field of work. This is followed by those with other qualifications of 36(22.1%), then those with first degree which comprised of 31(20.0%) of the total response rate. Those with 'A' level also constitute 20(13.8%), while those with 'O' level and Master's degree has the same rate of 3.4% each out of the total response rate. No

respondent was recorded under doctorate qualification. This does not necessarily mean that this academic qualification does not exist in KMA but may be due to the fact that their total population was so small that as at the time of administering the questionnaire, none of them was present. Based on the analysis of Table 4.1.4, it seems staff of KMA with second degree honours represents 10(3.4%) are few in the Assembly and most of the staff concentrate on having long service rank than having a higher academic qualification. The analysis portrayed that respondents with higher education tend to be supervisors and therefore possessing a conscientious character trait. This confirms the statement of Barrick & Mount (2003) that conscientious persons have general competences, capable of planning, organizing and working strategically toward goals.

4.1.5 Respondents' Functional area of work

The functional area of the respondents' work is presented in Table 4.3 Functional area of respondents' work

Functional Area	Frequency	Percentage
Administration	10	6.9%
Finance office	15	10.3%
Engineering	25	17.2%
Planning & Budget	20	13.8%
Others	75	51.8%
Total	145	100%

It is evident from Table 4.3 that most 70(48.3%) of the respondents were at the other departments of the Assembly which are Treasury, Revenue, Legal, Budget/Planning, Records, Stores, Birth and Death, Procurement. Those in Engineering Department constitute 30(20.7%) and Finance Office is been represented by 20(13.8%) of the response rate. Those in Administration Department were represented by 15(10.3%) whiles those in waste management department were represented by 10(6.9%). Again, it was realized some respondents have certain traits that matches with their work. The Accounts and Budget/ Planning officers being conscientious whereas those Administration and legal department offices being extroverts.
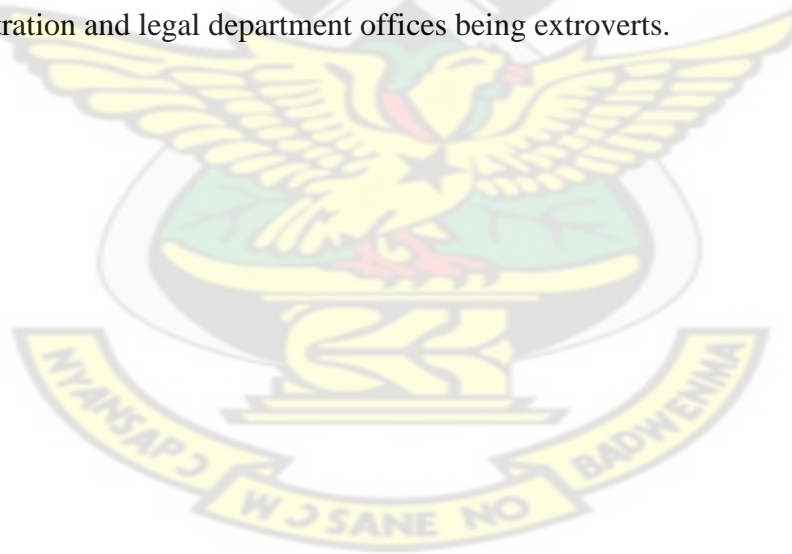
4.1.6 Respondents' length of service.
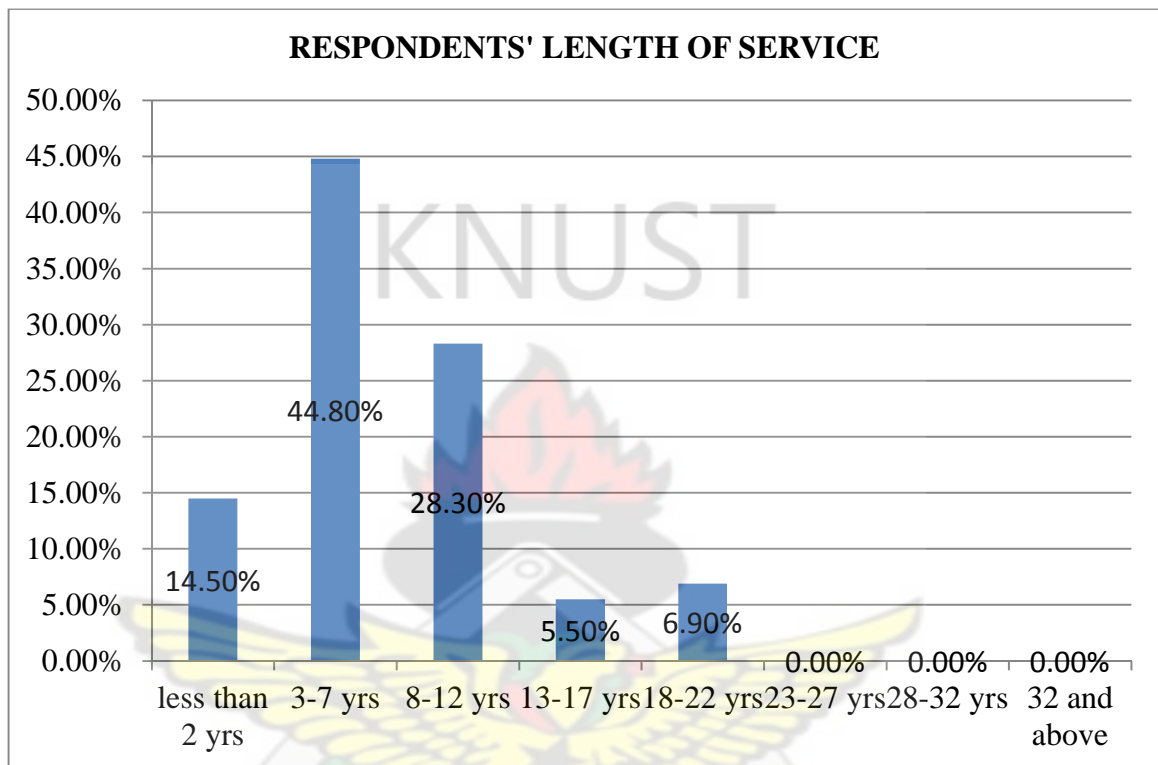
Figure 4.3 Respondent's length of service

Source: Field Survey, June 2014

As indicated in the Figure 4.3, majority of the respondents 65(44.8%) in this study have served for 3-7 years. Following are those who have served for 8-12 years representing 41(28.3%), then those who have served for less than 2 years representing 21(14.5%). Those who have served for 18-22 years represent 10(6.9%) and those who have served for 13-17 years were been represented by 8(5.5%). On the other hand, there was no respondent for those who have served for 23-27 years, 28-32 years and 32 and above years. That is, no respondent for the years of service from 23 years and above. This does

not necessarily mean that no one has served for 23 years and above in KMA but may be due to the fact that their total population was so infinitesimal that as at the time of administering the questionnaire, none of them was present. It was again realized that some the respondents have the character traits that conform to their work whereas others learn on the job through which they able acquire certain traits they do not originally have. Those that fall within the Administration, legal and the Protocol offices were found to be extroverts. This confirmed the statement of Barrick & Mount (1991) that those who are high in extroversion excel in occupations that allow them to socialize and be highly interactive with other individuals.

4.2 Descriptive Statistics on personality traits that employees exhibit among the respondent.

The obtained data as percentages of the total number of respondent have been shown in Fig 4.4.-4.8. It is worth clarifying that the questionnaire designed was tailored to the 'Likert' scale. Therefore, interpretation of the scale ought to consider the specific question which is being responded to. Effort is also made to relate indicators of job performance to the examined traits within each category.

The descriptive statistics on neuroticism as answered by the respondents are presented in the figure below.

