



**MBA 2011/12**

**Personality and demographic correlates of effective retail sales managers.**

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A research project submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree of Master of Business Administration.

**7 November 2012**

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**Abstract:**

The use of personality traits in the determination of an individual's future job performance is considered to be a valid measure that offers organisations the ability to carry out career planning, pre-employment selection and promotional testing amongst other uses. The incorrect placement of an individual has negative implications on the business that manifest themselves in different forms but the most prevalent is that of the loss of productivity and increased costs. This study was carried out in the hope of producing an additional measure in the identification of the most suitable candidates for a sales management position.

The study was conducted utilising a qualitative research design. A total of (n) = 218 respondents took part in this study and completed the research instrument. The statistical tests that were conducted are that of correlation and linear regression testing between the identified independent and dependent variables.

The results produced from the study corroborate the use of personality traits as a predictor of an individual's future job performance is flawed. It was determined that the dimensions of the big five personality traits were not correlated to, nor could not offer any predictive ability with the required level of significance that of the dependent variables.

**Key words:**

Big five, personal selection, recruitment, personality traits, sales manager.

**Declaration:**

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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Justin Levy

7 November 2012

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## **1. Chapter 1: Introduction to Research Problem**

Personality traits have long been thought of as a means to determine an individual's future job performance and leadership potential. Although these studies have produced results which have determined that under specific conditions there is a significant relationship between personality traits and dimensions of performance, none of them have focussed specifically at the retail sales manager.

According to Costa and McCrae (as cited in Barrick, Parks, & Mount, 2005), an individual's personality traits are stable over time and refer to a characteristic, enduring pattern of thought, emotion and behaviour. These traits have the capacity to explain the individual's behaviour across different situations.

Personality traits are important as they influence the way in which individuals perceive and attend to a particular environment. They affect the way in which individuals modify their environment in both a social and non-social setting. Through the systematic interaction between the potential opportunities and risks present in their environment, an individual's personality traits are hypothesized to influence the behavioural, emotional, social and material life outcomes of the individual (John, Naumann, & Soto, 2008).

Individuals who are allocated to perform leadership functions within organisations are required to conduct themselves in a particular manner in situations that they are confronted with. The way in which these individuals perform their role is influenced by their inherent personality traits or characteristics. As put forward by Belasen & Frank (2008) personality traits and their interrelationships have the capacity to affect managerial goals, values and needs. Traits also affect the cognition, interpersonal, and work styles that managers use in order to reach those goals, values and needs.

Personality traits have the capacity to offer organisations the advantage of performing a plethora of applications "including career planning, coaching, pre-employment selection, promotional testing, succession planning, and leadership training and development..."(Lounsbury, Steel, Gibson, & Drost, 2008, p. 354).

With all the above noted applications and advantages that personality traits offer, the objective of this study is to determine if personality dimensions offer a reliable method for the determination of the future work performance of the retail sales manager.

## **1.1 Problem definition:**

Appointment decisions made by management are critical as they have a direct effect on the organisation in its ability to achieve targets and deliver quality services and products to its customers as well as have an effect on the overall well-being of the staff (Dale, 2004; Sutherland & Wocke, 2011).

Although these decisions are of great severity to the success of the organisation, there tends to be a continual perpetuation of poor selection practices as managers continue to rely on their intuition to make appointment decisions. A study carried out by Fernández-Aráoz, Groyberg, & Nohria (2009) found that the “companies relied primarily on the hiring manager’s gut feel, selecting a candidate believed to have “what it took” to be successful in any job” (p.76), what is even more disturbing is that the companies based their hiring decisions almost solely on the strength of the interview performance without carrying out diligent reference checks.

Most managers have experienced the harsh realities and problems associated with making an incorrect selection decision. As depicted by Sutherland & Wocke (2011) there is a myriad of negative outcomes that result from a selection error which include but are not limited to the following; the effected employee performing poorly, loss of production, absenteeism, poor self-esteem of that employee, poor morale amongst peer workers as they in turn suffer the consequences of the poor performance and additional costs associated with future employment costs.

As individual’s respond more positively to positions that are congruent with their personalities, organisations whom have access to accurate selection and placement tools will gain the benefits of being populated by a workforce that is more motivated and highly committed (Lounsbury et al., 2008). Lounsbury et al. continued to say that individuals tend to gravitate towards and remain in positions that present a good fit between their personality and the work environment.

Organisations have the capacity to maximise their ability to place the correct candidates through the use of hiring methods which offer a higher degree of predictive validity leads to substantial increases in the employee’s performance, learning of job related skills and the monetary value of the output (Schmidt & Hunter, 1998).

Furthermore, a good assessment tool yields more than a good applicant; it has the ability to improve the company’s bottom line and market value. Improving the quality of the assessments will result in an increase in profitability that is three times higher than

if the organisation was to increase the relative size of their candidate pool and over six times if the potential applicant was to accept a lower salary (Fernández-Aráoz et al., 2009).

## **1.2 Research problem:**

Today's marketplace in which organisations operate is highly competitive and their success is based on the achievement of two main metrics being that of customer satisfaction and profitable sales volumes. It is now more evident than ever before that the effectiveness of the sales team is the most important task for the sales manager (Paparoidamis & Guenzi, 2009).

Within the sales industry there is a high level of staff turnover, Pettijohn, Pettijohn, & Taylor (2007) put forward that “turnover is also a behavior that is problematic to many sales organizations. Costs associated with “undesirable” turnover are very high” (p. 85), therefore the proper identification of a suitable candidate for a sales management position is of the most paramount importance as this position enables the normal functioning of a sales team in a productive and efficient manner.

The sales manager represents the most critical position within the sales department of a motor dealership. Farrington (2011) put forward that “sales management, operates on, and obtains its results from the staff that are managed...” (para.7). The sales manager is responsible for the motivating, inspiring and guiding of the sales team. They are considered to be the most senior consultant on the sales floor, having the direct ability to shape the behaviours of the sales team (Paparoidamis & Guenzi, 2009).

When there is a vacancy for a sales manager position within a motor dealer, senior management can effectively make use of two main methods in order to find a suitable candidate, being that of insourcing or outsourcing. Both methods are not without their shortcomings.

From an insourcing perspective, senior management would select a sales executive directly from the sales floor. Although this candidate in all probability would be technically proficient at selling, they almost certainly would have no management experience. Most sales executives aspire to elevate their careers to a management level but few have an accurate understanding of the intricacies and complexities of running a sales team, and as such they are unable to make the migration from

focussing on their single business unit to that of the department as a whole through the inclusion of the other sales executives.

From an outsourcing perspective, senior management would make use of the services of an employment agency. As stated above, this method is generally flawed as the decision to hire is predominantly based on the strength of the performance of the interview, without carrying out reference checks (Fernández-Aráoz et al., 2009).

Furthermore, if a selection error was made there would be a significant cost involved in the termination of employment. These costs are associated with 62, 7% of selection errors and include lost productivity, training costs, management time, poor customer service related costs, reduced staff morale, vacancy costs and consequent recruitment costs (Sutherland & Jordaan, 2004; Sutherland & Wocke, 2011).

From the above it can be determined that the correct selection and hiring of candidate is related to financial performance of the organisation (Huselid, 1995; Sutherland & Wocke, 2011). Therefore it can be determined that the effective hiring of the most suitable candidate is vital to the successful operation of the organisation, though there are very few organisations that develop, evaluate and update their recruitment and selection methods (Carlson, Connerley, & MECHAM III, 2002; Sutherland & Wocke, 2011).

### **1.3 Significance of the research to business in South Africa:**

In an address to the Motor Industry Staff Association (MISA) the deputy president of South Africa Kgalema Motlanthe was noted as saying “the role of the automotive industry in the South African economy, and particularly in creating employment has made a compelling case for government to invest significantly to support further growth in this sector” (The Presidency Republic of South Africa, 2011).

The automotive industry contributes considerably to the Gross Domestic Product (GDP). As reported by Cokayne “the automotive industry’s contribution to South Africa’s gross domestic product (GDP) increased to 6.2 percent last year from 5.9 in 2009” (Cokayne, 2011, para. 1)

Leadership is still considered as one of the most central aspects of organisational theory. This is particularly evident in emerging economies such as South Africa, which is plagued by issues of severe skill shortages. These skill shortages are due in part to



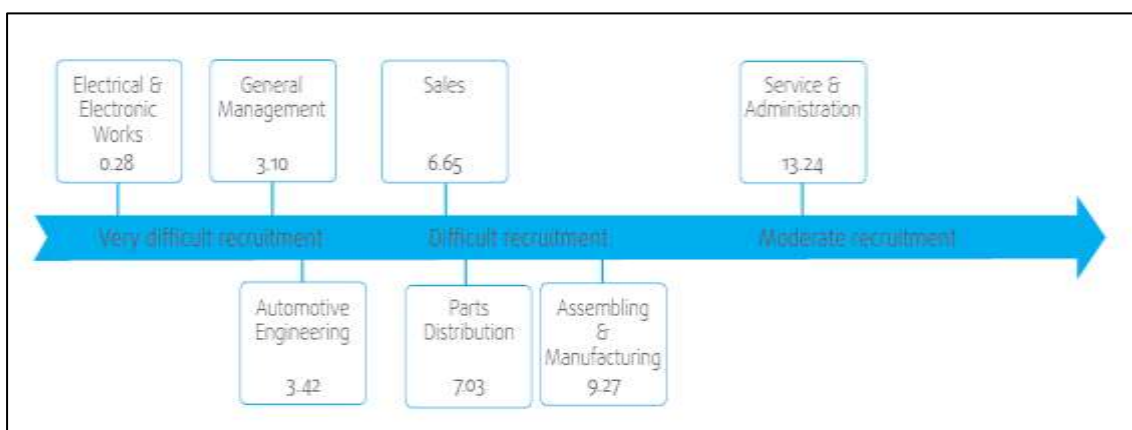
the historical divide between social groups, which is one of the main reasons why there is so much emphasis being focussed on the skilling of effective leadership (April & April, 2007; Denton & Vloeberghs, 2003; Finestone & Snyman, 2005; Horwitz, Bowmaker-Falconer, & Searll, 1996; Lee, 2011).

These skills shortages are widely reported in both the technical and managerial disciplines (Denton & Vloeberghs, 2003; Lee, 2011). Career Junction is one of the largest employment agencies within the online space in South Africa. This firm releases an unpublished report referred to as the Career Junction Index. The Career Junction Index (CJI) represents an analysis of the relative supply and demand of the South African on-line job market.

As the CJI represents the various major sectors of the economy and this research focuses on the motor industry that section was utilised to gain further insight to the skill shortages experienced within the motor industry.

The CJI highlights the recruitment conditions that were experienced by each Motor occupational field. The report measures the relative supply and demand through the amount of potential job seekers that were available per placement advertised. In this report the term general management pertains to all management positions within the motor profession. As depicted by figure 1.3-1, the finding of suitable candidates for a general management position accounted for being the second most difficult position to place.

**Figure 1.3-1: Recruitment conditions experienced by each motor occupational field measured by the number of potential seekers available for every job advert posted.**



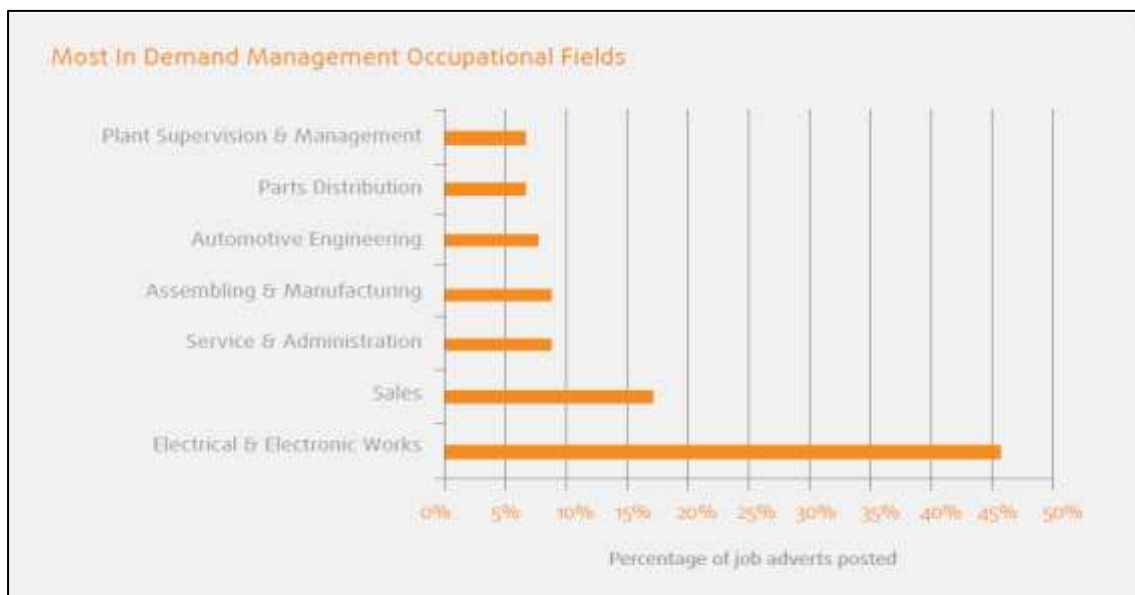
Source: Adapted from: Career Junction (2010) p.15.

From a demand perspective the demand for General Management positions accounted for the third highest in terms of online recruitment activity in the motor sector for the first and second quarter of 2010 (Career Junction, 2010).

The report continues to describe the relative skill shortages experienced within this sector and cites that this is the net result of poor training, education facilities and lack of experience, “the current skill shortages in the Motor sector pose a major threat to businesses and recruitment agencies and demand immediate attention” (Career Junction, 2010, p.20).

The CJI report also identified that the most required general management positions. From the report it can be determined that the second most required management position is within the sales sector. As per Fig 1.3-2, it can be seen that within the sales area the required management positions represented 17% of the total online management positions advertised.

**Figure 1.3-2: Most in demand management occupational fields**



**Source: Adapted from: Career Junction (2010) p.90.**

From a demand and supply perspective by skill level the CJI report determined that management level professionals were the most required type of labour (Career Junction, 2010). Furthermore, the report continued that recruiters had less than ten potential candidates per advertised management level vacancy.

#### **1.4 Purpose:**

There is a gap with regards to the research available in terms of identifying the personality traits and demographic profiles that all effective managers in the automotive retail sector possess. This research intends to identify the specific personality characteristics that these managers have with the intention to add to the literature available that is in support of the perspective that personality measures are a valid predictor of future job performance, as well as to provide senior management an additional tool in the better prediction of a potential candidates suitability for a sales management position. This should then assist organisations within this space in making better selection and hiring decisions with all the above noted benefits.

#### **1.5 Scope:**

This study will focus on the greater Imperial Holdings (Pty) automotive businesses within the group. Imperial was chosen due to two main reasons being, firstly due to the researcher having unlimited access to all the sales managers within the group and secondly the vast size of the organisation with a multitude of brands being represented.

#### **1.6 Conclusion:**

It is evident from the evidence provided that there is a definite need for this kind of research. South Africa has a marginal skill base in which to try and leverage suitable candidates in order to satisfy the demand for management within the automotive retail space. The intention behind this research is to assist senior management with the identification of the most suitable candidates earlier in the selection process, through the development of an additional means for candidate testing. From the above it can be determined that organisations that possess an accurate assessment tool have a clear advantage over their competition as “the selection and development of effective leadership is a matter of great consequence for organizations. For this reason, research into the personal characteristics tied to good leadership is of real significance” (Bartone, Eid, Johnsen, Laberg, & Snook, 2009, p.498).

## **1.7 Format of research report:**

In accordance with the Gordon Institute of Business Science (GIBS)'s recommended guidelines, the sequence of this research report is as follows:

### **Chapter 1: Introduction to the research problem**

This chapter indicates the clear need for the research and its objectives are.

### **Chapter 2: Literature review**

This chapter presents academic literature to support the argument for the need for the research and uses the academic literature to gain a greater understanding of the topic being investigated.

### **Chapter 3: Research questions/propositions/hypotheses**

The purpose of this chapter is to define precisely the purpose of the research and lists the hypotheses to be tested.

### **Chapter 4: Research methodology**

This chapter defines the methodology that was utilised and the rationale as to why it was chosen is defended. The limitations of the methodology are also presented.

### **Chapter 5: Research results**

This chapter presents the results of the research in a clear, concise and logical way.

### **Chapter 6: Discussion of results**

This chapter discusses the research results in relation to the research hypotheses and the literature presented.

### **Chapter 7: Conclusion**

This chapter highlights the main findings of the research, pulling the results together into a cohesive set of findings. It also will present the research limitations and recommendations for future research.