4.2.1 CONSCIENTIOUSNESS.

Figure 4.4 Frequency distribution data on Conscientiousness
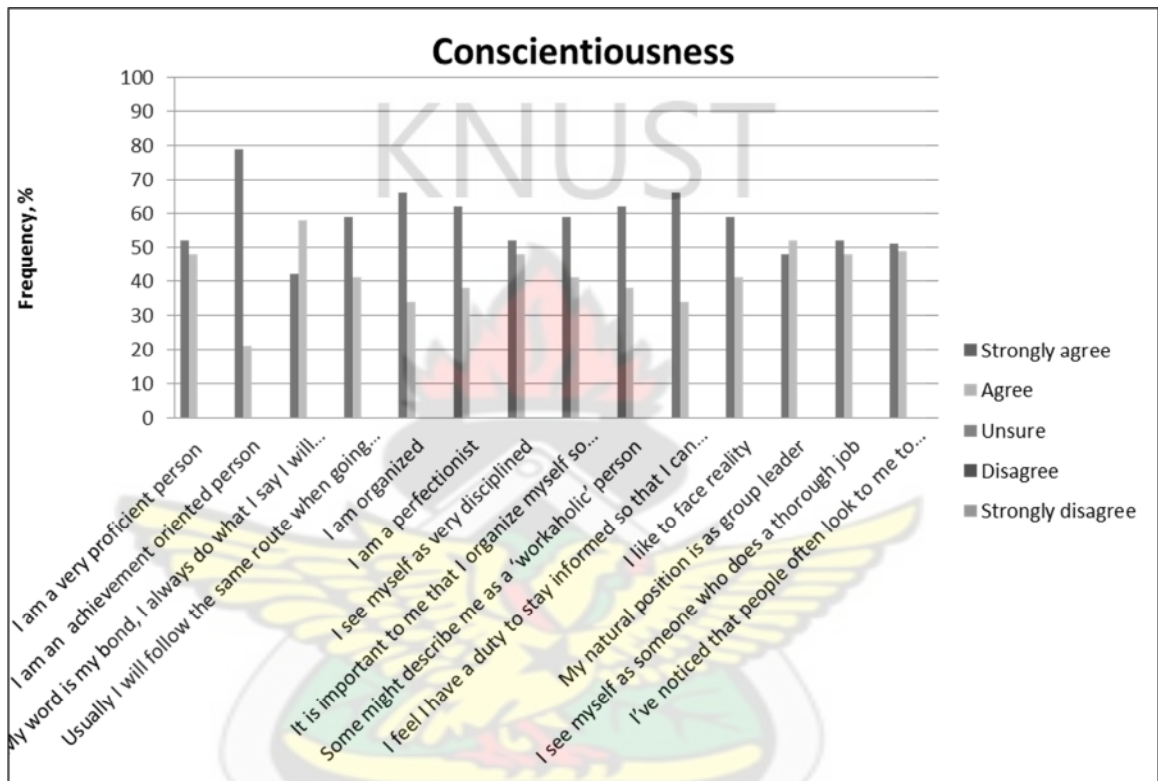
Source: Field Survey, June 2014

The responses obtained with respect to Conscientious are shown in Figure 4.4. The results indicate that, majority of the respondents in this study were very proficient with high response rate of 75(52%) strongly agreeing to that statement. Another character trait with majority of the respondents was an achievement oriented person 115(79%)

strongly agreeing to that statement.95 (66%) of the respondents share the view that, they are organized since they strongly agreed to that statement.

Based on the respondents, it can be concluded that 90(62%) of the respondents are perfectionist, 85(59%) organized themselves so that they can lay their hands on whatever they need quickly, 95(66%) feel they have duty to stay informed so that they can make intelligent decision, 85(59%) also like to face reality, 75(52%) also see themselves as someone who does thorough job and 60(41%) have noticed that people often look to them to make decision, 85(59%) would like to follow same route to familiar places because respondents strongly agreed to that statement respectively.

Again, it was noticed from respondents see themselves as group leaders with 75(52%) agreeing to the statement.

From the above 90% of the respondents exhibited high level of Conscientiousness. This means that they portrayed self control by being capable of planning, organizing and working strategically toward goals. They have general competence and like to work in a rule regulated environment as revealed by (Costa& McCrae, 2008; Barrick & Mount, 2005). Further, respondents confirmed the statement that individuals who are dependable, goal directed and organized are high performers on virtually any job (Mount& Barrick 1998.p.851). They are achievement and self discipline, referring to their individuals' stability to begin tasks and carry them through to completion, despite boredom or other distractions (Costa& McCrae 1992). They also confirm the findings that conscientiousness is the strongest out of all the personality dimensions, with overall

job performance across occupations (Barrick et al. 2001; Hurtz & Donovan, 2000, Mount & Barrick, 1995; Ones &Viswesvaran, 1996; Salgado 1997, Vinchuret et al., 1998).

On the negative side, high Conscientiousness leads to annoying fastidiousness, compulsive neatness or workaholic behaviour. Low scorers may not necessarily lack moral principles, but they were less exacting in applying them.

4.2.2 EXTROVERSION
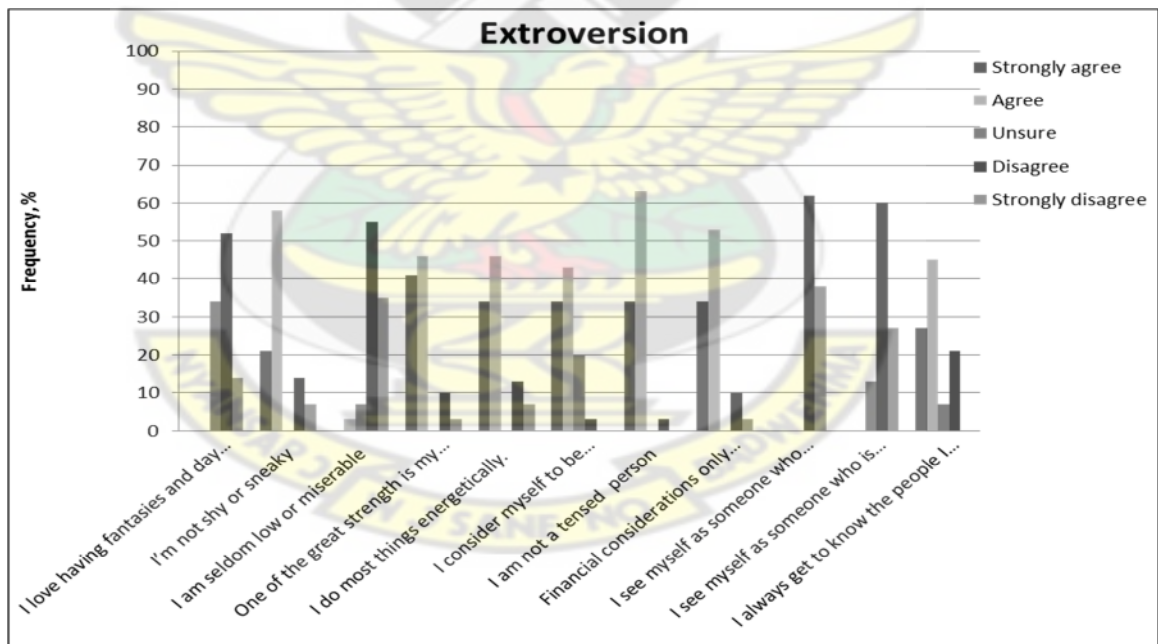
Figure 4.5 Frequency distribution data on Extroversion

Source: Field Survey, June 2014

The responses obtained from the questionnaire on extroversion are shown in Figure 4.5, The results indicate that, majority of the respondents have the great strength of getting people to do what they want them to do, and also indicated that financial consideration usually tell less than half of the story, human needs is equally important, they always get to know people they work with and do things energetically because 60(41%), 75(53%), 65(46%) and 65(46%) of the respondents agreed to that statement respectively. Again, 85(58%), 60(41) and 90(630 of the respondents also agreed that they are not shy or sneaky, they consider themselves emotionally stable and not tensed.

Respondents disagreed with notion of loving fantasies and day dreaming 75(52%), being seldom low or miserable, lazy and talkative 80(55%), 90(62%) and 85(59%).

From the above 67% respondents scored high in extroversion whereas 29% scored low.

The second trait which was seen among the majority of the employees in KMA was extroversion. The individuals portraying this character tend to have positive effects such as sympathy, concern, genuine, confident, loving and being fun to be with. A high extroversion score indicated that they perform well as supervisors, public relations officers, team builders and sales related positions. A low Extroversion score is an indicative of more relaxed and do not do things on high tempo. Respondents who are high in extroversion are sociable, active, optimistic and affectionate. They get themselves in verbal and result oriented activities, they tend to perform well as Supervisors, Financial planners, Lawyers, Public relations Officers and Consultants. This is confirmed by the statement of (Mount& Barrick, 1991) that this character trait excels in occupations that allow them to socialize and be highly interactive with other

individuals. Salgado (1997) predicted it a solid predictor of supervisory ratings whereas those who are low in this character trait are shy and prefer spending time on their own rather than being drawn.

4.2.3 AGREEABLENESS.
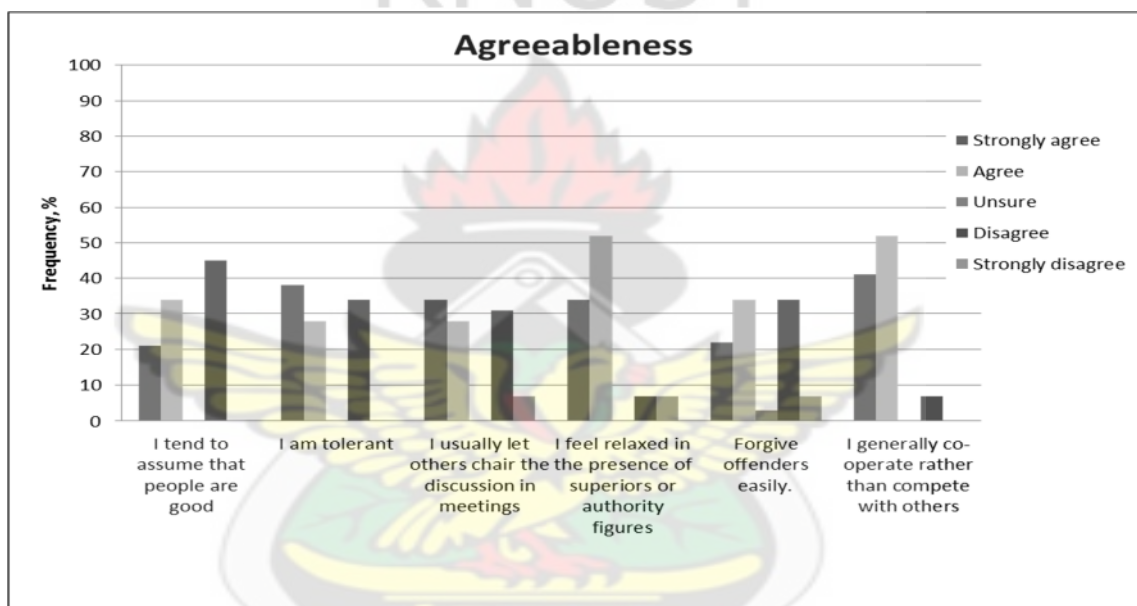
Figure 4.6 Frequency distribution of data on Agreeableness

Source: Field Survey, June 2014

Base on the responses from Figure 4.6 above, it is apparent that 60(38%) of the respondents are tolerant, 50(34%) usually allow others to chair meetings because respondents strongly agreed to that statement. Respondents again indicated that 70(47%) feel relaxed in the presence of superior or authority, 75(52%) also cooperate rather than

compete with others, 50(34%) forgive offenders easily because they agreed to the statement.

Respondents disagree with the assumption that people are good with 65(45%) respectively.

From the above 45% of the respondents exhibited high level of Agreeableness where as 54% exhibited low level of Agreeableness.

The third trait character that was seen by the employees of KMA was Agreeableness. This is manifested in soft heartedness, forgiving spirit, trusting and helpful towards others. Employees high on agreeableness tend to be tolerant, avoid conflict and philanthropic. This confirms Costa &McCrae, 1992 assertion that individuals with agreeableness are seen to be helpful towards others, trusting and forgives easily

The individuals with this character trait involves themselves in philanthropic works, avoid conflict and tolerant, whereas those with low agreeableness are egocentric, pessimistic, suspicious and they lack the desire to cooperate with others postulated (Barrick et al. 2003). However, a low Agreeableness score is indicative of a pessimistic, distrustful and egocentric.

4.2.4. OPENNESS TO EXPERIENCE
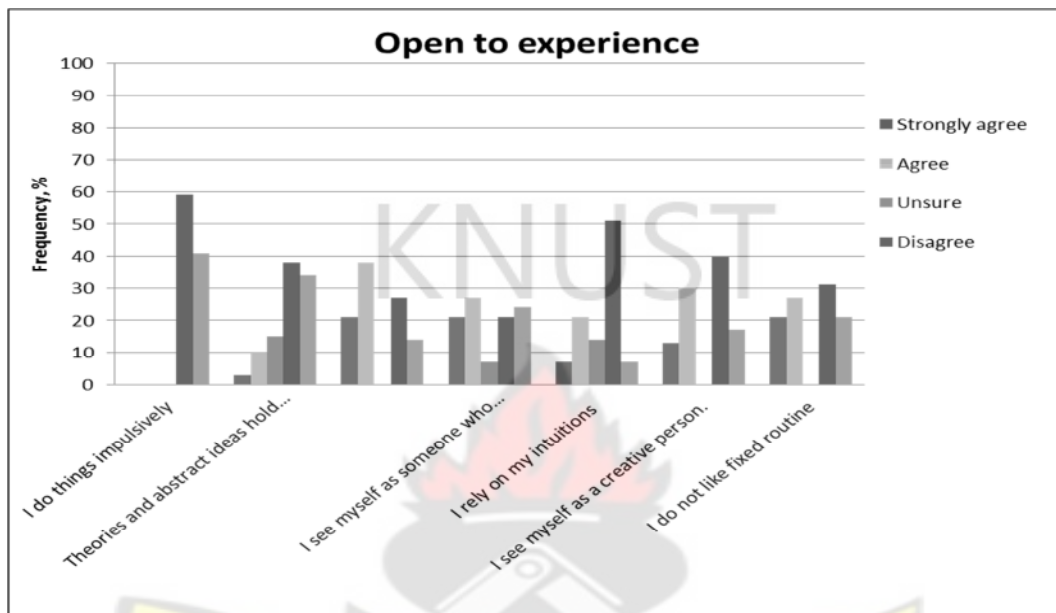
Figure 4.7 Frequency distribution of data on Openness to experience

Source: Field Survey, June 2014

As indicated in Figure 4.7 it seen that 55(38%) like to choose jobs that allows them to work without interruption, 40(27%) and 50(34%) like to come up with new things and see themselves as creative because respondents strongly agreed to that statement.

Majority of the respondents disagreed that they do things impulsively 85(59%) and rely on their intuitions 75(51%) respectively. Again, 55(38) disagreed that theories and abstract ideas fascinates them and also 45(31%) disagreed that they do not like fixed routine.

Again from the above 25% of the respondents exhibited high level of Openness to Experience whereas 52% of them exhibited low level of this character trait.

Openness to Experience is the fourth character trait, this is manifested in sensitive feelings, intuitions, free thinking, creativity, artistic and open to new ideas.