The following chapter (Chapter 2) will give an in-depth review of the relevant literature that has been engaged with.

## **2. Chapter 2: Literature Review**

The following sections pertain to the literature which is relevant to this research.

### **2.1 Introduction:**

This chapter interrogates the literature that pertains to the personality traits and demographic profiles that is inferred to have the capacity to predict the future job performance of candidates who have applied or been identified to fill a management position. This in turn represents the core focus of this research.

In order to bring context to this study the literature will initially be called upon in order to identify the various methods that are available in order to determine a candidate's future job performance potential. These methods are considered to be best practices to enforce when carrying out a selection process to determine a candidate's suitability for a position.

After determining the most widely utilised selection practices, the literature will be consulted in order to shed light on the independent variables for this study. The independent variables are identified as the dimensions of the big five personality traits being that of Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism. The other identified independent variables utilised is that of demographic profiles being that of age, experience as a manager and tenure within the same dealership. It is inferred that these independent variables will have the capacity to predict the outcome of the dependent variables. The dependent variables of which the literature will be scrutinised for is that of volume sales, profitability and customer satisfaction scores.

### **2.2 Personnel selection methods:**

Personnel selection methods have been designed with the intention to provide the individuals that are responsible for the selection decision the ability to evaluate the potential candidate's capabilities in order to determine their suitability for a job vacancy (Robertson & Smith, 2001).

As discussed by (Carlson et al., 2002; De Corte, Lievens, & Sackett, 2006; Salgado, 1999; Schmidt & Hunter, 1998) there are a host of selection methods or predictors that may be utilised in order to determine the suitability of a candidate, these can be summarised into six main criterion being that of employment interviews, job knowledge

tests, job try-out procedures, the evaluation of past training and experience, personality assessments and finally the use of reference checks.

The use of multiple predictors in selection decisions has become common place. These multiple predictors have the capacity to be utilised in a sequential, multi-hurdle fashion. In order to increase the predictive accuracy, all of these predictors should be administered to every potential candidate. However, due to time, cost and logistic constraints this would be infeasible. Therefore, within multistage selection a subset of the predictors will be utilised for initial screening and the supplementary predictors will be utilised for the subsequent selection decisions (De Corte et al., 2006).

Although there is a multitude of methods that can be utilised in the prediction of a potential candidate's suitability for a position, this paper is mainly concerned with the prediction at the sales manager's level. Therefore, only the methods that are considered to be applicable will be reviewed.

### **2.2.1 Employment interview:**

With regards to the employment interview there are essentially two methods that can be utilised, being that of the unstructured and the structured interview. As per Schmidt & Hunter (1998) the unstructured interview is one when there is no explicit format or standard set of question to be answered. It is also common practice for the interviewer to ask different questions to different candidates. There is no use of a scoring mechanism to gauge the quality of the responses and generally an overall rating is allocated to the candidate, which is subjective in nature. Structured interviews are the complete opposite, Schmidt & Hunter (1998) continued to say that "the questions to be asked are usually determined by a careful analysis of the job in question" (p.267), this has the ability to improve the predictive quality of the interview. Each of these methods offer their own distinct advantages namely, a highly structured interviews have the ability to measure the cognitive ability and tacit or job knowledge, while unstructured interviews can be utilised to gauge a candidates social skills and personality constructs (Robertson & Smith, 2001).

An additional approach to the structured interview is the inclusion of behaviourally based questions. In this type of interview the questions are tailored towards specific jobs and are believed to be the most just and appropriate methods of selection by the applicants (McEntire & Greene-Shortridge, 2011; Moscoso, 2000; Salgado & Moscoso, 2002). As stated by McEntire & Greene-Shortridge "behavioral-based interviews are

used to discover how the applicant performed in a particular employment situations in the past, and as a result of their behavior, what the outcome was” (McEntire & Greene-Shortridge, 2011, p.272). This method is considered to be a very strong predictor of future job performance as it has the capacity to be tailored to the required competency for a specific job.

In order to increase the predictability of the interview process it is recommended that interviews are conducted in a panel form with between two and four interviewers who can independently assess the candidate (McEntire & Greene-Shortridge, 2011). An interview is a very powerful predictor as it has the capabilities to determine a candidate’s relative experience, cognitive abilities and as aspects of their personality constructs such as conscientiousness.

### **2.2.2 Job Knowledge and situational judgement test:**

Job knowledge tests are designed in order to afford the hiring organisation a means to assess a candidate’s ability to carry out the tasks which make up the job (Schmidt & Hunter, 1998). A candidate at a management level may also be subjected to situational judgement tests. This type of test typically consists of a series of situations that have a high probability of being encountered while performing the job (McEntire & Greene-Shortridge, 2011). The hiring organisation’s interviewer(s) have the ability to assess the quality of the responses in order to determine the candidate’s suitability.

### **2.2.3 Biographical data:**

Biographical information is an additional method that is useful as a predictor of job performance. This is essentially the evaluation of previous training and experience, it is a well-established psychological principle that one of the best predictors of future performance is past performance (Schmidt & Hunter, 1998). As discussed by McEntire & Greene-Shortridge (2011) this information has the ability to inform the hiring organisation if particular attributes or capabilities that are required for the successful performance of the position has been achieved in past contexts. Potential candidates are asked to describe past achievements and work related experience that illustrates their ability to perform the function, the quality of the responses is scored on a pre-set scale.

#### **2.2.4 Reference checks:**

Reference checks are also very powerful predictors in the determination of a candidate's suitability. As depicted by Schmidt & Hunter (1998) what is typically experienced is that past employers may refuse to release information pertaining to the past employee's quality or quantity of job performance, disciplinary record or even if they left that organisation voluntarily or dismissed. The easiest and most effective method of identifying whom to contact to get a reference on the candidate is simply to ask them. They can be asked to provide the contact details of the individual that they directly report to or even a fellow co-worker. In today's present legal climate there are risks involved for past employers to provide accurate reference for fear of being sued for deformation of character (Edwards & Kleiner, 2002). However, the legal climate may be easing with regards to ex-employers releasing of past work performance of employees provided the information requested purely relates to work queries that are objective and quantifiable in nature.

Due to the significance that personality traits have over this research, the identification and interpretation of the applicable traits are depicted in greater detail below.

### **2.3 Personality traits:**

Over the last century a vast amount of primary and meta-analyses have been performed with the intent to determine the extent to which personality traits can be utilised in order to determine the future performance of a job applicant. Examples of this type of research work that has been carried out includes the likes of (Barrick & Mount, 1991; Bartone et al., 2009; Hurtz & Donovan, 2000; Judge, Bono, Ilies, & Gerhardt, 2002; Schmidt & Hunter, 1992).

Personality traits also offer a positive predictive ability to determine future job performance, they are currently believed to be a relevant procedure utilised for selection purposes (Hermelin & Robertson, 2001; McEntire & Greene-Shortridge, 2011; Salgado, Viswesvaran, & Ones, 2001; Salgado, 2003; Schmidt & Hunter, 1992; Schmidt & Hunter, 1998). The congruence between an individual's personality and work environment has a direct effect on job satisfaction, stability and overall objective achievement. This fit is realised when the behavioural expectations of the work related role synchronizes with an individual's specific personality (Holland, 1996; Lounsbury et al., 2008). A good example of the achievement of this congruence is if an extraverted



individual achieves a channel for their vivacious nature in the aspects of sales related work where they will be in constant contact with customers.

A near universal consensus has been reached in which all normal personality traits can be parsimoniously described by five broad traits, designated the big five model of personality, commonly referred to as the five-factor model or simply the big five. The big five has been extensively researched and has consistently been found to be an accurate measure able to account for nearly all systematic variance in personality inventory responses. Many researchers now agree that all existing personality inventories essentially measure the same five broad dimensions with varying degrees of efficiency (Lounsbury, Smith, Levy, Leong, & Gibson, 2009; Strang & Kuhnert, 2009).

As per Barrick & Mount (1991) the big five has important implications for the field of personal psychology as “it illustrates that personality consists of five relatively independent dimensions which provide a meaningful taxonomy for studying individual differences” (p. 5), and as such this classification of this arrangement is important for the communication and accumulation of findings.

Furthermore, the big five has a clear advantage over other inventory systems as everyone has the ability to understand and conceive the words that define the five factors and as such the natural language does not favour any existing scientific conceptions (John et al., 2008).

The big five represents personality at a very broad level of abstraction, each of the five dimensions summarises a large distinct and more specific personality characteristics (John et al., 2008). The five dimensions of personality traits are defined as openness, conscientiousness, agreeableness, extraversion and neuroticism. These five dimensions are affectionately referred to by the acronym **O.C.E.A.N** of personality dimensions, which is comprised by taking the first letter of each of the five constructs.

Each one of the dimensions is explored in terms of their descriptors, conceptual definitions, and implications of scoring in this dimension and in relation to leadership. This is depicted below;

### **2.3.1 Openness:**

Descriptors that are utilised to describe this dimension are that of curiosity, imagination, appreciation for new ideas and experiences, appreciation of art, emotion and adventure (Scott & Reynolds, 2010).

A conceptual definition as per John et al. (2008), the broad trait of openness has the capacity to describe the breadth, depth, originality, and complexity of an individual's mental and experiential life.

Individuals that achieve high scores with this trait have the disposition to be imaginative, nonconforming, unconventional and autonomous (Judge et al., 2002). These individuals tend to have active imaginations, are cognitively aware of their own emotions and have a high intellectual curiosity (Costa Jr & McCrae, 1992; Truxillo, Bauer, Campion, & Paronto, 2006).

In their article Toegel & Barsoux (2012) investigated the effect that the big five personality dimensions have on leadership found that openness includes an individual's tendency to show intellectual curiosity, independence of judgement and big picture orientation. They also discovered that managers who scored high on this dimension have the capacity to overwhelm others with their complexity or abstraction when trying to communicate with others and end up confusing subordinates. Toegel & Barsoux (2012) advise that these individuals must force themselves to simplify the message they are trying to push across so as to translate their thoughts in to terms that others can relate to. On the converse side of the spectrum leaders that score low on this dimension will come across as resistant to new ideas and happy to carry out business as usual with a high reluctance to change.

### **2.3.2 Conscientiousness:**

Descriptors that are utilised to describe this dimension are that of reliability, self-disciplined, achievement orientation and planning ability (Scott & Reynolds, 2010).

A conceptual definition as per John et al. (2008), the broad trait of conscientiousness describes the socially recommended instinctive control that expedites task-and-goal behaviour. Individuals who score high on this dimension have a tendency to be goal-orientated and highly self-motivated (Costa Jr & McCrae, 1992; Truxillo et al., 2006). The following represent attributes of conscientiousness, thinking before acting, delaying gratification and following society or company norms and rules. This

personality trait inherently affects the way individuals plan, organise and prioritise tasks. As put forward by Judge et al. (2002) conscientiousness is defined by two main thrusts being that of achievement and dependability.

An individual's score with regards to this dimension determines the extent to which they want to structure and organise their lives. With regards to leadership qualities, drive, reliability and persistence are important to have, but may prove to be dysfunctional if they are not channelled properly. One of the dangers managers face that score high on conscientiousness is that in their pursuit of perfection can cause them to fuss over the details while losing sight of the big picture (Toegel & Barsoux, 2012). Leaders that are blinded by perfection may even suffer worse consequences, "sensing that their boss is included to get too involved or to micromanage, employees may grow reluctant to flag issues" (Toegel & Barsoux, 2012, p.56). Leaders that score high on this dimension are also known to suffer personal issues due to poor work-life balance as they become workaholics, overly obsessed with the attainment of objectives and run the real risk of burnout. These individuals also tend to be inflexible.

### **2.3.3 Extraversion:**

Descriptors that are utilised to describe this dimension are that of outgoing, energetic and having a tendency towards positive emotions (Scott & Reynolds, 2010).

A conceptual definition as per John et al. (2008), the broad trait of extraversion indicates an energetic approach towards the social and material world. It includes traits such as sociability, activity, assertiveness and positive emotionality. This definition was mirrored by Judge et al. (2002) who put forward that this dimension represents an individual's propensity to be social, assertive, active and to experience positive effects such that of energy and passion. This dimension pertains to an individual's want to be around other people and the extent to which they draw energy from them. Finally, these individuals are described to be gregarious and to like being around others in a social environment (Costa Jr & McCrae, 1992; Truxillo et al., 2006).

As leadership to a large extent is about the influencing of people to carry out activities in order for the company to gain its objectives it would be advantageous if the individual holding this position could take the benefit of being outgoing, assertive and energetic. An individual that scores high on this dimension can trigger perceptions that they are too talkative or domineering and therefore by conviction they are believed to have a tendency to not listen to others (Toegel & Barsoux, 2012). Furthermore, they went on

to say that as another facet of this dimension are high activity levels. It may be important for a leader as they have inspire others but this can also have negative connotations as it can prove to be wearing.

### **2.3.4 Agreeableness:**

Descriptors that are utilised to describe this dimension are that of cooperates with, is compassionate and considerate towards others (Scott & Reynolds, 2010).

A conceptual definition as per John et al. (2008), the broad trait of agreeableness contrasts antagonism and includes traits such that of unselfishness, tender-mindedness, trust, and modesty. Individuals that score high on the agreeableness scale tend to be cheerful, adaptable and cooperative. They also have an innate belief that others will be sympathetic towards them and offer their assistance when required (Costa Jr & McCrae, 1992; Truxillo et al., 2006).

This dimension scores the relative importance that individual's place on the ability of getting along with others. Managers that score low on this dimension provide an edge to their department and a high concentration on results orientation that is invaluable within the business construct. These individuals are comfortable voicing criticism with subordinates as well as disrupting group think (Toegel & Barsoux, 2012).

These low scoring individuals who are in a management position tend to be resolute with regards to conflict and tough issues. They refer to themselves as straight talkers, who have little to no problem telling individuals that they have messed up. This may result in the discomfort felt by others could lead them to perceive this type of individual as blunt or aggressive. Similarly, managers with a strong competitive streak can be perceived as ruthless, uncooperative or lacking in larger perspective (Toegel & Barsoux, 2012).

Managers that score high in this dimension are perceived to be both trusting and trustworthy. They promote collaboration and tend to be attentive to others opinions, development needs and overall well-being. However, these managers may display difficulty in conveying negative feedback or making decisions that may upset others (Toegel & Barsoux, 2012).

### **2.3.5 Neuroticism:**

Descriptors that are utilised to describe this dimension are that of emotional instability, tendency to experience negative emotions easily (Scott & Reynolds, 2010).

A conceptual definition as per John et al. (2008), the broad trait of neuroticism contrasts emotional stability and even temperedness with negative emotionality, such as feeling anxious, nervous, sad and tense. This dimension represents the tendency that an individual has to display poor emotional adjustment and experience negative effects, such as anxiety, insecurity, and hostility (Judge et al., 2002). Individuals that score high in this dimension experience life through a negative perspective and as a result experience more negative life events than others. They display traits such that of fear, embarrassment, are more prone to over-reaction and display poorer coping skills when being subjected to stress or external pressure (Costa Jr & McCrae, 1992; Truxillo et al., 2006).

### **2.3.6 The relationship between the big five traits and leadership:**

Below the relationship between the big five personality traits and leadership is identified with the intention to determine the linkages. The overall relationships between the big five and leadership are considered.

As depicted by Judge et al. (2002) neuroticism is expected to be negatively related to leader emergence and effectiveness and therefore it is hypothesised that all effective sales managers will score low in this dimension. Furthermore it is expected that emotional stability (the antithesis of neuroticism) is generally required for all occupations. It is inferred that employees that exhibit neurotic characteristics, such as worry, nervousness, volatility and self-pity would be less successful as their emotionally stable counterparts as the traits listed would hinder the accomplishment of tasks (Barrick & Mount, 1991).

As per Barrick & Mount (1991) with occupations which involve regular interactions and cooperation with others it is expected that two personality dimensions will be accurate predictors being that of extraversion and agreeableness. As extraversion is characterised by a tendency towards being prone to social response patterns and expressions of energy, levels of extraversion may interact with conscientiousness to affect job performance (Fein & Klein, 2011; Witt, Kacmar, Carlson, & Zivnuska, 2002).

Due to the nature of the position it is hypothesised that effective sales managers would score high in both of these dimensions. However, Judge et al. (2002) agreed that extraversion is congruent with leader emergence and effectiveness, but found agreeableness to be ambiguous and therefore offers little predictive capabilities.

Judge et al. (2002) also found that individuals that displayed positive scores on the openness dimension were more likely to emerge as leaders and become effective. Openness and extraversion are thought of high interest with regards to training and development as they relate directly to performance in training programs (Barrick & Mount, 1991). As there is a large focus on training being delivered at the sales management level it is hypothesised that effective sales managers will score high in the openness dimension.