Employees scoring low on Openness to experience tend to be conventional in behaviour and conservative in outlook. They prefer fixed routine and monotone work processes. Employees scoring high on Openness tend to be unconventional, willing to question authority and prepared to entertain new ethical, social and political ideas. They have positive attitude towards their own ideas and experiences in life. They are creative, strives on ambiguous, original and show independence in judgment (Costa & McCrae 1992). They are free thinkers, sensitive and rely on their intuitions. They are imaginative and they prefer to work on projects alone, even if others volunteer to help e.g. Musicians, Designers, Architects and Painters. They are Designers and Musicians. Open individuals were curious about both inner and outer worlds and their lives were experientially richer. A curious observation by some few individuals that their questionnaire were ticked for cross check attested to the fact they were indeed curious.

4.2.5. NEUROTICISM
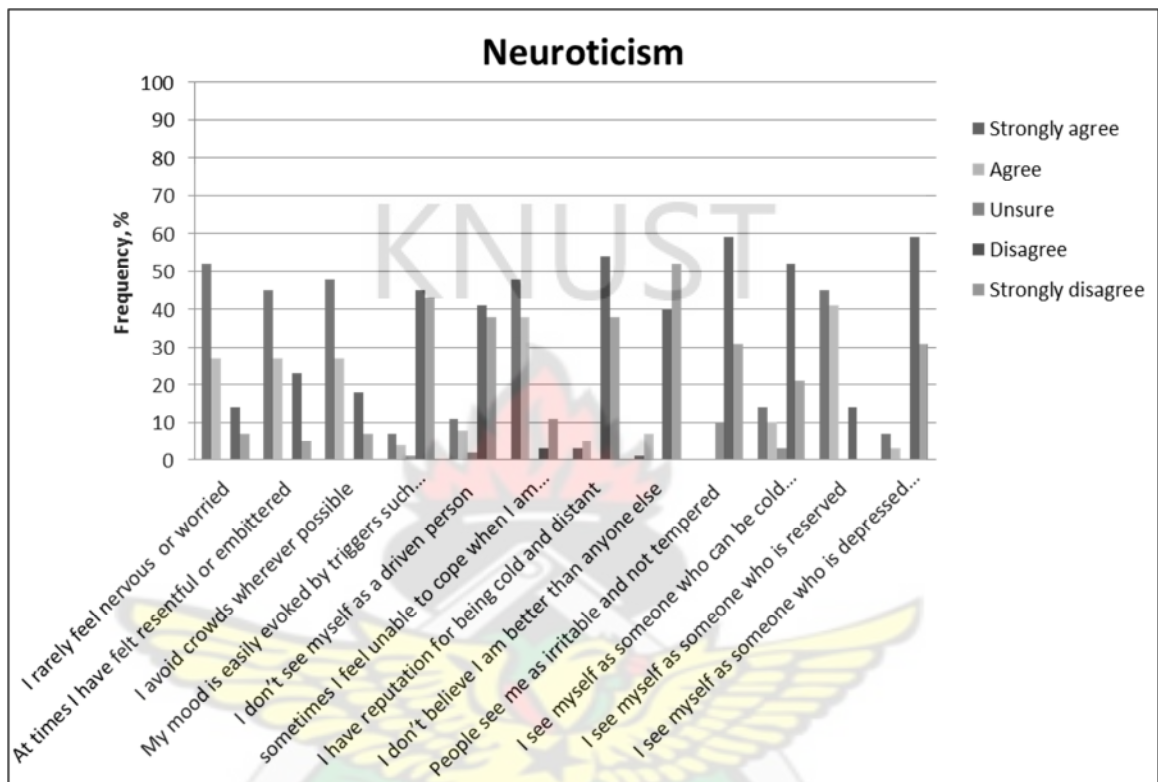
Figure 4.8 Frequency distribution of data on Neuroticism

Source: Field Survey, June 2014

As indicated the in Figure 4.8, respondents who sometimes feel resentful or embittered with high response rate of 65(45%) strongly agreeing to that statement. Another character trait is to avoid crowd wherever possible since 70(48%) strongly agreed to that statement. Majority of the respondents unable to cope when they are under stress and also see themselves as someone who is reserved since 65(45%) agreed to that statement.

Respondents that, do not believe they are better than anyone else 75(52%) strongly disagreed. Majority of the respondents have reputation of being cold and distant and see themselves as cold and aloof 78(54%) and 75(52%) disagreed to that statement respectively. Majority of the respondents in this study were rarely nervous or worried had a high response rate of 75(52%) strongly agreeing to that statement. Lastly, 70(45%) and 60(41%) disagreed to the statement their mood are easily evoked by triggers of scents or names of places and they do not see themselves as a driven person.

The last character trait is neuroticism. In all 76% of the respondents exhibited low level of neuroticism whereas 34% of the respondents exhibited high level of neuroticism. A low Neuroticism score is indicative of emotional stability. These employees are usually calm, even-tempered, relaxed and able to face stressful situations. This means that the respondents are emotionally stable, calm and capable. They have high self esteem and pride themselves in their capabilities, this enable them to deal with situations (Costa & McCrae, 1996). It be again deduced that those who exhibited that they are of low neuroticism are emotionally stable. Emotional stability predicts job performance and considered as a reliable and valid predictor of job performance across occupations and work tasks (Barrick et al. 2001). Salgado (1997) revealed that emotional stability correlated strongest with teamwork. This therefore means that respondent's with low neuroticism performance at work is better compared to neurotic workers.

A high Neuroticism score indicated that they were prone to having irrational ideas, being less able to control impulses, and coping poorly with stress. Neuroticism was seen to be a predictor of employee performance but could not be seen unless a regression analysis was performed. The individuals portraying this character tend to experience negative effects such as fear, sadness, embarrassment, anger, guilt and disgust.

4.3 Personality Traits effects on Performance.

For each of the questions administered to establish the personality traits of respondents, they were also asked to rank the extent to which this affected their performance at work using the 'Likert' scale. The relationships based on the obtained data are shown in the following Figure 4. 9 to Figure 4.13
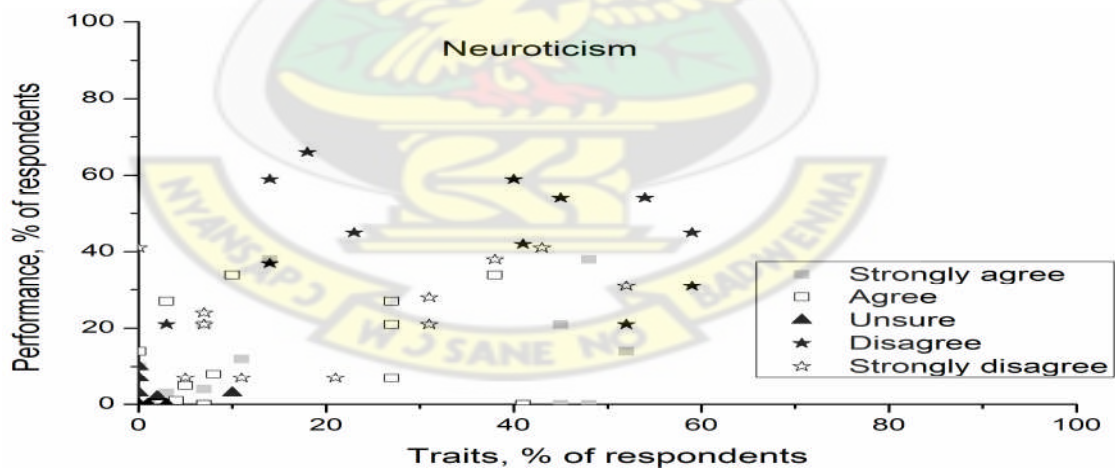
Figure 4.9 Effect of Neuroticism traits on performance

Source: Field Survey, June 2014

Figure above indicates, majority of the respondents in this study sometimes feel unable to cope when they are under stress and it has got effect on their work with high rate of response 55(38%) strongly agreeing to that statement. Majority of the respondents also see themselves as someone who can be cold and aloof and this has got effect on their work since 55(38%) strongly agreed to that statement. Respondents (55%) strongly agreed that they cannot cope under the stress and this affect their work.

Again, 55(38%) of respondents strongly agreed that rarely feel nervous or worried and this has effect on their work. Majority, of the respondents 65 (45%) and 95(66%) disagree that their work is affected even when they feel resentful or embittered and avoids crowds where possible. Respondents 77(54%) disagreed their mood at work is not easily evoked by triggers such as scents or names of places.

Neuroticism had negative relationship with employee performance this may be explained by the fact that employees who score high on Neuroticism are prone to having irrational ideas, are less able to control their impulses, and cope poorly with stress.
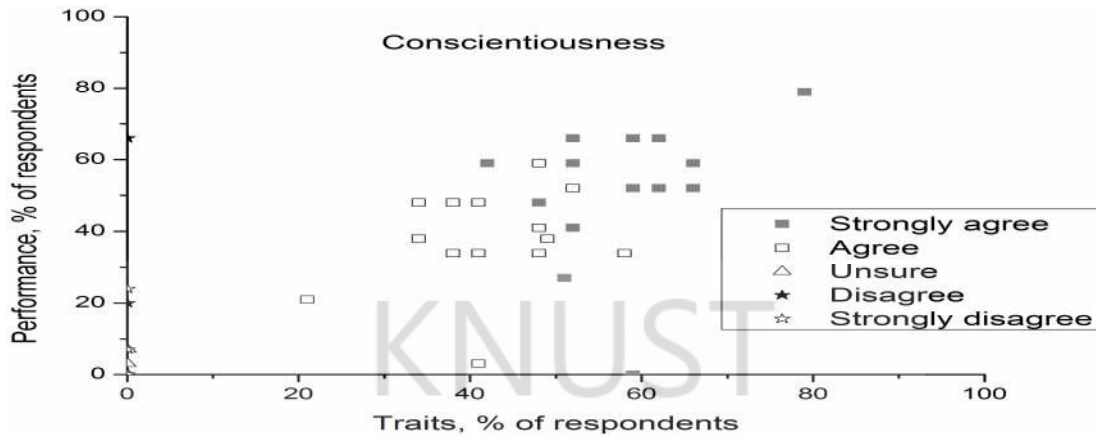
Figure 4.10 Effect of Conscientiousness on performance

Source: Field Survey, June 2014

As indicated in Figure above, respondents agreed strongly that they are organized and as such it has affected their work with 85(59%) respectively. 85(59%), 95(66%) and 75(52%) of the respondents strongly agreed that see themselves as disciplined, proficient and perfectionist at work. Again, 95(66%) and 75 (52) agreed strongly that they also see the importance be to organized before they lay their hands on whatever they need quick and they stay informed in order to make intelligent decisions. 95(66%) and 85(59%) also see themselves as workaholic and achievement oriented persons when it comes to their work. Respondent 95 (66%) and 75 (52%) strongly agreed that they have fixed routine, and like to face reality at work. Again responses from 70(48%) and 85(59%) shown that they are natural leaders and they are bond by their words.

Conscientiousness is significantly related to employee performance. A possible explanation of this relationship is that this personality trait and task performance especially for the employees in the public sector organisations is well-defined, with

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relatively low autonomy allowed. According to Barrick (2003), personality dimensions

are most likely to affect job performance in situations where autonomy is high.
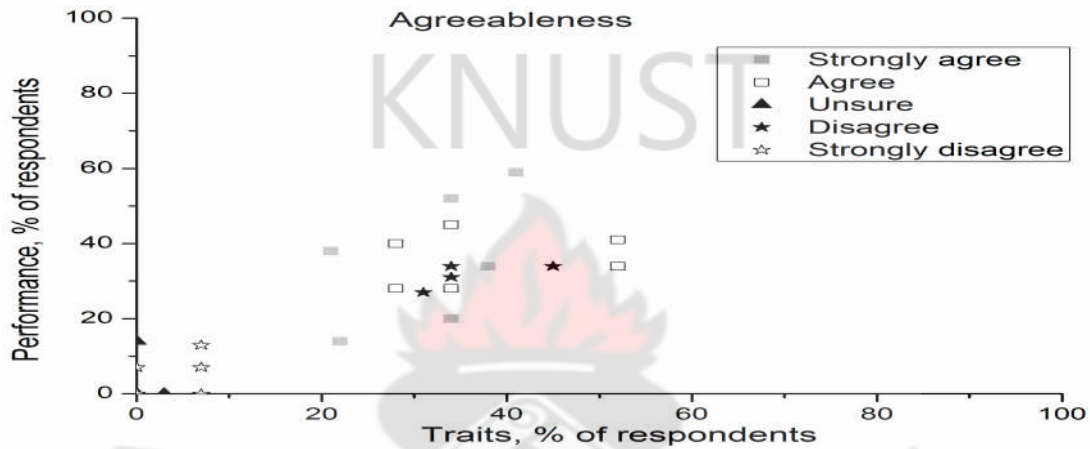
Figure 4.11 Effects of Agreeableness on performance

Source: Field Survey, June 2014

Based on Figure 4.11 the respondents views, it can be concluded that 50(34%) and

55(385) of the respondents strongly agreed that they are tolerant and assume that people

good at work. 85(59%) of the respondents strongly agreed that they are also co-operate

and let others chair meetings at work. Majority of the respondents 75(52%) feel relaxed

in the presence of their superiors or authority while 50(34%) of the respondents disagree

that they easily forgive at work.
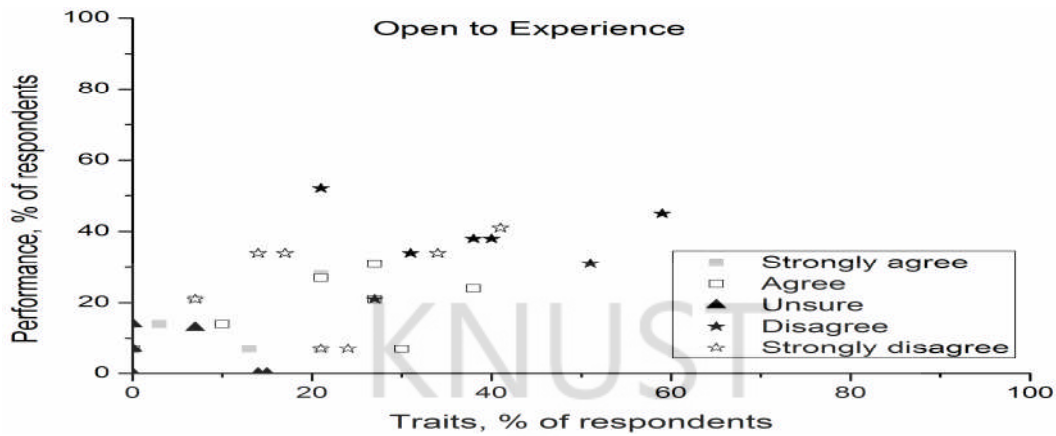
Figure 4.12   Impact of Openness to Experience traits on performance

Source: Field Survey, June 2014

As indicated in Figure 4.12 45(31%) and 75(52) of the respondents disagreed that they are creative and rely on their intuitions at work. Majority, of the respondents 55(385) disagreed that they do things impulsively. Again 55(38%) and 65(45%) of the respondents disagreed that they like jobs that allow them to work alone and more so work with abstract and theories.

Respondents 50(34%) disagreed that they do not like fixed routine where as 50(34%) and 50(34%) of respondents strongly disagreed that they do things impulsively and see themselves as original and comes up with new ideas at work.