As mentioned above there has been a substantial work done on the big five and the trait of conscientiousness has been determined to be a good predictor in a number of measures including job performance and motivational constructs such as goal achievement (Avis, Kudisch, & Fortunato, 2002; Barrick & Mount, 1991; Fein & Klein, 2011). The literature goes even further as there is a large amount of empirical evidence that decisively links conscientiousness directly to job performance (Barrick, Mount, & Judge, 2001; Dudley, Orvis, Lebiecki, & Cortina, 2006; Fein & Klein, 2011; Hogan & Holland, 2003; Mount & Barrick, 1998). As conscientious individuals have a greater tenacity and persistence, it is expected that this dimension will be a good predictor of leader effectiveness and emergence (Goldberg, 1990; Judge et al., 2002).

Furthermore, conscientiousness is inferred to be relevant to all job types as it assesses personal characteristics such that of persistence, planning orientation, responsible and hardworking which is important attributes for the accomplishment of all work related tasks (Barrick & Mount, 1991). It is for these reasons that it is hypothesised that effective sales managers will score high in this dimension.

With regards to the overall relationships of the five dimensions of personality it is hypothesised that the three dimensions of conscientiousness, extraversion and openness will result in being a very positive predictor of an effective sales manager.

The single trait of agreeableness is believed to produce mixed results although it is applicable in a management context, as the sales environment is highly pressurised and that the managers are inferred to be very goal driven. This trait is believed to not be as strong of a predictor as the above mentioned other three dimensions. It is for this

reason it is believed that agreeableness will not be a good predictor of effective sales managers.

Finally, the trait of neuroticism is believed to be a good predictor of an effective sales manager but from the negative pole. This therefore means that sales managers that score low in this dimension are emotionally stable and as mentioned that individuals that score highly on the emotional stability will be more effective as a sales manager.

### **2.3.7 The conclusion of personality traits as a predictor:**

As depicted by the literature above there is a clear need for this research as no research has been carried out in the automotive field aimed directly at sales managers. It can only be inferred at this stage that certain of the personality dimensions as described above would have a predictive ability in terms of a sales manager's performance. This therefore represents a gap in the current literature.

## **2.4 Demographic profiles:**

This study examines the dependability of demographics in being a suitable predictor of future job performance of sales managers. The specific demographic differences that will be investigated in this study are that of age, experience, and tenure. These factors were selected as they are considered appropriate for testing the relational norms accounts.

Lau et al. (2008) expressed that "relational norms account posits that, in the presence of certain relational norms, dissimilarities in some demographic attributes lead to more positive evaluations than do similarities" (p.188), this is plausible as a manager that has a higher education level and longer tenure may be viewed as more trustworthy as they potentially will have greater knowledge, capacity and experience. The study will also interrogate the education level and gender of the sales managers.

### **2.4.1 Age and experience:**

Organisational behaviour dictates that there are age norms. These age norms are effectively the widely shared judgements of the typical ages of individuals must be in order to hold a management position (Levy & Sharma, 1994). In a work setting experience is measured by the amount of time on the job taken as a measure of practice.

Job experience therefore relates to the number of years of previous experience an individual has on the same or similar job (Schmidt & Hunter, 1992; Schmidt & Hunter, 1998). It is hypothesised that both age and experience will be positive predictors for the future job performance of an individual, this study infers that all effective managers will be very similar in terms of both experience and age.

### **2.4.2 Tenure and education:**

Tenure is an important component of a manager's profile as it represents experience and a localised knowledge in organisations (Lau et al., 2008). Tenure is associated with experience and knowledge. The relational norms account suggests that a manager should have a greater amount of both experience and knowledge than their subordinates so they can lead and mentor them (Lau et al., 2008; Tsui, Porter, & Egan, 2002).

As depicted by Levy & Sharma (1994) "the educational process is designed to foster critical thinking and the ability to view situations from multiple perspectives" (p.41), therefore education affords individuals the ability to critically evaluate situations, draw logical conclusions and make informed decisions (Chakrabarty, Brown, & Widing II, 2010). Consequently, managers who are better educated have the capacity to comfort their subordinates in the belief that their manager can provide them with quality guidance and direction, thus ensuring that they perform better in the attainment of set objectives (Lau et al., 2008).

Schmidt & Hunter (1998) found in their study that the sheer amount of education an individual has attained was a very poor predictor of future job performance. This does not imply that education is irrelevant measure towards occupational success, as education is an important determinant of the level of job an individual can apply for.

This finding implies that education level is not a good predictor of performance once the individual has acquired the job. From the above it is hypothesised that experience and tenure will be positive predictors of future job performance and education will not be a good predictor.



### **2.4.3 Race and gender:**

Both race and gender will be integrated as a means to identify the sample. It is inferred that race will play no part in the future prediction of job performance but this is an important measure as noted above due to the historical past of the apartheid this would signal to companies the extent to which they need to transform their businesses in order to reflect the demographics of the country.

With regards to gender, as depicted by Levy & Sharma (1994) women are perceived to be better listeners who are more adept in fostering interdependent and on-going relationships than men. Furthermore, they are seen as sensitive and over-nurturing with regards to their staff and customers. This may have a positive influence over the future job performance of a candidate.

### **2.4.4 Conclusion of demographic profiles as a predictor:**

From the literature interrogated above it is hypothesised that age, experience and tenure will be positively related to future job performance of a potential candidate. Gender and race is believed to have very little to no predictive qualities and educational level is believed to have no predictive quality of future job performance.

## **2.5 Dependent variables:**

The objective of this study is to determine the future job performance of candidates that are chosen to fill a sales management position. This study considers successful performance of a manager along three main pillars being that of volume sales, profitability and customer satisfaction ratings.

Each of these dependent variables are considered to be valid determinants of the relative effectiveness of a sales manager as if all three of these objectives are met, the sales department will reach all of the business objectives as set by the budget and manufacturer. This therefore means that all stakeholders will consider the relative performance of the sales team to be successful as a result. The sales manager and sales team will earn their incentives, the manufacturer will achieve its sales penetration targets and the customers will have quality product and services as desired, this is referred to as the triple win.

Each of the dependent variables will be interrogated below:

### **2.5.1 Profitability and Volume sales:**

The main objective of any business is to increase its value for its owners; this is achieved through the increase in profits. The most basic way in which to measure profit is that of gross profit, this is done simply by taking the difference between sales and cost of sales. The gross profit figure is an important number for any retailer as this represents the difference between the revenue generated and that of the costs incurred to purchase the good (Graham & Winfield, 2010).

Another important measure for a retailer is that of volume of sales, as per Drury (2009) there is a distinct relationship between volume and sales revenue, costs and profit in the short run. This in turn defines the cost-volume-profit relationship (CVP) which examines the relationship between changes in each of the aforementioned items have on one another. The CVP analysis highlights the effects of changes in sales volume on the level of profits in the short run.

With a greater amount of volume sales an organisation will increase their respective market share. The link between market share and profitability is widely known and has been recognised for many years, as put forward by Buzzell, Gale, & Sultan (1975) “as market share increases, a business is likely to have a higher profit margin, a declining purchase-to-sales ratio, a decline in marketing costs as a percentage of sales, higher quality, and higher priced products” (Buzzell et al., 1975, p.97).

### **2.5.2 Customer satisfaction:**

It has been well established that there is a link between customer satisfaction and an organisation’s future long-term financial performance, examples of this research are (Fornell, Mithas, Morgeson III, & Krishnan, 2006; Ittner, Larcker, & Taylor, 2009; Luo & Bhattacharya, 2006; Luo & Homburg, 2008; Mittal, Anderson, Sayrak, & Tadikamalla, 2005; Morgan & Rego, 2006; O’Sullivan, Hutchinson, & O’Connell, 2009).

Customer satisfaction is considered to be a resource that has the ability to engender an organisations competitive advantage and has the capacity to unlock superior financial performance of a firm in relation to its competitors (Raithel, Sarstedt, Scharf, & Schwaiger, 2011).

Customer satisfaction produces positive customer outcomes such as customer loyalty, retention, cross-buying activity, price tolerance, word of mouth and recommendation behaviour (Anderson, Fornell, & Mazvancheryl, 2004; Fornell et al., 2006; Gruca & Rego, 2005; Luo & Homburg, 2007; Luo, 2007; Luo, 2009; Luo, Homburg, & Wieseke, 2010).

As postulated by Banker & Mashruwala (2009) there are several ways in which customer satisfaction has the ability to influence sales. Satisfied customers are generally more willing to pay higher prices for the same goods, order in larger quantities and more frequency. Furthermore, these customers will become advocates of not only the business but that of the service levels as well and as such satisfaction will lead to positive word-of-mouth. This will inherently lead to an overall increase in volume sales.

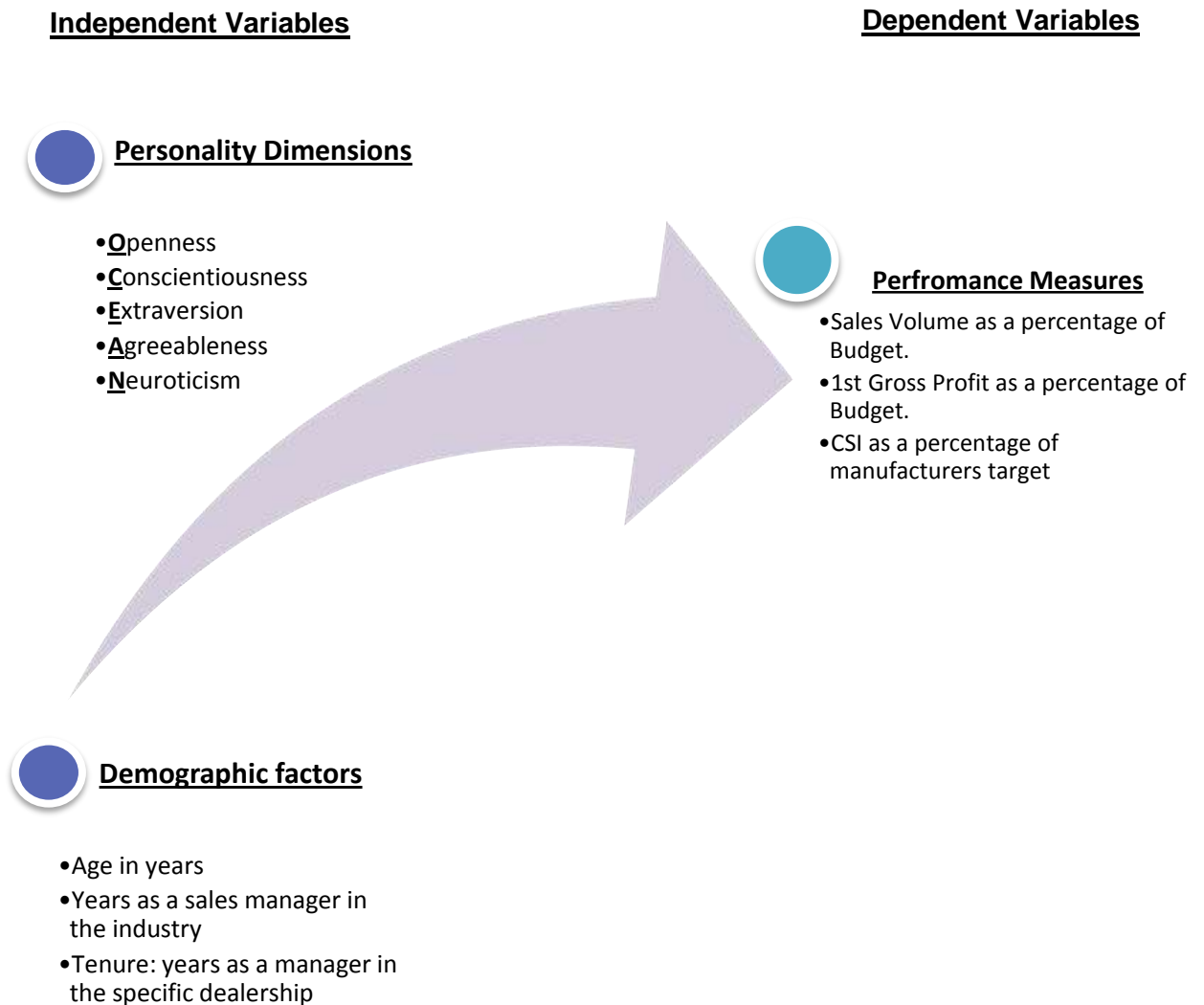
### **2.5.3 Conclusion dependent variables:**

From the literature interrogated above it is confirmed that these dependent variables are a good representation of an effective manager within the automotive retail space. It is inferred that a manager who is exceeding their respective volume, profit and customer satisfaction targets are outperforming their peers and as such is referred to as effective manager.

### 2.5.4 Proposed model:

From the literature presented above, the following model is proposed in order to determine the use of personality and demographic information in the detection of a sales manager’s future performance.

Figure 2.5.4-1: Proposed model.



This model will be utilised to conduct this study and as such the evaluation of the respondents will be conducted in-line with the proposed model.

### 3. Chapter 3: Research Hypotheses

#### 3.1 Introduction:

As per Zikmund (2003) a hypothesis is a proposition that can be empirically tested. Hypothesis testing is carried out by checking if the observed data can support or disprove the hypothesis. The hypothesis that is trying to be proved is referred to as the alternative or research hypothesis and is labelled  $H_a$ . The opposite of the alternative hypothesis is the called the null hypothesis and is labelled  $H_0$ . The null hypothesis usually represents the status quo (Albright, Winston, & Zappe, 2008). Albright et al.(2008) put forward that the burden of proof from a traditional perspective is on the researcher proving the alternative hypothesis. If the proof is insufficient the null hypothesis will continue to be accepted. In order for there to be sufficient proof the results of the hypothesis test must be statistically significant.

Irrespective if the researcher decides to accept or reject the null hypothesis, he or she may be making an incorrect decision. There are two types of errors that may occur in hypothesis testing, namely a type I or type II error. Albright et al.(2008) denotes that a type I error is when the null hypothesis is incorrectly rejected that is true and with regards to a type II error occurs when the null hypothesis is accepted when it is false. Please make reference to Figure 3.1-1 below.

**Figure 3.1-1: Types of errors in hypothesis testing**

		Ho is true	Ha is true
		Reject Ho	Type I error
Decision	Do not reject Ho	No Error	Type II error

Source: Adapted from: Albright et al.(2008) p.501.

In order to determine that the alternative hypothesis is true the evidence in favour to reject the null hypothesis must be significant. The significance level determines that amount of error that the researcher is willing to tolerate. This type I error probability is most commonly set equal to 0.05, 0.01 or 0.10. This value denotes according to statistical theory the rejection region.

Therefore if the sample evidence falls within this rejection region the null hypothesis is rejected and visa-versa. This rejection region is chosen so that the probability of the researcher committing a type I error is at the very most equal to the significance level. The significance level that is customary in behavioural sciences is that of 0.05 level. As per Albright et al. (2008) the significance level “determines the size of the rejection region. Sample results in the rejection region are called statistically significant...” (Albright et al., 2008, p.502)

### 3.2 Specific research hypotheses:

Table 3.2-1: Summary of null and alternative hypothesis.

Hypothesis No.	Description
<b>Hypothesis 1</b>	<ul style="list-style-type: none"> <li>- <math>H_o</math> Demographic factors and personality dimensions of the big five does not have the ability to predict a favourable Sales Volume % vs. budget.</li> <li>- <math>H_a</math> Demographic factors and personality dimensions of the big five does have the ability to predict a favourable Sales Volume % vs. budget.</li> </ul>
<b>Hypothesis 2</b>	<ul style="list-style-type: none"> <li>- <math>H_o</math> Demographic factors and personality dimensions of the big five does not have the ability to predict a favourable 1<sup>st</sup> Gross % vs. budget.</li> <li>- <math>H_a</math> Demographic factors and personality dimensions of the big five have the ability to predict a favourable 1<sup>st</sup> Gross % vs. budget.</li> </ul>
<b>Hypothesis 3</b>	<ul style="list-style-type: none"> <li>- <math>H_o</math> Demographic factors and personality dimensions of the big five not have the ability to predict a favourable CSI % vs. budget.</li> <li>- <math>H_a</math> Demographic factors and personality dimensions of the big five have the ability to predict a favourable CSI % vs. budget.</li> </ul>

### 3.3 Hypothesis Testing:

The hypotheses stated above were subjected to statistical testing in the form of frequencies, descriptive statistics, correlation and linear regression analysis. Details of these statistical methods are given in chapter four while the results and discussions are covered in chapters five and six respectively.

## **4. Chapter 4: Research Methodology**

### **4.1 Introduction:**

The aim of this chapter is to provide the background to the rationale for selecting the specific methodology, in that it is applicable and appropriate for the examination of the research hypotheses under investigation.

Leedy & Ormrod (2013) described research methodology as the approach that a researcher takes in order to complete their research project, “it has two primary functions: (1) to dictate and control the acquisition of data and (2) to analyse the acquired data in order to extract meaning from them (interpret the data)” (Leedy & Ormrod, 2013, p.5).

The research methodology chosen was selected based on the scope of the research and from the findings in the literature that were interrogated on how best to support the investigation process in the pursuit of determining either the correct rejection or acceptance of the alternative hypothesis for each of the respective proposed hypotheses.

This section details the methodology that was followed. This study pertains to the validity testing of the big five dimensions of personality and the demographic profiles that are inferred to have a predictive ability for the future job performance of an individual that is allocated to a sales manager’s position in an automotive retail dealer.

### **4.2 Research design:**

Zikmund (2003) put forward that research design is the master plan that stipulates the procedures and methods for collecting and analysing information. This study was conducted through a deduction type approach, “deduction is a research approach which involves the testing of a theoretical proposition by using a research strategy designed to perform this test” (Saunders & Lewis, 2012, p.108).

The research design that was employed was quantitative. This is due in part to the type of data that was collected, “quantitative research involves looking at amounts, or quantities, of one or more variables of interest” (Leedy & Ormrod, 2013, p.95). Saunders & Lewis (2012) also stated that quantitative data is numerical or has values that have been measured in some specific way.

This study made use of primary data, which is data that has been collected specifically for this research project (Saunders & Lewis, 2012). The method utilised to collect the data was that of a questionnaire, this therefore ensured that data collection was handled in a standardised manner and the data that was collected pertained to the different variables that were being tested. More detail will be given below with regards to both the questionnaire and the variables.

The philosophy adopted in carrying out this research was that of positivism, this type of philosophy is concerned with the study of measurable variables in a controlled environment and then continues to describe the outcomes of these variables when applied (Saunders & Lewis, 2012).

Saunders & Lewis (2012) continued, in this type philosophy the “emphasis is on predicting the outcomes of the research in order that these variables may be controlled in the future” (p.105), in this chosen study the prediction of the dependant variables that are believed to characterise an effective manager within the automotive retail space is the main objective.

### **4.3 Scope of the research:**

This study prescribes to the human resources domain. The objectives of this study is to add additional validity to the current literature available that prescribe to the doctrine that personality traits are a credible measure in the determination of an individual’s future work performance and to create a supplementary tool that will act as a conduit to assist senior management in the identification, selection and recruitment of the most suitable candidates for a sales management position.

### **4.4 Universe and population:**

In this study the greater Imperial Holdings Ltd group represent the universe of which the study pertains. A population is the total collection of entities that share a common set of characteristics (Zikmund, 2003). This view was further supported by Trochim (2006) who stated the population is the overall group that the study wishes to investigate. Furthermore, the population as defined by Saunders & Lewis (2012) is “the complete set of group members” (p.132), the population that is relevant to this study is all the sale managers that work in the motor vehicle retail business units. These business units will be commonly referred to as dealerships.



The rationale behind the selection of these managers is due to the researcher having ease of access to the respondents and the relative size of the sample that could be guaranteed to be of sufficient size.

#### **4.5 Unit of analysis:**

Zikmund (2003) stated that “the researcher must specify whether the level of investigations will focus on the collection of data about the entire organisation, department, work groups, individuals, or objects” (Zikmund, 2003, p.96). The unit of analysis has been defined as the main body that is being analysed in a research study (Trochim, 2006). The unit of analysis is that of the Sales Manager.

More specifically, this study seeks to identify the personality traits and the demographic factors of the most effective sales managers identified. As depicted in chapters one and two, the justification for the selection of the sales management position for the purposes of this study was due to the position being recognised as being the most critical in the attainment of a motor dealership’s sales objectives. Furthermore, the incorrect placement of an individual into the position of the sales manager has a negative affect not only on the individual themselves but that of the entire sales team as a whole.

#### **4.6 Sampling:**

Sampling is any method that utilises a procedure that takes a small number or items or a portion of the population in order to make a conclusion regarding the entire population (Zikmund, 2003). This selected sample has to be representative of the population under study in order for the researcher to be able to make generalisations about the population (Zikmund, 2003).

#### **4.7 Sample frame:**

As determined by Saunders & Lewis (2012) the sample frame is “the complete list of all members of the total population. You select the sample from this list when using probability sampling” (p. 133), in this study the sample frame is made up of the sales managers of the greater Imperial Holdings Ltd group.

#### **4.8 Sampling method:**

The sampling method that was utilised to carry out this research was that of stratified sampling, as per Saunders & Lewis (2012) in this type of probability sampling method “the sample frame is divided into strata or layers that are relevant to your research question, your sample being selected separately from each stratum or layer using either simple random sampling or systematic sampling” (Saunders & Lewis, 2012, p.137).

The various strata’s that formed part of this research were identified along two separate measures. The first measure that was utilised to separate the strata’s was that of the division to which they belong. The divisions that formed part of this study were that of Associated Motor Holdings Retail Division, Hyundai Automotive South Africa (HASA), Imperial Automotive Retail Division, Kia Motors Retail Division and Renault Retail Operations (RRO).

The second measure was that of the manufacturer brand that they represent, a total of twenty one brands were represented in this study, namely Audi, BMW, Chery, Daihatsu, Ford, General Motors, Honda, Hyundai, Jaguar, Kia, Land Rover, Mazda, Mercedes, Mitsubishi, Nissan, Pre-owned, Renault, Tata, Toyota, Volvo and Volkswagen.

#### **4.9 Sample size:**

As put forward by Albright et al. (2008) “the sampling error tends to decrease as the sample size increases, so the desire to minimize sampling error encourages us to select larger sample sizes” (p.416), according to the central limit theorem most analysts suggest that the size of the sample must be greater than or equal to 30 observations as a rule of thumb, however this is dependent of the distribution of the population. When the sample size is reasonably large there is a 95% chance that the size of the sampling error will be no greater than two standard errors (Albright et al., 2008).

The sample frame of  $(n) = 268$  participants took part in this research. The study achieved  $(n) = 218$  valid observations which represented a response rate of 81%. This response rate was achieved through the strategy employed by the researcher. A full detail on this strategy will be given below in section 4.10.

Initially the study achieved (n) = 245 responses. However, twenty seven responses had to be removed from the study due to the following reasons; please see table 4.9-1 for a full description below.

**Table 4.9-1: Deletion of respondents from survey.**

<b>Rationale for deletion</b>	<b>Amount</b>
The questionnaire was left completely blank.	6
The dealership could not be identified, incorrect naming convention.	2
Dealer principals: outside the scope of this study.	3
Duplication.	5
Finance and insurance manager: outside the scope of this study.	1
No name was inputted.	3
Partial completion, answering four questions or less.	4
Sales executives: outside the scope of this study.	3

**Total**

**27**

#### **4.10 Description of the sample:**

A complete description of the demographic factors of the sample is provided below,

**Table 4.10-1: Demographic factors.**

	N	Minimum	Maximum	Mean	Std. Deviation
Age in years	216	24	69	39.92	8.534
How many years have you been a sales manager in the industry?	218	1	31	5.56	5.140
Tenure: how many years have you been working in the dealership?	218	1	14	3.01	2.584
Valid N (listwise)	216				

As per table 4.10-1;

Age in years:

The total amount of respondents that answered their age in years was (n) = 216. The minimum age is that of 24, the maximum age is 69 and the average age is 40. The standard deviation from the mean is 8.5.

How many years have you been a sales manager in the industry?

The total amount of respondents that answered their relative experience as a sales manager in the industry was (n) = 218. The minimum years of management experience is 1 year, the maximum is 31 years and the average was 6 years. The standard deviation from the mean is 5.

Tenure: how many years have you been working in the dealership?

The total amount of respondents that answered their relative tenure within their current dealership was (n) = 218. The minimum years of tenure are represented as 1 year, the maximum is 14 years and the average was 3 years. The standard deviation from the mean is 3.

The other sample descriptors that were utilised are represented below;

Gender:

**Table 4.10-2: Frequency table – gender.**

	Frequency	Percent	Valid Percent	Cumulative Percent
1	26	11.9	11.9	11.9
Valid 2	192	88.1	88.1	100.0
Total	218	100.0	100.0	

In table 4.10-2 the denotation of the number 1 represents females and number 2 represents males. There are a total of (n) = 218 observations with regards to gender, this is made up of 26 females (11.9%) and 192 males (88.1%).

Race:
**Table 4.10-3: Identify your race.**

	Frequency	Percent	Valid Percent	Cumulative Percent
1	7	3.2	3.2	3.2
2	7	3.2	3.2	6.4
Valid 3	18	8.3	8.3	14.7
4	186	85.3	85.3	100.0
Total	218	100.0	100.0	

In table 4.10-3 the denotation of the number 1 represents Blacks, number 2 represents Coloured, number 3 represents Indian/Asian and number 4 represents White. There are a total of (n) = 218 observations with regards to race, this is made up of 7 Blacks (3.2%), 7 Coloured (3.2%), 18 Asian/Indian (8.3%), 186 White (85.3%).

Dealership location:
**Table 4.10-4: Location of your dealership**

	Frequency	Percent	Valid Percent	Cumulative Percent
1	14	6.4	6.4	6.4
Valid 2	93	42.7	42.7	49.1
3	111	50.9	50.9	100.0
Total	218	100.0	100.0	

In table 4.10-4 the denotation of the number 1 represents Rural: small, number 2 represents Urban: medium and number 3 represents Major metropolitan: large. There are a total of (n) = 218 observations with regards to dealership location this is made up

of 14 Rural: small (6.4%), 93 Urban: medium (42.7%) and 111 Major metropolitan: large (50.9%).

Education level:

**Table 4.10-5: Education level attained.**

**What is the highest level of school you have completed or the highest degree you have received?**

	Frequency	Percent	Valid Percent	Cumulative Percent
1	16	7.3	7.3	7.3
2	121	55.5	55.5	62.8
3	10	4.6	4.6	67.4
Valid 4	28	12.8	12.8	80.3
5	32	14.7	14.7	95.0
6	11	5.0	5.0	100.0
Total	218	100.0	100.0	

In the table the denotation of the number 1 represents less than a high school certificate (matric), number 2 represents high school certificate or equivalent (e.g. GED), number 3 represents trade certification (e.g., motor mechanic), number 4 represents certificate in business (e.g., management, marketing, accounting), number 5 represents diploma (e.g., management, marketing, accounting) and number 6 bachelor's degree. There are a total of (n) = 218 observations with regards to educational level this is made up of 16 less than a high school certificate (7.3%), 121 high school certificate or equivalent (55.5%), 10 trade certification (4.6%), 28 certificate in business (12.8%), 32 diploma (14.7%) and 11 bachelor's degree (5%).

#### **4.11 Data collection:**

Before any collection of data took place, the researcher obtained the authorisation to carry out the research in all the various dealerships through the two groups C.E.O's being that of Manny De Canha and Philip Machaux. The authorisation took the form of a written consent letter. In order to bring an even greater sense of urgency for the respondents to carry out the survey, the managing directors, franchise directors and general managers also gave their written consent for the survey to be completed within their respective regions, these written consent letters are presented in the appendices section figures 9-1 to 9-6.

The data was collected electronically through an on-line questionnaire and was therefore self-administered. As portrayed by Cummings & Worley (2009) "One of the most efficient ways to collect data is through questionnaires. Because they typically contain fixed-response queries about various features....they can be analyzed quickly, especially with the use of computers, thus permitting quantitative comparison and evaluation" (p. 124), this instrument will therefore be closed to the respondents identified through an invitation being that of an e-mail. The e-mail invite to carry out the survey was forwarded to the respondents via their respective franchise director or general manager. It is believed that this strategy improved the overall response rate, as the most senior manager in their respective organisation sent the e-mail directly to the respondent. Essentially this was a case of their boss's boss sending the mail that obviously brought more gravity to them completing the survey through perceived positional power. This e-mail invite contained a link (<a href="https://www.surveymonkey.com/s/IMP\_AMH\_SALES\_MANAGERS">Click here to take survey</a>) that took the respondent directly to the questionnaire.

The timing of the e-mail was very important as the selling environment has two sets of distinct time pressures being that of the beginning and end of the month. This is due to the following factors, at the beginning of the month there are deliveries that are outstanding from sales that took place over the last week of the previous month and at the end of the month the sales managers are so predisposed in making up their numbers for that month.

At both of these determined highly pressurised times if the questionnaire was released for them to complete it would have resulted in a high volume of non-response bias. Thus taking this into consideration, the invite was sent out the second week in August 2012.

#### **4.12 Research instrument:**

The utilisation of a questionnaire represented the most viable method to utilise based on the large number of respondents required to complete this study and the time constraints.

There are various methods of assessing the dimensions of the big five, but the three most revered and well known methods that have been commonly utilised are self-administered questionnaires namely, Goldberg's (1992) trait descriptive adjectives (TDA), Costa Jr & McCrae's (1992), NEO-PI-R & NEO-FFI and John et al.'s (2008) Big Five Inventory (BFI).

As depicted by John et al. (2008) the BFI was developed in order to address a need for a shorter instrument. The goal was to develop a brief inventory that allows for the efficient and flexible assessment of the five personality dimensions. Burisch (as cited in John et al., 2008) was noted as depicting there is an inherent advantage with regards for administering a short measure to subjects for testing, namely they not only save time, but they also avoid subject boredom and fatigue. Furthermore, there are some subjects that would not even participate if the measure looks too long.

When compared to the other measurement tools the BFI offers efficiency advantages being that of reduced admin taking only five minutes of administrative time in comparison to around fifteen minutes for both the NEO-FFI and the 100-item TDA. Furthermore, the BFI items are shorter and easier to understand than the NEO-FFI items (John et al., 2008; Soto, John, Gosling, & Potter, 2008).

The BFI is traditionally utilised when the subject's time is considered to be a premium, as per John et al. (2008) "its short-phrase item format provides more context than Goldberg's single adjective items but less complexity than the sentence format used by the NEO questionnaires..." (p.131), thus the BFI items have the advantages over the other types of questionnaires presented in terms of brevity and simplicity while avoiding the disadvantages of being ambiguous.

In the United States and Canada studies that were carried out produced Cronbach Alpha reliabilities of the BFI scales ranged from .75 to .90 and average above .80. In a three month test-retest reliabilities ranged from .80 to .90, with a mean of .85 (Rammstedt & John, 2005; Rammstedt & John, 2007).



Additionally in a study that was initially conducted by DeYoung (2006) which analysed a large sample set with the BFI self-reports and BFI ratings by three peers was reanalysed by John et al. (2008) as DeYoung did not report the validity correlations between self-reports and the aggregated peer ratings. They found validity correlations of .67 for extraversion, .60 for openness, .52 for neuroticism, .48 for agreeableness and .47 for conscientiousness.

The main question that needs to be addressed here is when to utilise which of the above mentioned instruments? John et al. (2008) advised on the following, when the participants are under no time constraints, well educated, test-savvy and the research questions call for the assessment of multiple facets for the big five, then the full 240-item NEO-PI-R would present the best tool to utilise. In all other cases the 44-item BFI would offer a measure of the big five that is the most efficient and easily understood as the 60-item NEO-FFI and the 100-item TDA.

It was therefore decided for the reasons presented above to proceed with the BFI 44-item scale as a self-report questionnaire. It must be noted that the questionnaire was modified to include the demographic profiles of the respondents. A full description of the questionnaire can be seen in the appendices section figure 9-7.

The entire questionnaire was made up of 54 questions and should have taken the respondent approximately 15 minutes to complete. This was explained at the beginning of the questionnaire via the instructions presented on the first page.

The questionnaire was made up of two main sections. The first section was designed to identify the specific demographic profiles of the respondents. This section is made up of nine questions. Of the nine questions there are five questions (questions 5, 8, 9, 10 and 11) that are referred to as numerical continuous data, as per Saunders & Lewis (2012) numerical data is where the data is measured using numbers and continuous data is numerical whose values are measured numerically as quantities.

The other four questions (questions 6, 7, 12 and 13) are referred to as descriptive or categorical data, as per Saunders & Lewis (2012) categorical data is data that is grouped into sets or categories which have no obvious rank or order. All the questions in this section must be answered by the way of a “drop-down banner” which ensured the standardising of the answers to the questions. Thus the data retrieved is homogeneous for testing purposes.