The negative relationship between Openness to Experience and employee performance could be explained by the fact that employees in the public sector are bound by the rules and see to the implementation of policies of the central government and therefore have very little autonomy initiate, do and create things on their own.
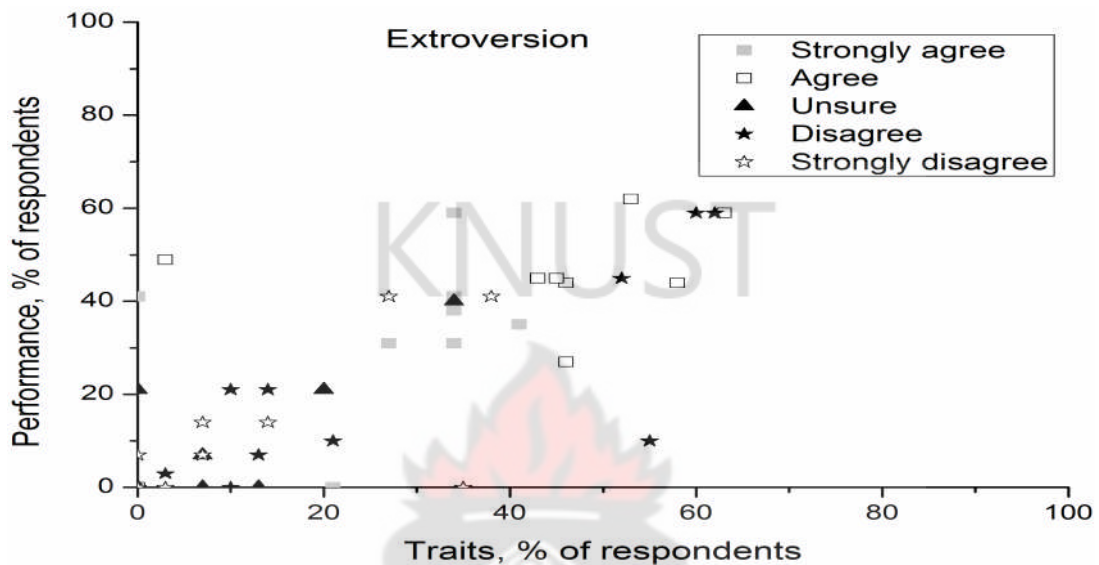
Figure 4.13 Effects of Extroversion on performance

Source: Field Survey, June 2014

As indicated in Figure 4.13 the responses 85(59%) strongly agreed they are energetic work. Majority, of respondents 70(49), 65(45) and 65(45) agreed that they seldom low and miserable, emotionally stable and not a tensed at work. Again, respondents 65(45%) and 90(62%) agreed they to know people and consider human relations important than finances at work. 65(45%) and 65(45%) respondents agreed that they are not shy and as such are able to get people to do what they want at work.

Respondents 65(45%), 85(59%) and 85(59%) disagreed they are lazy, talkative and day dreams at work.

Extroversion is significantly related to employee performance. At KMA due to the nature of their work, they are suppose to provide excellent customer service, collate feedback on implemented policies and lastly attain revenue targets handed down by the central government. Therefore, extroversion has a bigger role to play in carrying out their work.

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4.4 Statistical Analysis of Personality Traits and Employee Performance

The study was used to measure the personality of individuals, based on the five-factor model of personality, which includes the dimensions of Extroversion, Neuroticism, Agreeableness, Openness to experience and Conscientiousness. The five personality dimensions are divided into a five point likert scale ranging from strongly agree to disagree using 145 employee based on Performance Appraisal measures at KMA by supervisors.

The Performance Appraisal Questionnaire was used to measure employees' job performance. The statistical analysis was carried out by means of the SPSS software. Descriptive statistics (means, standard deviations, skewness and kurtosis) were used to analyse the results. Cronbach alpha coefficients and inter-item correlations were used to assess the internal consistency of the measuring instruments. Coefficient alpha conveys important information regarding the proportion of error variance contained in a scale. According to Clark and Watson (1995), the average inter-item correlation coefficient (which is a straightforward measure of internal consistency) is a useful index to supplement information supplied by coefficient alpha. Pearson product-moment

correlation coefficients were used to specify the relationships between the variables. Because a non- probability sample was used in this research, effect sizes (rather than inferential statistics) were used to decide on the significance of the findings. A cut-off point of 0.30 was set for the practical significance of correlation coefficients. Canonical correlation was used to determine the relationships between the dimensions of personality traits and employee performance. The goal of canonical correlation is to analyse the relationship between two sets of variables. Canonical correlation is considered a descriptive technique rather than a hypothesis-testing procedure.

A regression analysis was conducted to determine the proportion of variance in Employee Performance that is predicted by personality traits. The effect size (which indicates practical significance) in the case of regression is represented by the following formula.
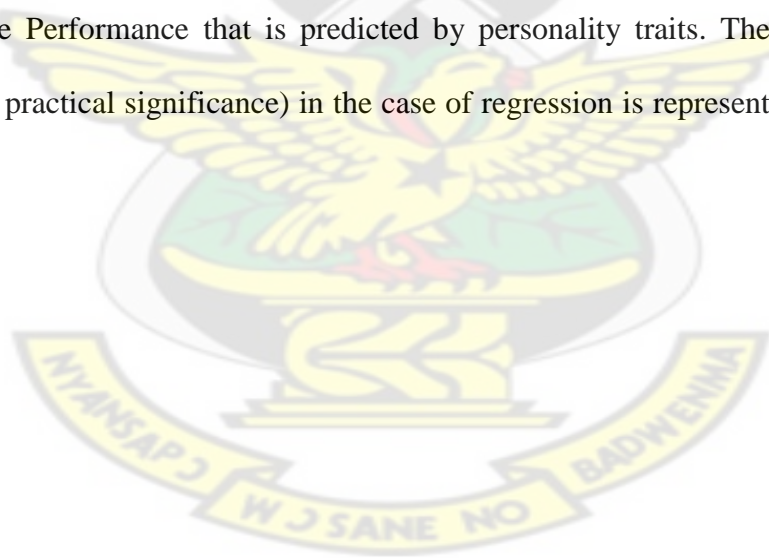
$$f^2 = \frac{R^2}{1 - R^2}$$

A cut-off point of 0.35 was set for the practical significance of f^2

The descriptive statistics of the for the sample are given in Table 4.4

Item	Mean	SD	Skewness	Kurtosis	r(Mean)	A
Job Performance	59.05	9.87	-1.03	1.70	0.48	0.88

Table 4.4   Descriptive Statistics of sample performance

Table 4.4 above shows the average scores were obtained on the dimensions of the sample. Regarding skewness and kurtosis, it is clear that the results were somewhat skew regarding Task Performance. This skewness may be attributed to the fact that poor performers on this dimension probably left the organisation. Scores on the other dimensions seem to be normally distributed. Table 1 shows that high Cronbach alpha coefficients (α) were obtained for all the factors. The correlation coefficients between the items of scales ($0.48 \leq r \geq 0.70$) indicate that the items correlate too highly. However, this should be seen in the context of the specificity of the constructs that are measured.

4.5 Multiple Regression Analysis Regarding Personality Traits and Employee Performance.

The results of a stepwise regression analysis with the Big Five personality dimensions as independent variables and job performance as the dependent variable are shown in the table below 4.5.

REGRESSION ANALYSIS

R^2=0.68	SOURCE OF VARIANCE	DEGREEOF FREEDOM	SUMOF SQUARE	MEAN SQUARE
R^2=0.48	REGRESSION	4	4068.75	813.75
F=5.60	RESIDUAL	144	101613.12	145.39

VARIABLES IN THE EQUATION

INDEPENDENT VARIABLES	PARAMETER	STANDARD ERROR	F	ρ
INTERCEPT	32.98	21.67	1.52	O.1324
NEUROTICISM	-0.16	0.08	-1.89	0.0622
AGREEABLENESS	-0.16	0.08	-1.89	0.5069
CONSCIENTIOUNESS	0.29	0.08	3.48	0.0008
EXTROVERSION	0.16	0.07	2.15	0.0352
OPENNESS	-0.05	0.09	-0.6	0.5529

From the above Table 4.5 the R-square value of .68 shows that personality traits accounts for 68% of the variance in employee performance in KMA as measured by the samples used. The F-statistics value of 5.6 shows that all the variables are statistically significant. But from the individual table above, the F values of only Conscientiousness (3.48) and Extroversion (2.15) and is also seen in the P values of 0.0008 and 0.0352 for Conscientiousness and Extroversion respectively since both values are lower that the cut of point value 0.05. It shows that only the two variables are significant for the prediction of employee performance in KMA. Thus Conscientiousness and Extroversion are the best predictors of employee performance in KMA, among them Conscientiousness is the best predictor of job performance in KMA per the correlation values of 0.29 and 0.16 respectively. This means if a job is to be performed the HR managers should first consider individuals with conscientiousness trait of personality. Employees with character traits Open to Experience, Neuroticism and Agreeableness had negative relationship with employee performance and the reason can be studied in the future using the three traits.