The second section was taken directly from John et al.'s 44-item BFI, and was utilised to measure the personality traits of the respondents. The BFI utilises short phrases based on the trait adjectives that are known markers of the Big Five. John et al. (2008) continued that the BFI items have the ability to retain the advantages of adjectival items being that of brevity and simplicity, while avoiding their disadvantages being that of ambiguous or multiple meanings and salient desirability, "although the BFI scales only include between eight to ten items, they do not sacrifice either content coverage or good psychometric properties" (John et al., 2008, p.130).

In terms of the validity of the measure, Saunders & Lewis (2012) considered validity to be "the extent to which (a) data collection method or methods accurately measure what they were intended to measure and (b) the research findings are really what they profess to be about" ( p.127), as depicted above the instrument was found to have high validity correlations for the Big Five dimensions as depicted by DeYong.

With regards to reliability, Saunders & Lewis (2012) described reliability as "the extent to which data collection methods and analysis procedures will produce consistent findings" (p.128), the questionnaire will be conducted in an anonymous manner and as the data will only be presented in an aggregated format the respondents will not be able to be personally identified. This is inferred to have the effect of reducing the amount of "faked" responses from respondents as they will be less prone to provide the perceived socially desirable or acceptable responses and rather put down an honest answer to each of the questions.

Respondents that completed the questionnaire were required to answer the questions along a 5 point Likert-scale. This Likert-scale was denoted as follows: 1 – Disagree strongly, 2 – Disagree a little, 3 Neither agree nor disagree, 4 – Agree a little and 5 – Agree strongly. Due to the nature of the instrument the data produced will be discrete, as depicted by Saunders & Lewis (2012) "discrete data is numerical data whose values are measured numerically as quantities in discrete units and can therefore only take a finite number of values"(Saunders & Lewis, 2012, p.166).

The scoring of the BFI instrument included sixteen reverse score items and has been developed in order to identify the acquiescent response style, where high scores are depicted as "yea-saying" and low scores are depicted as "nay-saying", "we compute their acquiescence score as their mean response across 32 BFI items that form 16 pairs of items with opposite implications for personality (e.g. item 1 "talkative" and item

21 “Tends to be quiet”)” (John et al., 2008, p.158). The method of carrying out the reverse scoring is depicted below:

**Figure 4.12-1: Reverse question scoring method.**

<b><u>Reverse questions scoring method:</u></b>					
Original	1	2	3	4	5
Modified	5	4	3	2	1

A full list of the questions that were reversed scored is represented below:

**Figure 4.12-2: Reverse scored questions.**

<b><u>Reverse Questions</u></b>							
2	6	8	9	12	18	21	23
24	27	31	34	35	37	41	43

Furthermore, as depicted by John et al. (2008) the sixteen pairs of opposite items were done on the basis of item content and the size of their negative inter-item correlations. These item pairs are 1 and 21, 6 and 16, 31 and 36, 2 and 17, 7 and 12, 27 and 42, 32 and 37, 3 and 43, 8 and 13, 18 and 33, 23 and 28, 9 and 19, 24 and 29, 34 and 39, 5 and 35, 30 and 41.

Through the inclusion of these reverse ratings and the demographic factors in the first section this instrument is better equipped to have a sufficient content and construct validity. As depicted by Saunders & Lewis (2012) content validity is “the extent that the data collection instrument provides sufficient data in order to answer the research question and meet all other objectives...content validity is the extent to which the questions asked actually collect the data about what they are intended to measure” (Saunders & Lewis, 2012p.142).

### **4.13 Pre-test of research instrument:**

The research instrument was tested by two individuals before the release of the survey, both these individuals had both previously been sales managers during the extent of their career. Furthermore, in their current positions they deal directly with sales managers in the region that they consult. It was inferred that they would be good

proxies in the determination of whether a sales manager would be able to successfully complete the research instrument. The procedure followed was exactly the same as what the sales manager was required to perform and there were no identified problems from a technological or survey perspective.

It was then decided to release the survey to the network of sales managers.

#### **4.14 Composition of Variables:**

Hair, Black, Babin, & Anderson (2010) explained that variables can be divided into independent and dependent classifications. A dependent variable is to be predicted or explained by other variables known as independent variables. A common terminology for this type of analysis is the dependence technique. Furthermore, a dependent variable is potentially influenced by the independent variable (Leedy & Ormrod, 2013).

This study is descriptive in nature as it seeks to describe the relationship that the independent variables have on the dependent variable, a “descriptive study or research seeks to describe accurately persons, events or situations” (Saunders & Lewis, 2012, p.111).

#### **4.15 Independent Variables:**

The independent variables are represented by the dimensions of the five personality traits and the demographic profiles of the sales managers that participated in this study. The dependent variables are that of volume sales, 1<sup>st</sup> gross profitability and customer satisfaction, they in turn are utilised to define an effective sales manager.

As represented by the proposed model in section 2.5.4 this research makes use of eight independent variables that are subdivided into two sections. The first section is made up of demographic factors and is represented by three variables being that of;

- Your age in years.
- How many years have you been a sales manager in the industry?
- Tenure: how many years have you been working in the dealership?

The second section is made up of the big five personality dimensions and is represented as Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism. Each of these dimensions had to be transformed by computing each as a variable through IBM SPSS.

In so doing a summated scale for each variable was produced, a summated scale “is formed by combining several individual variables into a single composite measure” (Hair et al., 2010, p124). The creation of a summated scale offer’s the researcher two main benefits being that it reduces measurement error and that has the ability to represent the multiple aspects of a concept in a single measure (Hair et al., 2010). Each of the variables has been computed through the addition of specific questions. Each of the five O.C.E.A.N variables has been computed as follows;

Openness:

**Figure 4.15-1: Composite variable – Openness.**

Variable:	<u>Openness</u>									
Questions:	5	10	15	20	25	30	35R	40	41R	44

As per the table above, the dimension of Openness was transformed by computing the addition of ten questions namely, 5, 10, 15, 20, 25, 30, 35R, 40, 41R and 44. The highlighted yellow blocks represents the questions that were reversed scored and as such are denoted as with a suffix of R.

Conscientiousness:

**Figure 4.15-2: Composite variable – Conscientiousness.**

Variable:	<u>Conscientiousness</u>								
Questions:	3	8R	13	18R	23R	28	33	38	43R

As per the table above, the dimension of Conscientiousness was transformed by computing the addition of nine questions namely, 3, 8R, 13, 18R, 23R, 28, 33, 38 and 43R. The highlighted yellow blocks represents the questions that were reversed scored and as such are denoted as with a suffix of R.

Extraversion:

**Figure 4.15-3: Composite variable – Extraversion.**

<b>Variable:</b>	<u><b>Extraversion</b></u>							
<b>Questions:</b>	1	6R	11	16	21R	26	31R	36

As per the table above, the dimension of Extraversion was transformed by computing the addition of eight questions namely, 1, 6R, 11, 16, 21R, 26, 31R and 36. The highlighted yellow blocks represents the questions that were reversed scored and as such are denoted as with a suffix of R.

Agreeableness:

<b>Variable:</b>	<u><b>Agreeableness</b></u>								
<b>Questions:</b>	2R	7	12R	17	22	27R	32	37R	42

**Figure 4.15-4: Composite variable – Agreeableness.**

As per the table above, the dimension of Agreeableness was transformed by computing the addition of nine questions namely, 2R, 7, 12R, 17, 22, 27R, 32, 37R and 42. The highlighted yellow blocks represents the questions that were reversed scored and as such are denoted as with a suffix of R.

Neuroticism:

<b>Variable:</b>	<u><b>Neuroticism</b></u>							
<b>Questions:</b>	4	9R	14	19	24R	29	34R	39

**Figure 4.15-5: Composite variable – Neuroticism.**

As per the table above, the dimension of Agreeableness was transformed by computing the addition of eight questions namely, 4, 9R, 14, 19, 24R, 29, 34R, and 39.

The highlighted yellow blocks represents the questions that were reversed scored and as such are denoted as with a suffix of R.

#### **4.16 Dependent Variables:**

With regards to the dependent variables, there were contextual factors that had to be removed in order to put all the sales managers on an “even-playing-field” for comparison and evaluation purposes. The following represented the contextual factors that had to be removed;

– Years of operation:

Some of the brands represented in this study have been operating within the South African market place for several years and others have only been more recently introduced. It is inferred that there is a direct correlation with regards the number of years a specific brand has been operating within the market place and its relative acceptance. Hence it is believed that a brand which has been operating longer in the market should produce a greater volume of unit sales.

– Aspirational brand value:

Each of the brands represented in this study pose a different value proposition to potential clients. The result is that each of the brands pose varying degrees of aspirational value of ownership. It is inferred that there is an inverse correlation between the aspirational value of the brand and the effort required to make a sale. Therefore a brand that is perceived to have a higher brand value would require less effort than a brand which has a lower perceived value.

– Different target markets:

To a large extent the brands represented in this study have varying degrees of difference with regards to the market segmentation and relative target market. It is inferred that there is a direct correlation with regards to the unit volume sales, profitability and customer satisfaction levels that a specific brand is able to produce.

– Location of Dealership:

The location of a dealership as a direct effect on the relative size of the operation as this is dependent on the size of the local market that the dealership is expected to service. The dealerships have been classified into three categories being that of rural: small, urban: medium and major metropolitan: large. The size of the dealership is inferred to have an influence over the relative volume, profitability and customer satisfaction.

In order to remove the above mentioned contextual factors the following process was carried out, two of the dependent variables were represented as a percentage achieved from the previous financial year's budget. The third dependent variable was presented as a percentage achieved against manufacturer's target.

Each dealership's budget would have been ratified by the most senior management in the respective organisations. The targets would have taken the contextual factors into consideration and as such the attainment of the relevant target represented the most fair and equitable method to use in order to compare and evaluate managers across different brands and locations.

The three dependent variables were measured as follows:

1. Annual Retail Sales Volume Sales for the financial year ending June 2012 (expressed as a percentage of attainment) against budget:
  - In order to mitigate the contextual factors dependent on each dealership as stated above, the most equitable method to measure the sales achievement in terms of unit sales is that up against the budgeted amount. The budgets are set by senior management and represent the forecasted sales volume taking into account the relative trading conditions and other contextual factors into account.
2. Annual 1<sup>st</sup> Gross achieved for the financial year ending June 2012 (expressed as a percentage of attainment) against budget:
  - Within the motor retail sales industry there are two types of Gross Profits that can be attained, they are:
    - 1<sup>st</sup> Gross profit: This represents the Gross profit (GP) that is in the vehicle. This is as per the rudimentary concept of GP being that of Sales less the Cost of sales. The only addition into this calculation is that of any fixtures that are fitted to the vehicle in the form of



accessories, for example the inclusion of a tow-bar. The accessory item's that are fitted to the vehicles GP will be added into the 1<sup>st</sup> Gross figure.

- Backend profit: This represents the GP that is attained through the sale of the financial instruments that are sold as augmented products, for example deposit cover.
    - o It must be noted that for definition purposes the addition of the 1<sup>st</sup> Gross and the Backend make up what is known as Total 2<sup>nd</sup> Gross.
  - As the Sales Managers have little to no direct effect on the backend products sold, this is the responsibility of the finance and insurance manager. This study looked exclusively on the 1<sup>st</sup> Gross figure in terms of profitability.
3. Achieved Customer Satisfaction for the month of June 2012 (expressed as a percentage of attainment) against manufacturer target:
- As the process and method of compiling this measure is not standardised between brands it would be very difficult to compare and evaluate different dealership scores with regards to this metric. It can be inferred that some of the methods of computing this score would be more onerous than others, and as a result would have a direct influence over the score achieved. As the extent to “what” and “how” this measure is compiled is outside the scope of this study, it will be taken that each manufacturer measures the relative satisfaction levels attained and hold their respective dealer's network accountable for these scores. It is therefore inferred that this attainment of target is a reasonable method of comparison.

#### **4.17 Data analysis:**

All data analysis was carried out through the utilisation of IBM's statistical package SPSS. Initially the data was tested through descriptive statistics. The descriptive statistics were utilised in order to determine the total amount of respondents, the range presenting the maximum and minimum of each variable, their means, standard deviations, Skewedness and Kurtosis. A full description of each of these metrics is given below;

The mean represents the average of all values of a variable. The three descriptive measures of a variable are the minimum, maximum and range. The minimum represents the smallest value, the maximum represents the largest value and the range is the difference between them (Albright et al., 2008).

The standard error represents the expected range of the coefficient across multiple stages of the data. This measurement is utilised in statistical tests of significance that test whether the coefficient is significantly different from zero (Hair et al., 2010).

In order to measure the variability in a distribution the standard deviation is calculated. Essentially the standard deviation is the square root of the variance. The variance is the average of the squared deviations of the possible values from the mean (Albright et al., 2008).

The shape of any distribution can be described by two measures known as kurtosis and skewness. As per Hair et al. (2010) the "kurtosis refers to the "peakedness" or "flatness" of the distribution compared with the normal distribution. Distributions that are taller or more peaked than the normal distribution are termed leptokurtic, whereas a distribution that is flatter is termed platykurtic" (pg.71), a positive value indicates a relatively peaked distribution and a negative value indicates a relatively flat distribution (Hair et al., 2010). Hair et al. (2010) continued "skewness is used to describe the balance of the distribution; that is, it is unbalanced and shifted to one side (right or left)...if a distribution is unbalanced it is skewed" (pg.71), a positive skew denotes a distribution shifted to the left and therefore has relatively few large values and tails off to the right, whereas a negative distribution reflects a shift to the right and therefore has relatively few small values and tails off to the left. Skewness values that fall outside the range of -1 to + 1 indicate a substantially skewed distribution (Hair et al., 2010).

The next statistical test that was carried out was done in order to interrogate the relative frequencies of every variable through the utilisation of frequency tables. As

depicted by Albright et al. (2008) a frequency table depicts the number of observations in various categories. These were utilised to interrogate the data to ensure that it was not corrupt and therefore “clean” to work with in that it made sense without any obvious gaps or missing variables and that those variable ran in a chronological order.

The frequencies also included the variable measures as depicted above in the descriptive statistical tests and also included an additional measure being that of the mode. The mode is the most frequently occurring value or observation (Albright et al., 2008). The frequency tables indicated how many valid observations there were, the frequency of the observation and the relative percent and cumulative percent.

The next step that was followed was that of computing the Cronbach’s Alpha for the computed variables of the big five personality dimensions being that of Openness, Conscientiousness, Agreeableness, Extraversion and Neuroticism. As per Hair et al. (2010) the Cronbach’s Alpha measures the reliability of a variable that ranges from 0 to 1, with values of .60 and .70 being the lower limit of acceptability. The intention was to determine if any of the reliabilities could be increased through the deletion of any of the variables that made up this new summated scale.

Following the reliability testing, the analysis continued with the statistical test of correlation. The intention was to determine if any of the variables present high levels of inter-correlation. If any of these variables display high levels of inter-correlation the objective of this analysis would be to group them together into distinct sets referred to as factors (Hair et al., 2010). In so doing this would reduce the number of variables “as the variables become correlated, the researcher now needs ways in which to manage these variables – grouping highly correlated variables together...” (Hair et al., 2010, p.94).

The final statistical test that was carried out was that of multiple linear regression analysis. Albright et al. (2008) defined “regression analysis is the study of relationships between variables” (p.576), in this study the independent variables being that of the big five personality traits and the demographic profiles were tested for their ability to predict the outcome of the three identified dependant variables that are inferred to represent a successful sales manager.

Multiple regression is a technique that is utilised to “analyze the relationship between a single dependent (criterion) variable and several independent (predictor) variables” (Hair et al., 2010, p.161).

The objective is to utilise the known independent variables values to predict the single dependent variable value (Hair et al., 2010). This was echoed by Albright et al. (2008) “the dependent (or response) variable is the single variable being explained by the regression. The explanatory (or independent) variables are used to explain the dependent variable”(Albright et al., 2008, p.574).

#### **4.18 Research limitations:**

The results that were obtained represent one particular type of respondent being that of a sales manager for the Imperial Holdings Group. As depicted by Truxillo et al. (2006) this study should be replicated with other samples as to determine the generalizability of the findings.

This research does not take into account the general mental ability of any of the respondents. As depicted by Schmidt & Hunter (1998) the best known method for determining the future job performance and learning potential of a potential candidate who has no prior work experience in the specific job is that of general mental ability.

The data that is going to be presented will be in the form of a self-report, this has bias and error tendencies, the most apparent non-response bias and that of selection error. Furthermore, the information supplied is mostly of a subjective nature in other words this study will take the self-impression of the candidate’s answers as the unit of measurement with regards to the personality analysis.

This study will make no allowances for the external or internal environment in which the sales manager operates in. This may well be a significant factor in determining the success or effectiveness of a Sales Manager.