Furthermore, personality dimensions were related to employee performance. Conscientiousness and Extroversion were practically significantly related to employee performance. Employees who were conscientious and extroverts tend to perform better than those who measured lower on these dimensions. The negative relationship between Neuroticism and employee performance may be explained by the fact that employees who score high on Neuroticism are prone to having irrational ideas, are less able to control their impulses, and cope poorly with stress whereas those who score low

neuroticism indicates that they are emotionally stable. Emotional stability predicts job performance and considered as a reliable and valid predictor of job performance across occupations and work tasks (Barrick et al. 2001). Salgado (1997) revealed that emotional stability correlated strongest with teamwork. This therefore means that respondent's with low neuroticism performance at work is better compared to neurotic workers.

The significant relationship between Conscientiousness and employee performance could be explained by the fact that employees in the public sector are to follow the rules and implement policies of the central government. The results show that personality dimensions predict 68% of the variance in employee performance.

A possible explanation for the relationships between some personality traits and task performance is that the tasks of employees in the public sector organisations are well-defined, with relatively low autonomy allowed. According to Barrick (2003), personality dimensions are most likely to affect job performance in situations where autonomy is high.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The chapter gives a summary on the findings and analysis made on the data gathered, the necessary recommendations on personality and job performance at KMA using the performance appraisal measures at KMA.

5.1 Summary of findings

The study was conducted to analyze the effect of personality traits on employee performance in KMA. One hundred and fifty (150) respondents who work at Kumasi Metropolitan Assembly were engaged in the study; however, responses were received from one hundred and forty five (145) respondents. These workers were from the various departments in KMA. The study was used to measure the personality of individuals, based on the five-factor model of personality, which includes the dimensions of Extraversion, Neuroticism, Agreeableness, Openness to experience and Conscientiousness. The five personality dimensions were each divided into a five point likert scale ranging from strongly agree to strongly disagree using 145 employees based on Performance Appraisal measures at KMA by supervisors. The following findings were brought to fore after the study.

5.1.1 Identification of Individual personality traits

The study revealed the five personality traits, conscientiousness, extroversion, agreeableness, openness to experience and neuroticism were seen to be exhibited by the different individuals among the respondents at Kumasi Metropolitan Assembly and this confirms the study by (McCrae &Costa, 1997) that among every group of employees there is the probability that they will all have at least one of the five traits since the five personality traits have a genetic basis that they are probably inherited.

5.1.2 The most predictive personality trait factor

Among the five traits in the study, conscientiousness scored the highest since majority (80-85%) strongly agreed to traits conscientiousness. The conscientious employees were purposeful, strong-willed and determined. They manifested are achievement oriented (hardworking and persistent), dependable (responsible and careful) and orderly (planful and organised). This was shown in the regression analysis proving that conscientiousness has effect on the job performance.

5.1.3 Effects of Personality Traits on Employee Performance

The study revealed after conducting the regression analysis using the five personality traits as the independent variables and employee performance that individual personality traits have effects on employee performance in the public sector.

The study showed that personality traits accounts for 68% of the variance in employee performance in KMA as measured by the samples used. The F-statistics value of 5.6

shows that the variables are statistically significant and that the individual variables had their own effects. It was seen that only two variable are significant. Thus Conscientiousness and Extroversion were the most effective on employee performance at KMA and among them Conscientiousness is the best predictor of job performance in KMA since it recorded the highest parameter rating. A possible explanation for the lack of relationships between some personality traits and task performance is that the tasks of employees in the public sector organisations are well-defined, with relatively low autonomy allowed. According to Barrick (2001), personality dimensions are most likely to affect job performance in situations where autonomy is high.

5.2 Conclusion

The public sector has a lot of people that are working there as such their personality traits should be checked. The current study showed that in every organization there will be different character traits that might influence job performance in the organization.
 A personality type play an important role in an employee job performance, as measured by standard measures of employees' performance and has got great implications for organizational success. Personality traits are expressed in skills, which are in turn reflected in strategies and eventually produce a better organizational outcome (De Raad & Schouwenburg, 1996). Therefore, an understanding of the employees' personality traits becomes an important pedagogical tool. Understanding the employees' personality traits in which employees gather and process information (manners and ways) can lead to more effective pedagogies that will benefit both employees and the organization.

Therefore the personality trait that impact on employees performance at KMA is Conscientiousness.

5.3 Recommendations

5.3.1 Performance Appraisal

The study revealed that Personality Traits of employees at Kumasi Metropolitan Assembly has not been critically looked into especially its bearing on job performance. It is therefore recommended that the Performance Appraisal should be designed in such a way it incorporates their traits so that objectives sets would be easily achievable due to fact that job would be rightly assigned and executed. Again, it will help the Human Resource Department draw out training and development to ensure effective and efficient use of resources.

5.3.2 Recruitment and Selection

The study has revealed that every employee possesses diverse personality traits that may positively or negatively affect their work therefore during recruitment and selection the Human Resource Managers should not concentrate on academic qualifications and experience alone. They should take into consideration the personality traits of applicants in order to assign the right people for the right job.

5.3.3 Execution of Work

It was found out of the study that Conscientiousness and Extroversion has a positive effect on job performance on employees at Kumasi Metropolitan Assembly, it is therefore recommended that during job execution the Human Resource Manager should first consider employees with these traits in job execution in order for the rest to follow suit.

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APPENDICE I

QUESTIONNAIRE

I am an MBA student of the School of Business, Kwame Nkrumah University of Science and Technology. As part of the program, I am required to write a thesis titled "Exploring the effects Personality Traits on Job Performance". Permission has been granted by K.M.A to use it as my case study, consequently, sampled employees, of which you are a member, are required to fill in the following questionnaire. I would be most grateful if you could please spare some time to answer all the questions that follows. You are assured that all the data/information you provide would be treated with utmost confidentiality. Thank you for your co-operation.

SECTION A: BIOGRAPHICAL DATA

Please supply the following information by making an 'X' in the appropriate block where the options are provided.

A.1 what is your rank?

Director	
Deputy director	
Principal executive officer	
Senior Executive officer	
Executive officer	
Clerical officer	
Finance officer	
Others, please specify…………………………………………………………..	

A.2   What is your gender?

Male	
Female	

A.3   What is your age group?

20-29	
30-39	
40-49	
50-59	
60+	

A.4   Please indicate your academic qualification.

'O' level	
'A' level	
SSSCE/WASSCE	
Diploma	
First Degree	
Masters Degree	
Doctorate	
Others, please specify……………………………………..	

A.5 which functional areas do you work?

Administration	
Planning & Budget	
Environment	
Finance office/ Accounts	
Engineering	
Revenue	
Estate	
Other, please specify………………………………………………	

A.6 How long have you been working at KMA?

Less than 2 years	
3-7 years	
8-12 years	
13-17 years	
18-22 years	
23-27 years	
28-32 years	
32+	

B. Personality Traits

The question below helps to identify the character trait you exhibit. Please tick as many as apply to you.