There might be a flaw in the measurements of the demographic factors of this study, it might be determined that there is very little variability between candidates as it might be the case that most if not all the managers which were analysed might be homogeneous in terms of age, experience and tenure. Furthermore, the managers may also belong to the same colour, creed and religious groups. If this is the case it would definitely affect the outcomes of all the units of analysis.

Additional factors in terms of fit needs to be taken into account such as job-organisation fit, person-culture fit and manager-subordinate fit in order to further complete the study. Furthermore, there are additional factors that need to be investigated in terms of the definition of the dependant variable, for instance stock management, staff management and incentives to name a few.

The remaining section of this research report will deal with the following; the presentation of the results will be provided below in chapter five. The analysis of the results will be dealt with in chapter six and finally chapter seven provides the conclusion and suggestions for future research.

## 5. Chapter 5: Results

### 5.1. Introduction:

This chapter presents the results of the research undertaken for this study. Attention will be given to the composition of variables, their descriptive statistics, frequency tables, correlation matrix's and multiple regression analysis in order to carry out the hypothesis testing.

The results are presented through the aid of tables, figures, statistical summaries and box-plots in order to facilitate ease of interpretation. The information will be presented in terms of the model proposed in section 2.5.4 with regards first to the independent variables and then that of the dependent variables.

### 5.2. Variable reliability:

After constructing the composite measures of each of the big five dimensions of personality the reliability was tested. It was found that for three of the variables namely, Openness, Extraversion and Agreeableness Cronbach Alpha's could be increased and hence their reliability through the deletion of variables that made up the composite measure. A description is provided below;

#### Openness:

**Figure 5.2-1: Reliability composite variable – Openness.**

Reliability Statistics				
Cronbach's Alpha	N of Items			
.736	7			
Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Open 41R: Has a few artistic interests	36.08	21.071	-.368	.702
Open 35R: Prefers work that is routine	33.10	17.732	.172	.732
Open 44: Is sophisticated in art, music, or literature	29.91	12.876	.354	.736

Initially the Cronbach's Alpha, measured a very low 0.573. As represented by figure 5.2-1 above, through the deletion of question Open 41R: Has a few artistic interests, the Cronbach's Alpha could be increase to 0.702. This could then be increased further to 0.732 through the deletion of question Open 35R: Prefers work that is routine, and finally by deletion of question Open 44: Is sophisticated in art, music, or literature, the

Cronbach's Alpha was taken up to 0.736. This figure is acceptable even though it is at the lower end of the scale. A new composite measure was computed excluding the above three questions that were deleted, this new measure is referred to as Openness II.

Extraversion:

**Figure 5.2-2: Reliability composite variable – Extraversion.**

Reliability Statistics				
Cronbach's Alpha	N of Items			
.668	8			
Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Ext 26: Has an assertive personality	28.61	16.174	.182	.668

Initially the Cronbach's Alpha was measured at the lower end of the scale but still an acceptable 0.662. As represented by figure 5.2-2 above, through the deletion of question Ext 26: Has an assertive personality, the Cronbach's Alpha was increased to 0.668. This therefore improved the overall reliability of the composite scale. A new composite measure was computed excluding the above question, this new measure is referred to as Extraversion II.

Agreeableness:

**Figure 5.2-3: Reliability composite variable – Agreeableness.**

Reliability Statistics				
Cronbach's Alpha	N of Items			
.643	9			
Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Agr 22: Is generally trusting	33.14	16.893	.153	.647

Initially the Cronbach's Alpha was measured at the lower end of the scale but still an acceptable 0.643. As represented by figure 5.2-3 above, through the deletion of question Agr 22: Is generally trusting, the Cronbach's Alpha was taken up to 0.647. This therefore improved the overall reliability of the composite scale. A new composite measure was computed excluding the above question, this new measure is referred to as Agreeableness II.

The initial Cronbach's Alpha of the other two remaining composite measures being that of Conscientiousness and Neuroticism could not be improved through the deletion of any of the variables that when added together compute the composite measure. The Cronbach Alpha for conscientiousness and neuroticism was measured at 0.655 and 0.740 respectively.

### **5.3. Outliers:**

As depicted by Hair et al. (2010) "outliers are observations with a unique combination of characteristics identifiable as distinctly different from the other observations" (Hair et al., 2010, p64), the researcher must then decide whether to retain or delete the outlier once identified. If an outlier can be clearly determined to not be a member of the population, then in order to enhance the results of the analysis the outlier should be deleted from the data set (Albright et al., 2008).

With regards to the dependent variables there were some outliers that had to be removed from the study as they were not representative of the normal population.

A full description is given below;

#### Sales volume against budget:

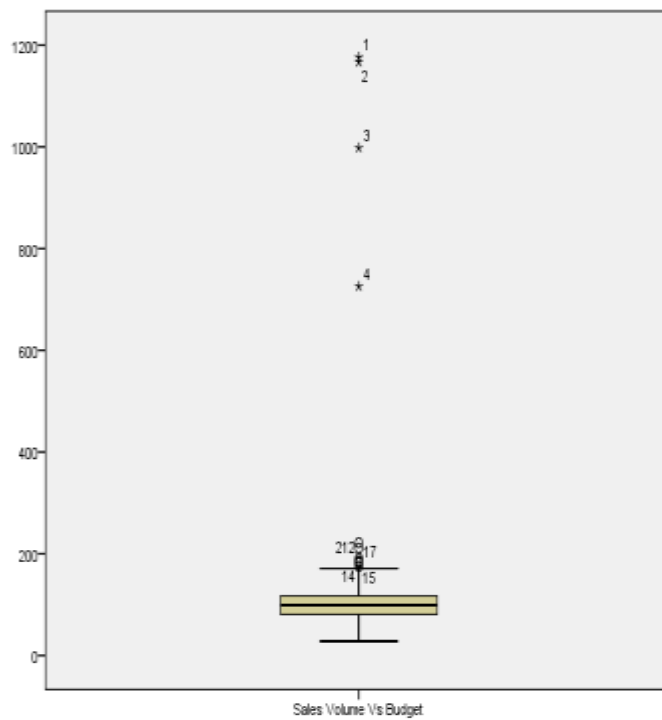
Four of the respondents were removed from this section as they achieved a sales volume against budget of over 250%, this represented a two and half times better result than what was budgeted for.

The reasons cited for these excessively high results were as follows; three of four respondents dealerships had commenced operation during the financial year and the budget that was utilised was not based on any prior market knowledge or expectation and therefore did not represent a true reflection of the capabilities of the newly opened dealer. This is corroborated through the biographical question 11 of the survey, Tenure: how many years have you been working in the dealership? All of the respondents answered one year.

The fourth respondent was removed from this section due to the opening of a satellite branch which essentially meant that this dealership effectively has two sales floors from which to operate. This had the net effect of increasing the sales volumes well above the 250% of budget. Please refer below to figure 5.3-1 for a graphical representation of the above.



Figure 5.3-1: Boxplot sales volume vs. budget.



As can be depicted through figure 5.3-1 above, the boxplot identifies the outliers represented by the asterisks. They were removed from this study.

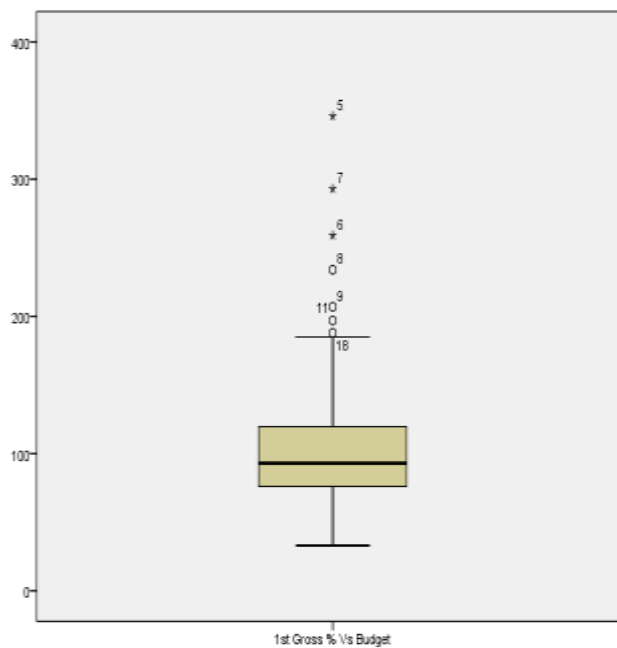
First gross profit against budget:

Three of the respondents were removed from this section as they achieved a first gross profit against budget of over 250%, this as stated above this represents a two and half times better result than what was budgeted for.

These results were achieved because of the following reasons; one of the three respondent's dealership was opened during the financial year and as a result the budget was not a true reflection of the capabilities of the dealership.

The other two respondents achieved unbelievable results due to a combination of "soft" budgets and effort. Please refer below to figure 5.3-2 for a graphical representation of the above.

**Figure 5.3-2: Boxplot sales 1<sup>st</sup> gross vs. budget.**

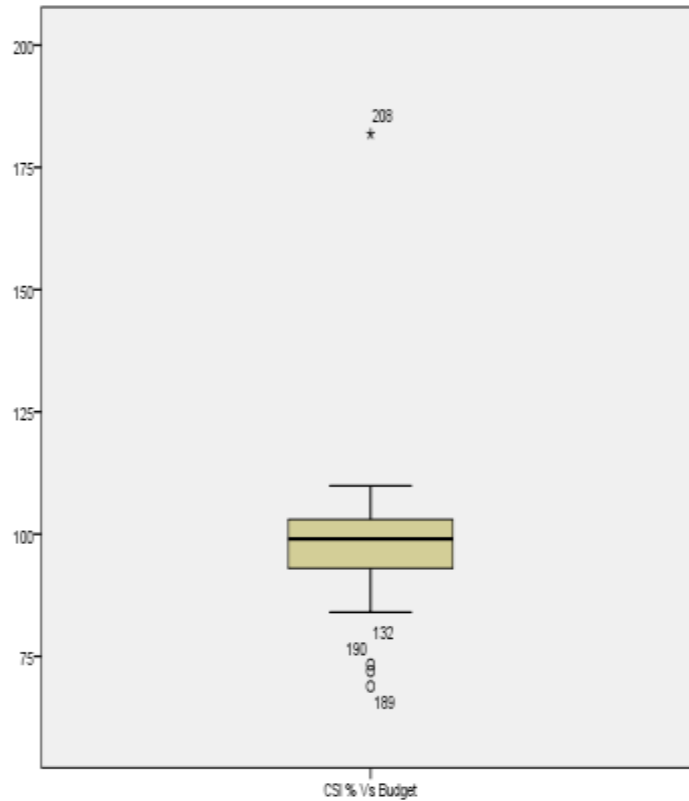


As can be depicted through figure 5.3-2 above, the boxplot identifies the outliers represented by the asterisks. They were removed from this study.

Customer satisfaction against manufacturer's target:

With regards to this measure one respondent that had to be removed from this section as they achieve 182% of target. This in comparison to the rest of the population did not make logical sense as the next highest achieved was that of 110% of target. Please refer below to figure 5.3-3 for a graphical representation of the above.

**Figure 5.3-3: Boxplot CSI vs. budget.**



As can be depicted through figure 5.3-3 above, the boxplot identifies the outliers represented by the asterisks. They were removed from this study.

## 5.4. Variable Analysis:

Each of the variables that make up the model proposed in section 2.5.4 was analysed through descriptive statistics. The variables are split into three sections namely; demographic variables, personality variables and performance variables. They are described, assessed and analysed individually below. Please refer to table 5.4-1 for a breakdown of all the variables that pertained to this study.

**Table 5.4-1: Descriptive statistics dependent and independent variables.**

Descriptive Statistics													
	N	Range	Minimum	Maximum	Mean	Std. Deviation	Mode	Skewness		Kurtosis		Cronbach's Alpha	
								Statistic	Std. Error	Statistic	Std. Error	N of Items	Statistic
Age in years	216	45	24	69	39.92	8.53	32	0.58	.168	-0.17	0.330		
How many years have you been a sales manager in the industry?	218	30	1	31	5.56	5.14	1	1.81	.165	4.26	0.328		
Tenure: how many years have you been working in the dealership?	218	13	1	14	3.01	2.58	1	1.56	.165	2.64	0.328		
Openness II	218	16.00	19.00	35.00	29.91	3.59	35.00	-0.49	.165	-0.20	0.328	7	.736
Conscientiousness	218	19.00	26.00	45.00	40.46	3.64	45.00	-0.75	.165	0.37	0.328	9	.655
Extraversion II	218	16.00	12.00	30.00	23.97	3.84	22.00	-0.30	.165	-0.31	0.328	7	.668
Agreeableness II	218	17.00	23.00	40.00	33.14	4.11	37.00	-0.39	.165	-0.44	0.328	8	.647
Neuroticism	218	24.00	8.00	32.00	17.90	5.02	14.00	0.31	.165	-0.37	0.328	8	.740
Sales Volume % Vs Budget	193	194.00	28.00	222.00	102.78	32.28	99.00	0.67	.175	1.41	0.348		
1st Gross % Vs Budget	194	201.00	33.00	234.00	99.61	34.88	67.00 <sup>a</sup>	0.86	.175	1.00	0.347		
CSI % Vs Budget	82	41.00	68.89	109.89	97.52	8.38	109.00	-1.00	.266	1.77	0.526		
Valid N (listwise)	80												

<sup>a</sup>. Multiple modes exist. The smallest value is shown

### 5.4.1. Demographic variables:

The biographical variables are represented by three questions namely, Age in years, How many years have you been a sales manager in the industry? And Tenure: how many years have you been working in the dealership? Each of these variables will be assessed individually.

#### Age in years:

The total amount of respondents that answered this question amounted to (n) = 216, as there was two missing cases. The range of the sample is 45 with the minimum being 24 and the maximum 69. The average age is represented by the mean being that of 39.92. The standard deviation from the mean is 8.53. The mode for age was 32. The shape of the distribution curve is depicted by the Skewness equal to 0.58 and the Kurtosis equal to -0.17.

How many years have you been a sales manager in the industry?:

The total amount of respondents that answered this question amounted to  $(n) = 218$ . The range of the sample is 30 with the minimum being 1 and the maximum being 31. The average sales management experience is represented by the mean being that of 5.56. The standard deviation from the mean is 5.14. The mode for sales management experience was 1. The shape of the distribution curve is depicted by the Skewness equal to 1.81 and the Kurtosis equal to 4.26.

Tenure: how many years have you been working in the dealership?:

The total amount of respondents that answered this question amounted to  $(n) = 218$ . The range of the sample is 13 with the minimum being 1 and the maximum being 14. The average tenure is represented by the mean being that of 3.01. The standard deviation from the mean is 2.58. The mode for tenure was 1. The shape of the distribution curve is depicted by the Skewness equal to 1.56 and the Kurtosis equal to 2.64.

#### **5.4.2. Personality variables:**

The personality variables are represented by the big five dimensions being that of Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism. Each of these variables are composite measures where several variables have been grouped together to form a new variable. As depicted in section 5.2 three of the variables had to be re-computed as to increase their internal reliabilities. This was carried out through the removal of the offending variables. These new composite measures are referred to as Openness II, Extraversion II and Agreeableness II. Each of these variables will be assessed individually.

Openness II:

The total amount of respondents that answered the question that made up this variable amounted to  $(n) = 218$ . The range of the sample is 16 with the minimum being 19 and the maximum being 35. The average figure obtained for Openness II is represented by the mean being that of 29.91. The standard deviation from the mean is 3.59. The mode for Openness is 35. The shape of the distribution curve is depicted by the Skewness equal to -0.49 and the Kurtosis equal to -0.20. The final Cronbach Alpha that could be obtained from 7 items is 0.736.

### Conscientiousness:

The total amount of respondents that answered the question that made up this variable amounted to  $(n) = 218$ . The range of the sample is 19 with the minimum being 26 and the maximum being 45. The average figure obtained for Conscientiousness is represented by the mean being that of 40.46. The standard deviation from the mean is 3.64. The mode for Conscientiousness is 45. The shape of the distribution curve is depicted by the Skewness equal to -0.75 and the Kurtosis equal to 0.37. This composite measure's reliability could not be improved through the deletion of any of the variables. The final Cronbach Alpha that could be obtained from 9 items is 0.655.

### Extraversion II:

The total amount of respondents that answered the question that made up this variable amounted to  $(n) = 218$ . The range of the sample is 18 with the minimum being 12 and the maximum being 30. The average figure obtained for Extraversion II is represented by the mean being that of 23.97. The standard deviation from the mean is 3.84. The mode for Extraversion II is 22. The shape of the distribution curve is depicted by the Skewness equal to -0.30 and the Kurtosis equal to -0.31. The final Cronbach Alpha that could be obtained from 7 items is 0.668.