PERSONALITY TRAITS	Strongly agree	Agree	Unsure	Disagree	Strongly disagree
CHARACTER TRAITS 1					
1. I rarely feel nervous or worried					
2. At times I have felt resentful or embittered					
3. I avoid crowds wherever possible					
4. My mood is easily evoked by triggers such scents or names of places					
5. I don't see myself as a driven person					
6. sometimes I feel unable to cope when I am under a lot of stress					
7. I have reputation for being cold and distant					
8. I don't believe I am better than anyone else					
9. People see me as irritable and not					

tempered					
10. I see myself as someone who can be cold and aloof					
11. I see myself as someone who is reserved					
12. I see myself as someone who is depressed and blue					
CHARACTER TRAIT 2					
13. I am a very proficient person					
14. I am an achievement oriented person					
15. My word is my bond, I always do what I say I will do					
16. Usually I will follow the same route when going to a familiar place					
17. I am organized					
18. I am a perfectionist					
19. I see myself as very disciplined					
20. It is important to me that I organize myself so that I can lay my hands on whatever I need quickly					

21. Some might describe me as a 'workaholic' person					
22. I feel I have a duty to stay informed so that I can make intelligent decision					
23. I like to face reality					
24. My natural position is as group leader					
25. I see myself as someone who does a thorough job.					
26. I've noticed that people often look to me to make decisions in groups					
CHARACTER TRAIT 3					
27. I tend to assume that people are good					
28. I am tolerant					
29. I usually let others chair the discussion in meetings					
30. I feel relaxed in the presence of superiors or authority figures					
31. I forgive offenders easily.					
32. I generally co-operate rather than compete with others					

CHARACTER TRAITS 4					
33. I do things impulsively					
34. Theories and abstract ideas hold endless fascinations for me					
35. My choice is to do jobs that allows me to work alone without interruption from others					
36. I see myself as someone who originally, comes up with new things					
37. I rely on my intuitions					
38. I see myself as a creative person.					
39. I do not like fixed routine					
CHARACTHER TRAITS 5					
40. I love having fantasies and day dreams					
41. I'm not shy or sneaky					
42. I am seldom low or miserable					
43. One of the great strength is my ability to get people to do what I want them to do					
44. I do most things energetically.					
45. I consider myself to be emotionally					

stable					
46. I am not a tensed person					
47. Financial considerations only usually tell less than half the story, human need is equally important					
48. I see myself as someone who turns to be lazy.					
49. I see myself as someone who is talkative.					
50. I always get to know the people I work with.					
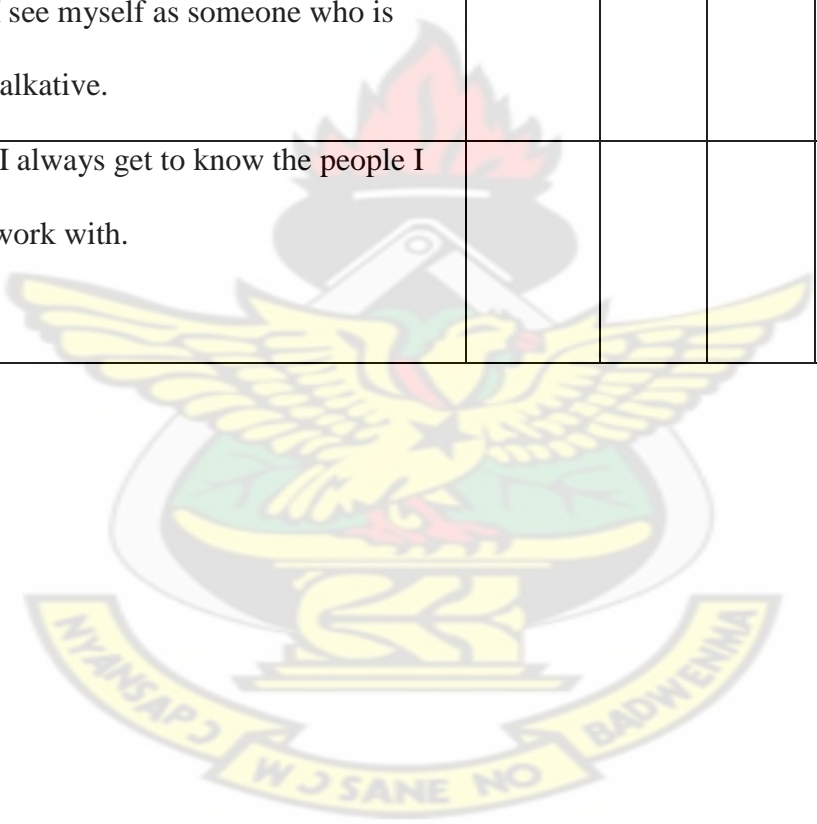
C. Personality traits impact on performance.

The question below helps to identify the character trait you exhibit

Please tick as many as may apply to you.

PERSONALITY TRAIT	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
CHARACTER TRAIT 1					
1. I rarely feel nervous or worried and this has affected my work.					
2. At times I feel resentful or embittered and it has affected my work					
3. I avoid crowds wherever possible so it has gotten effect on my work.					
4. My mood is easily evoked by triggers such as scents or names of places so it has effect on my work.					
5. I don't see my self as a driven person at work					
6. Sometimes I feel unable to cope when I am under a lot of stress so it has gotten effect on my work.					
7. I have a reputation for being cold and distant so it has effect on my work.					

8. I don't believe I am better than anyone else and as such it has an effect on my work.					
9. People see me as irritable and hot tempered, this has got a toll on my work.					
10. I see myself as someone who can be cold and aloof, this has gotten effect on my work.					
11. I see myself as someone who is reserved at work.					
12. I see myself as someone who is depressed and blue so it has gotten a toll on my work.					
CHARACTER TRAIT 2					
13. I am proficient person and as such it affects my work.					
14. I am an achievement oriented so it has gotten effect on my work.					
15. My word is my bond, I always do what I say I will do and the same applies to my work.					
16. Usually, I will follow the same route when going to a familiar place and that has got the same with work.					
17. I am organized and that effect on my work.					

18. I am perfectionist so I carry it through to my work.					
19. I see myself as a very disciplined and this has been carried through to my work.					
20. It is important to me that I organized myself so that I can lay my hands on whatever I need quickly and this gotten effect on my work.					
21. Some might describe me as a 'workaholic' and its affecting my work.					
22. I feel I have a duty to stay informed so that I can make intelligent decision. This has an effect on me during decision making at work.					
23. I face reality so I carry through to work.					
24. My natural position is as group leader and has gotten effect on me at work.					
25. I see myself as someone who does a thorough job so same applies to my work.					
26. I have noticed that people often look to me to make decisions at work.					
CHARACTER TRAIT 3					
27. I tend to assume that people are good and					

as such it has affected my work.					
28. I am tolerant so it impacted in my work.					
29. I usually let others chair the discussions in meeting so it at work.					
30. I feel relaxed in the presence of superiors or authority figures and this has improved my confidence at work.					
31. I forgive offenders easily so it has an impact in my work.					
32. I generally co operate rather than compete with others and this has gotten effect my work.					
CHARACTER TRIAT 4					
33. Theories and abstract ideas hold endless fascination for me so it has effect in my work.					
34. My choice is to do jobs that allow me to work alone without interruptions from others and this has gotten effect on my work.					
35. I see myself as someone who is original, comes up with new ideas and this in carrying out my work.					

36. I rely on my intuitions when working.					
37. I see myself as someone who is creative when working.					
38. I do things impulsively and has gotten effect on work.					
39. I don't like fixed routine activities as it has effect on my work. I don't like fixed routine activities as it has effect on my work.					
CHARACTER TRIAT 5					
40. I love having fantasies and day dreams and this has gotten effect on my work.					
41. I am not shy or sneaky so it effect in my work.					
42. I am seldom low or miserable and this has gotten effect on my work.					
43. One of my greatest strength is my ability to get people to do what I want at work.					
44. I do most things energetically and this has effect on my work.					
45. I consider myself to be emotionally stable so it has impact on my work.					
46. I am not tensed person at work.					

47. Financial considerations only usually tell less than half of the story, human needs is equally important to me at work.					
48. I see myself as someone who tends to be lazy and such it affects my work.					
49. I see myself as someone who is a talkative and this affect my work.					
50. I always get to know the people I work with so it has effect on my work.					