### Agreeableness II:

The total amount of respondents that answered the question that made up this variable amounted to  $(n) = 218$ . The range of the sample is 17 with the minimum being 23 and the maximum being 40. The average figure obtained for Agreeableness II is represented by the mean being that of 33.14. The standard deviation from the mean is 4.11. The mode for Extraversion II is 37. The shape of the distribution curve is depicted by the Skewness equal to -0.39 and the Kurtosis equal to -0.44. The final Cronbach Alpha that could be obtained from 8 items is 0.647.

Neuroticism:

The total amount of respondents that answered the question that made up this variable amounted to (n) = 218. The range of the sample is 24 with the minimum being 8 and the maximum being 32. The average figure obtained for Neuroticism is represented by the mean being that of 17.90. The standard deviation from the mean is 5.02. The mode for Neuroticism is 14. The shape of the distribution curve is depicted by the Skewness equal to 0.31 and the Kurtosis equal to -0.37. This composite measure reliability could not be improved through the deletion of any of the variables. The final Cronbach Alpha that could be obtained from 8 items is 0.740.

**5.4.3. Performance variables:**

The performance variables that make up this study is that of sales volume achieved as a percentage of budget, 1<sup>st</sup> gross profit achieved as a percentage of budget and CSI achieved as a percentage of manufacturer's target. These performance variables are determined as depicted in section 4.13 to be representative of an effective sales manager within the automotive space.

Each of these variables will be assessed individually.

Sales volume% vs. budget:

The total amount of respondents that answered the question that made up this variable amounted to (n) = 193. The range of the sample is 194 with the minimum being 28 and the maximum being 222. The average figure obtained for this variable is represented by the mean being that of 102.78. The standard deviation from the mean is 32.28. The mode for this variable is 99. The shape of the distribution curve is depicted by the Skewness equal to 0.87 and the Kurtosis equal to 1.41.

1<sup>st</sup> gross% vs. budget:

The total amount of respondents that answered the question that made up this variable amounted to (n) = 194. The range of the sample is 201 with the minimum being 33 and the maximum being 234. The average figure obtained for this variable is represented by the mean being that of 99.61. The standard deviation from the mean is 34.88. The mode for this variable is 67. The shape of the distribution curve is depicted by the Skewness equal to 0.86 and the Kurtosis equal to 1.00.

CSI% vs. budget:

The total amount of respondents that answered the question that made up this variable amounted to  $(n) = 82$ . Although twenty-one brands were represented in this study only six manufacturers in total measure CSI being that of BMW, Hyundai, Kia, Nissan, Renault, Toyota. It must also be noted that it is an industry norm for CSI not be measured with regards to pre-owned vehicles. The range of the sample is 41 with the minimum being 68.89 and the maximum being 109.89. The average figure obtained for this variable is represented by the mean being that of 97.52. The standard deviation from the mean is 8.38. The mode for this variable is 109.00. The shape of the distribution curve is depicted by the Skewness equal to -1.00 and the Kurtosis equal to 1.77.

### **5.5. Pearson Correlation Matrix:**

The correlation coefficient ( $r$ ) indicates the strength of the association between two variables. The sign either + or – is an indication of the relationship and hence the variables would either be positively or negatively correlated. The value that can be obtained ranges from +1 to -1, with a +1 indicating a perfect positive relationship, 0 indicating that there is no relationship and -1 indicating a perfect negative relationship or inverse relationship (Hair et al., 2010).

The purpose of carrying out this test is to determine the level of inter-correlation between the independent variables and any of the dependent variables. If there is a significant level of correlation between them, then there are statistical grounds to continue with a multiple regression analysis to determine if the relationship is linear in terms of its predictability.

A correlation matrix is a table that depicts all the variables and their relative intercorrelations. A significance level of 0.05 (denoted as \*) and 0.01 (denoted as \*\*) was utilised. Below depicts Pearson Correlation Matrix for all of the variables as set out in the model presented in section 2.5.4. Please refer to table 5.5-1 below;



Table 5.5-1: Pearson Correlation Matrix.

Pearson Correlation Matrix											
	Age in years	How many years have you been a sales manager in the industry?	Tenure: how many years have you been working in the dealership?	Openness II	Conscientiousness	Extraversion II	Agreeableness II	Neuroticism	Sales Volume % Vs Budget	1st Gross % Vs Budget	CSI % Vs Budget
Age in years	1										
How many years have you been a sales manager in the industry?	.54*	1									
Tenure: how many years have you been working in the dealership?	0.04	0.10	1								
Openness II	0.00	0.01	-0.01	1							
Conscientiousness	-0.02	-0.06	0.10	.32*	1						
Extraversion II	-0.12	0.01	-0.01	.20*	.2*	1					
Agreeableness II	-0.03	-.2	-0.05	.30*	.43*	.5	1				
Neuroticism	-0.01	-0.03	-0.02	-.3*	-.43*	-.4	-.5	1			
Sales Volume Vs Budget	0.04	0.06	-0.02	-0.12	-0.03	0.01	0.07	-0.04	1		
1st Gross % Vs Budget	0.02	-0.03	0.08	-0.12	-0.05	0.05	0.09	-0.05	.82*	1	
CSI % Vs Budget	0.17	0.13	-0.09	0.16	0.14	0.17	0.08	-0.02	0.08	-0.02	1

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

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

### **5.5.1. Sales volume % vs. budget:**

As can be determined by the correlation matrix all of the independent variables have a very weak correlation with sales volume % vs. budget. With regards to the demographic variables the highest correlation was 0.06 (years as a sales manager) and the lowest was 0.02 (tenure). This therefore signifies that there is virtually no relationship of any significance exists between any of the demographic variables and this dependent variable. In terms of the personality variables the highest was 0.07 (Agreeableness II) and the lowest was 0.01 (Extraversion II). This signifies that there is virtually no relationship of significance between them and the dependent variable. However, three of the personality variables indicated a very weak inverse relationship between them and the dependent variable, namely -0.12 (Openness II), -0.03 (Conscientiousness) and -0.04 (Neuroticism).

### **5.5.2. 1<sup>st</sup> Gross % vs. budget:**

As can be determined by the correlation matrix all of the independent variables have a very weak correlation with 1<sup>st</sup> Gross % vs. budget. With regards to the demographic variables the highest correlation was 0.08 (tenure) and the lowest was 0.02 (age). This therefore signifies that there is virtually no relationship of significance exists between any of the biographical variables and this dependent variable. In terms of the personality variables the highest was 0.09 (Agreeableness II) and the lowest was 0.05 (Extraversion II). This therefore signifies that there is virtually no relationship of significance between them and the dependent variable. However, three of the personality variables indicated a very weak inverse relationship between them and the dependent variable, namely -0.12 (Openness II), -0.05 (Conscientiousness) and -0.05 (Neuroticism).

### **5.5.3. CSI % vs. budget:**

As can be determined by the correlation matrix all of the independent variables have a very weak correlation with CSI % vs. budget. With regards to the demographic variables the highest correlation was 0.17 (age) and the lowest was 0.13 (experience). The third demographic variable was shown to have a weak but inverse relationship with the dependent variable of -0.09 (tenure). This therefore signifies that there is virtually no relationship of significance exists between any of the biographical variables and this dependent variable. In terms of the personality variables the highest was 0.17 (Extraversion II) and the lowest was 0.14 (Conscientiousness). This therefore signifies that there is virtually no relationship between them and the dependent variable. However, one of the personality

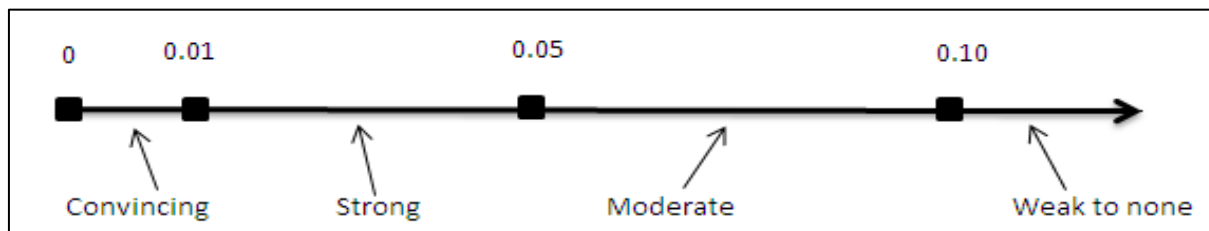
variables indicated a very weak inverse relationship between them and the dependent variable, -0.02 (Neuroticism).

## 5.6. Multiple linear regression

In regression analysis the items that is investigated is the coefficient of determination ( $R^2$ ). The  $R^2$  is the measure of the how much of the variance of the dependent variable about its mean that can be explained by the independent, or predictor variables. This coefficient can vary between 0 and 1, where 1 is considered perfect prediction and 0 is considered no prediction. Therefore the higher the value of the  $R^2$ , the greater the explanatory power of the regression equation and thus the prediction of the dependant variable (Hair et al., 2010) .

An additional measure that was interrogated is that of the p-value or significance of the findings. As per Albright et al (2008) the “p-value of a sample is the probability of seeing a sample with at least as much evidence in favour of the alternative hypothesis as the sample actually observed. The smaller the p-value, the more evidence there is in favor of the alternative hypothesis” (p.503). Albright et al. continued that the attitude of many analysts with regards to the relative size of the p-value and the evidence that they indicate are provided for below in figure 5.6-1;

Figure 5.6-1: p-value descriptor.



Source: Adapted from: Data Analysis & Decision Making (2008) p.503

This study intended to determine the extent to which the independent variables being that of the demographic factors and personality dimensions of the big five would be able to predict the dependent variables as depicted by the proposed model in section 2.5.4. Each of the dependent variables will be assessed, analysed and discussed below;

### 5.6.1. Sales volume % vs. budget:

**Figure 5.6.1-1: Regression model – Sales volume % vs. budget.**

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Agreeableness II, Tenure: how many years have you been working in the dealership?, Age in years, Extraversion II, Openness II, Conscientiousness, How many years have you been a sales manager in the industry?, Neuroticism <sup>b</sup>		Enter

a. Dependent Variable: Sales Volume Vs Budget

b. All requested variables entered.

The above figure 5.6.1-1 represents the model that was utilised to try and determine the level of prediction of the independent variables being that of Agreeableness II, Tenure: how many years have you been working in the dealership?, Age in years, Extraversion II, Openness II, Conscientiousness, How many years have you been a sales manager in the industry? And Neuroticism.

The results from the test are depicted below;

**Figure 5.6.1-2: R square value of regression model – sales volume % vs. budget.**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.192 <sup>a</sup>	.037	-.005	32.36220

a. Predictors: (Constant), AgreeablenessII, Tenure: how many years have you been working in the dealership?, Age in years, ExtraversionII, OpennessII, Conscientiousness, How many years have you been a sales manager in the industry?, Neuroticism

b. Dependent Variable: Sales Volume Vs Budget

As depicted by figure 5.6.1-2, the  $R^2$  that was achieved is a very low 0.037. This represents that none of the independent variables have any predictive power of the dependent variable being that of sales volume.

**Figure 5.6.1-3: Significance level of regression model – sales volume % vs. budget.**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7348.316	8	918.540	.877	.537 <sup>b</sup>
1 Residual	192705.367	184	1047.312		
Total	200053.683	192			

a. Dependent Variable: Sales Volume Vs Budget

b. Predictors: (Constant), AgreeablenessII, Tenure: how many years have you been working in the dealership?, Age in years, ExtraversionII, OpennessII, Conscientiousness, How many years have you been a sales manager in the industry?, Neuroticism

As depicted above in figure 5.6.1-3, in further corroboration with the above is the p-value (Sig.). The p-value is 0.54, this is higher than both levels of significance being that of 0.05 and 0.01. This therefore means that there is weak to no evidence that the alternative hypothesis is true.

### 5.6.2. 1<sup>st</sup> Gross % vs. budget:

**Figure 5.6.2-1: Regression model – 1<sup>st</sup> Gross % vs. budget.**

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Agreeableness II, Tenure: how many years have you been working in the dealership?, Age in years, Extraversion II, Openness II, Conscientiousness, How many years have you been a sales manager in the industry?, Neuroticism <sup>b</sup>		Enter

a. Dependent Variable: 1st Gross % Vs Budget

b. All requested variables entered.

As seen above in figure 5.6.2-1, this is the model that was utilised to try and determine the level of prediction of the independent variables being that of Agreeableness II, Tenure: how many years have you been working in the dealership?, Age in years, Extraversion II, Openness II, Conscientiousness, How many years have you been a sales manager in the industry? and Neuroticism.

The results from the test are depicted below;

**Figure 5.6.2-2: R square value of regression model – 1<sup>st</sup> Gross % vs. budget.**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.232 <sup>a</sup>	.054	.013	34.66069

a. Predictors: (Constant), AgreeablenessII, Tenure: how many years have you been working in the dealership?, Age in years, ExtraversionII, OpennessII, Conscientiousness, How many years have you been a sales manager in the industry?, Neuroticism

b. Dependent Variable: 1st Gross % Vs Budget

As depicted in figure 5.6.2-2, the  $R^2$  that was achieved is a very low 0.054. This represents that none of the independent variables have any predictive power of the dependent variable being that of sales volume.

**Figure 5.6.2-3: Significance level of regression model – 1<sup>st</sup> Gross % vs. budget.**

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12616.048	8	1577.006	1.313	.239 <sup>b</sup>
Residual	222252.258	185	1201.364		
Total	234868.306	193			

a. Dependent Variable: 1st Gross % Vs Budget

b. Predictors: (Constant), AgreeablenessII, Tenure: how many years have you been working in the dealership?, Age in years, ExtraversionII, OpennessII, Conscientiousness, How many years have you been a sales manager in the industry?, Neuroticism

As depicted above in figure 5.6.2-3, In further corroboration with the above is the p-value (Sig). The p-value is 0.239, this is higher than both levels of significance being that of 0.05 and 0.01. This therefore means that there is weak to no evidence that the alternative hypothesis is true.

### 5.6.3. CSI % vs. budget:

**Figure 5.6.3-1: Regression model – CSI % vs. budget.**

<b>Variables Entered/Removed<sup>a</sup></b>			
Model	Variables Entered	Variables Removed	Method
1	Agreeableness II, Extraversion II, Age in years, Tenure: how many years have you been working in the dealership?, Conscientiousness, Openness II, How many years have you been a sales manager in the industry?, Neuroticism <sup>b</sup>		Enter

a. Dependent Variable: CSI % Vs Budget

b. All requested variables entered.

As seen above in figure 5.6.3-1, the above represents the model that was utilised to try and determine the level of prediction of the independent variables being that of Agreeableness II, Extraversion II, Age in years, Tenure: how many years have you been working in the dealership?, Conscientiousness, Openness II, How many years have you been a sales manager in the industry? and Neuroticism.

The results from the test are depicted below;

**Figure 5.6.3-2: R square value of regression model – CSI % vs. budget.**

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.347 <sup>a</sup>	.121	.024	8.27719

a. Predictors: (Constant), AgreeablenessII, ExtraversionII, Age in years, Tenure: how many years have you been working in the dealership?, Conscientiousness, OpennessII, How many years have you been a sales manager in the industry?, Neuroticism

b. Dependent Variable: CSI % Vs Budget

As depicted above in figure 5.6.3-2, the  $R^2$  that was achieved is a very low 0.121. This represents that none of the independent variables have any predictive power of the dependent variable being that of sales volume.

**Figure 5.6.3-3: Significance level of regression model – CSI % vs. budget.**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	686.160	8	85.770	1.252	.282 <sup>b</sup>
1 Residual	5001.362	73	68.512		
Total	5687.522	81			

a. Dependent Variable: CSI % Vs Budget

b. Predictors: (Constant), AgreeablenessII, ExtraversionII, Age in years, Tenure: how many years have you been working in the dealership?, Conscientiousness, OpennessII, How many years have you been a sales manager in the industry?, Neuroticism

As depicted above in figure 5.6.3-3, in further corroboration with the above is the p-value (Sig). The p-value is 0.282, this is higher than both levels of significance being that of 0.05 and 0.01. This therefore means that there is weak to no evidence that the alternative hypothesis is true.

### 5.7.4 Conclusion of results:

This chapter presented the processes and procedures that were following in order to carry out the statistical testing. The results achieved determine that the researcher is unable to reject the Null hypotheses in every hypothesis that was tested. It appears that demographic profiles and the personality dimensions of the big five are poor predictors of future job performance of a candidate.

A full interpretation and analysis of the results will be given in chapter six.



## 6 Chapter 6: Discussion of results

### 6.1 Introduction:

As stated in chapter one, the purpose behind this research was to identify the specific demographic profiles and personality traits that effective sales managers possess in order to add to the current literature that advocates the use of these personality measures as a valid predictor of future job performance, as well as to provide senior management an additional tool in the better prediction of a potential candidates suitability for a sales management position.

The demographic profiles and personality traits of 218 respondents currently in a sales management position were tested in order to draw conclusions on the proposed hypotheses. It was anticipated through the answering of these hypotheses this study would produce results that would enable the development of a measure that would have the ability to test a potential candidate's against that of the controlled sample and as such determine their suitability for selection.

The previous chapter presented the results of the research. This chapter will discuss those results in relation to the purpose of this research as well as the literature presented in chapter two. Summations of results and conclusions as to whether the null hypotheses should be accepted or rejected are stated. The conclusions and overall response to the research objective and recommendations for future research that materialize out of this chapter will be given in chapter seven.

### 6.2 Hypothesis 1:

The null hypothesis states that demographic profiles and personality dimensions of the big five of sales managers do not have the ability to predict a favourable sales volume % vs. budget. The alternative hypothesis states that demographic profiles and personality dimensions of the big five of sales managers have the ability to predict a favourable sales volume % vs. budget.

As described above the  $R^2$  is the measure of the proportion of the variance the dependent variable about its mean that is explained by the independent, or predictor variables. The regression model utilised produced an  $R^2 = 0.37$ , this therefore equates to only 37% of the dependent variable can be explained by the independent variables. As such, this would indicate that there is a very small relationship between any of the independent variables and

that of the dependent variable and therefore they hold only small amounts of predictive qualities.

According to Hair et al. (2010) the significance level (alpha) represents the probability that the researcher is willing to take that the estimated coefficient is different from zero when it is actually not. This is discussed above in section 3.1 and is referred to as a Type I error. The rejection rule when utilising the p-value is as follows; reject the  $H_0$  if the p-value is less than or equal to alpha. In this study the significance levels of 0.05 and 0.01 were utilised.

The multiple regression model utilised produced a result where the dependent variable being that of sales volume % vs. budget could only produce a significance level of 0.537, through the utilisation of the independent variables being that of openness, conscientiousness, extraversion, agreeableness, neuroticism, age in years, how many years have you been a sales manager in the industry? And Tenure: how many years have you been working in the dealership? This therefore represents that the findings are not statistically significant as this level of significance falls outside of the rejection region.

Due to the results presented above, the null hypothesis could not be rejected.

### **6.3 Hypothesis 2:**

The null hypothesis states that demographic profiles and personality dimensions of the big five of sales managers do not have the ability to predict a favourable 1<sup>st</sup> Gross % vs. budget. The alternative hypothesis states that demographic profiles and personality dimensions of the big five of sales managers have the ability to predict a favourable 1<sup>st</sup> Gross % vs. budget.

The regression model utilised produced an  $R^2 = 0.54$ , this therefore equates to only 54% of the dependent variable can be explained by the independent variables. As such this would indicate that there is a very small relationship between any of the independent variables and that of the dependent variable and therefore they hold only small amount predictive qualities.

In this study the significance levels of 0.05 and 0.01 were utilised. The multiple regression model utilised produced a result where the dependent variable being that of 1<sup>st</sup> Gross % vs. budget could only be predicted at a significance level of 0.24, through the utilisation of the independent variables being that of openness, conscientiousness, extraversion, agreeableness, neuroticism, age in years, how many years have you been a sales manager in the industry? And Tenure: how many years have you been working in the dealership? This

therefore represents that the findings are not statistically significant as this level of significance falls outside of the rejection region.

Due to the results presented above, the null hypothesis could not be rejected.

#### **6.4 Hypothesis 3:**

The null hypothesis states that demographic profiles and personality dimensions of the big five of sales managers do not have the ability to predict a CSI % vs. budget. The alternative hypothesis states that demographic profiles and personality dimensions of the big five of sales managers have the ability to predict a favourable CSI % vs. budget.

The regression model utilised produced an  $R^2 = 0.12$  this therefore equates to only 12% of the dependent variable can be explained by the independent variables. As such this would indicate that there is little to no relationship between any of the independent variables and that of the dependent variable and therefore they would produce hardly any predictive qualities.

In this study the significance levels of 0.05 and 0.01 were utilised. The multiple regression model utilised produced a result where the dependent variable being that of CSI % vs. budget could only be predicted at a significance level of 0.28, through the utilisation of the independent variables being that of openness, conscientiousness, extraversion, agreeableness, neuroticism, age in years, how many years have you been a sales manager in the industry? And Tenure: how many years have you been working in the dealership? This therefore represents that the findings are not statistically significant as this level of significance falls outside of the rejection region.

Due to the results presented above, the null hypothesis could not be rejected.

## 6.5 Summation of results for the hypotheses:

From the findings it can be determined that the researcher is unable to reject the Null hypothesis in each case. A full breakdown of each of the hypotheses and their respective results are presented below through the use of table 6.5-1;

**Table 6.5-1: Summary of hypotheses and respective results:**

Hypothesis No.	Description	Result
<b>Hypothesis 1</b>	<p><math>H_0</math> Demographic factors and personality dimensions of the big five does not have the ability to predict a favourable Sales Volume % vs. budget.</p> <p><math>H_a</math> Demographic factors and personality dimensions of the big five does have the ability to predict a favourable Sales Volume % vs. budget.</p>	- <b>Unable to reject the Null hypothesis.</b>
<b>Hypothesis 2</b>	<p><math>H_0</math> Demographic factors and personality dimensions of the big five does not have the ability to predict a favourable 1<sup>st</sup> Gross % vs. budget.</p> <p><math>H_a</math> Demographic factors and personality dimensions of the big five have the ability to predict a favourable 1<sup>st</sup> Gross % vs. budget.</p>	- <b>Unable to reject the Null hypothesis.</b>
<b>Hypothesis 3</b>	<p><math>H_0</math> Demographic factors and personality dimensions of the big five not have the ability to predict a favourable CSI % vs. budget.</p> <p><math>H_a</math> Demographic factors and personality dimensions of the big five have the ability to predict a favourable CSI % vs. budget.</p>	- <b>Unable to reject the Null hypothesis.</b>

## 6.6 Actual versus expected results:

In this section each of the independent variables will be investigated (in terms of the model proposed in section 2.5.4) in relation to actual results obtained versus the expected results. First the personality traits and then the demographic factors will be reviewed.

The vast amount of the literature that was interrogated put forward that the big five dimensions of personality are a robust measure that could be utilised to predict the future job performance of a candidate provided they are of a normal personality disposition. The researcher based on the size of the sample obtained expected the findings to be consistent with the literature.

After reviewing the results, in every case none of the independent variables had any predictive ability that was statistically significant. As depicted in chapter two, it was expected that certain dimensions would pertain to all job types and others would be more attributable to a specific job. A full breakdown of the expected versus the actual results achieved is given below per personality dimension.

With regards to neuroticism, as per Judge et al. (2002) due to the nature of this dimension it was expected that it or rather its opposite being emotional stability would be highly correlated to all three of the dependent variables and as such would offer a significant predictive ability in the determination of positive results.

As retail sales management is a profession that involves the regular interactions with others being that of staff and customers, it was inferred that the dimension of extraversion would both be highly correlated and have a significant predictive ability with regards to all of the dependent variables (Barrick & Mount, 1991).

The dimension of openness was also inferred to be highly correlated and have a significant predictive ability with regards to all of the dependent variables. This is due to this dimension being relevant to an individual's learning ability and the sales manager position being heavily influenced by product, sales and management training (Barrick & Mount, 1991).

Finally, the dimension of conscientiousness as per (Barrick & Mount, 1991) would be applicable to all job types, it was inferred that this dimension would be highly correlated to and have a significant predictive ability with regards to all of the dependent variables.

However, the dimension of agreeableness as per Judge et al. (2002) is believed to be ambiguous and to offer little to no predictive capabilities. This therefore represented the only dimension that was inferred to have low correlations and predictive ability with any of the dependent variables.

In every case the four dimensions of the big five that were thought to be highly correlated and have a statistically significant predictive ability with regards to all of the dependent variables were not congruent with the literature interrogated. Thus none of the big five dimensions are correlated to or have any statistically significant predictability of any of the dependent variables.

This therefore means that the big five dimensions of personality offer very little to no predictive ability for the future job performance of a candidate that is being selected for a sales manager position.

The other independent variables being that of demographic factors expressed as age in years, experience as a sales manager and tenure within the dealership will be reviewed below.

As put forward by Levy & Sharma (1994) age would offer a positive correlation and have a statistically significant predictive ability in terms of all three of the dependent variables as it was inferred that age would be highly correlated with experience.

As depicted by Schmidt & Hunter (1992; 1998) job experience relates to the number of years an individual has of prior experience in a specific or similar job and as such it was inferred that experience would be highly correlated to and have a statistically significant predictive ability with regards to all three of the dependent variables.

Lastly, in terms of tenure as per Lau et al. (2008) tenure represents experience and localised knowledge in organisations. It was therefore inferred that tenure would be highly correlated to and have a statistically significant predictive ability with regards to all three of the dependent variables.

In every case the demographic factors that were thought to be highly correlated and have a statistically significant predictive ability with regards to all of the dependent variables were not congruent with the literature interrogated. Thus none of the demographic factors are correlated to or have any statistically significant predictability of any of the dependent variables.

## **6.7 Rational as to why the model did not work:**

This section offers explanations as to the rational why the model did not work with regards to any of the independent variables having any predictive ability with regards to the dependent variables.

### **6.7.1 Criticism against the use of personality assessments:**

In principle personality assessments represent a valuable tool in the selection and of individuals into every position within the organisation (Hogan & Holland, 2003). Scott & Reynolds (2010) suggested that “in reality it is not technically feasible to use personality to select people into every job in every organization. This is because every organization considers itself to be unique, and every organization has many specialized jobs with unique titles” (p.86), therefore in order to get this precise organisation’s would have to develop personality-based selection procedures for all jobs. However, this would have huge cost implications for the organisation in terms of time and monetary spend.

While a large amount of studies have been carried out to validate the big five as a good predictor of future job performance, it is not without its criticism. Although it is widely accepted that personality assessments have some value in the prediction of future work performance, the validity of these measures are often low (Scott & Reynolds, 2010).

As reported in their study John et al. (2008) “a frequent objection to the Big Five is that five dimensions cannot possibly capture all of the variation in human personality (e.g., Block, 1995; McAdams, 1992; Mershon & Gorsuch, 1988), and that they are too broad.” (John et al., 2008, p.140). Furthermore, John et al. (2008) reported that the disadvantages of the categories of the big five are their low reliability.

This view is further supported by Morgeson et al. (2007) who stated that studies of the validity of personality measures as predictors of performance have consistently revealed that the correlations between personality and performance are insignificant. If the ultimate goal is to predict performance and effectiveness, it is highly unlikely that these measures of the broad personality dimensions will be of much assistance.

Thus the available evidence confirms that due to the relatively low correlations between personality and ability, personality measures are a poor predictor of performance and effectiveness (Scott & Reynolds, 2010).

Hough (1992) argued that the big five obscures important relationships between traits and criteria, “not only are the Big Five too broad and heterogeneous, additional constructs above and beyond the Big Five appear important if the goal is prediction rather than description” (Hough, 1992, p.139).

In their study Robertson, Baron, Gibbons, MacIver, & Nyfield (2000) put forward that there is a theoretical possibility that conscientiousness may not be a good predictor of future performance in all occupational areas. Although the existing meta-analytic studies have produced results which offer some support for the validity of conscientiousness for managers, it is not so overwhelming that it excludes the possibility that this dimension may fail to be a valid predictor for all managerial groups.

As noted by Hogan & Ones (1997) having too much conscientiousness may be just as negative as having too little. This view is supported by Goldberg (1990) who put forward that individuals that score low on the dimension of conscientiousness are considered to be nonconforming, rebellious and unconventional. It is considered that in some instances within the context of managerial work that these characteristics, that are associated with the negative pole of conscientiousness, are likely to be related to success.

Furthermore, the increased flexibility and the need to be adaptive and change required in many managerial positions suggest that some of the characteristics associated with high levels of conscientiousness may become a hindrance with regards to management successful performance. In their study Robertson et al. (2000) obtained results from a large management sample that indicated a statistically non-significant relationship between conscientiousness and performance.

An additional criticism towards personality assessments is that the answers given by respondents may be contaminated with social desirability bias. As per Scott & Reynolds (2010) “the criticism is based on the assumption that when people read items on a personality inventory, they are primarily motivated to respond in a way that presents themselves in the best possible light...” (Scott & Reynolds, 2010, p.95).

Ultimately the utilisation of personality assessments in order to make employ or not employ decisions over individuals in high-profile positions is contentious (Morgeson et al., 2007). This is due mainly to process of most personality inventories being that of a self-report which are potentially vulnerable to faking. The research literature that pertains to faking of personality assessments are broad and complex (Ones, Viswesvaran, & Reiss, 1996).



Faking invalidates the use of personality assessments for employee selection. The main argument against them is when a potential candidate for a position is required to complete an assessment prior to the employment decision as part of the pre-screening process, they in turn “fake” or distort their responses in the expectation that this will increase their relative scores and therefore improve their chances of being employed (Scott & Reynolds, 2010).

Although faking is a valid concern, a greater concern is the consequence of the possibility of differential faking. This is when, individuals inflate their scores more than others, and as a result this will have the tendency to change both the mean score and the rank order of the applicants. “In other words, if everyone fakes, it might not be a big problem, but if some people fake more or better than others, faking could seriously affect the decisions on personality inventories” (Scott & Reynolds, 2010, p.17).

There are essentially two main issues that are considered to be important when utilising personality measures as part of candidate assessment programs within organisations. First, these assessments are generally performed as a self-report and are therefore vulnerable to manipulation and misrepresentation. Second, as per Morgeson et al. (2007) the validity of these measures as predictors for future job performance is often disappointing and the value of the assessment is not always clear.

In conclusion, the criticisms with regards to the utilisation of personality assessments can be reduced to three main criteria being that of, 1) the tests have minimal or trivial validity for predicting real-world outcomes, 2) scores on the tests are contaminated by social desirability response bias, and 3) scores on the tests can be altered by deliberate faking (Morgeson et al., 2007; Scott & Reynolds, 2010).

### **6.7.2 Distribution of Survey Responses BFI section:**

The total amount of respondents that took part in this section of the survey amounted to (n) = 218. As per table 6.7.2-2 the distribution of the five possible answers being that of 1. Disagree Strongly, 2. Disagree a little, 3. Neither agree nor disagree, 4. Agree a little and 5. Agree strongly per question has been colour coded. Through the aid of this colour coding the relative distribution of answers per question can be easily identified. It can be determined that there is a heavily skewed negative distribution towards the right hand side with four of the five variables being that of Openness, Conscientiousness, Extraversion and Agreeableness. With regards to the final dimension being that of Neuroticism distribution, this appears to have a positive skew to the left hand side of a normal distribution. Please see table 6.7.2-2 below for this graphical representation;

**Table 6.7.2-1: Frequency table – big five dimensions**

	Questions	Skewness	Kurtosis	1. Disagree Strongly	2. Disagree a little	3. Neither agree nor disagree	4. Agree a little	5. Agree strongly
<b>Openness</b>	Open 5: Is original, comes up with new ideas	-1.48	3.67	0%	1%	4%	41%	53%
	Open 10: Is curious about many different things	-2.02	5.54	1%	1%	5%	32%	61%
	Open 15: Is ingenious, a deep thinker	-1.00	1.38	2%	3%	17%	48%	31%
	Open 20: Has an active imagination	-1.60	3.33	1%	2%	6%	38%	53%
	Open 25: Is inventive	-1.37	1.99	3%	4%	11%	41%	42%
	Open 30: Values artistic, aesthetic experiences	-0.99	0.73	2%	4%	18%	36%	39%
	Open 35R: Prefers work that is routine	-0.05	-1.08	14%	25%	21%	29%	11%
	Open 40: Likes to reflect, play with ideas	-0.85	0.67	0%	2%	8%	46%	44%
	Open 41R: Has a few artistic interests	0.85	0.24	21%	47%	17%	10%	5%
	Open 44: Is sophisticated in art, music, or literature	-0.20	-0.98	12%	18%	26%	26%	18%
<b>Conscientiousness</b>	Con 3: Does a thorough job	-2.28	4.60	0%	0%	3%	15%	83%
	Con 8R: Can be somewhat careless	-0.83	-0.47	3%	13%	15%	24%	45%
	Con 13: Is a reliable worker	-8.34	75.48	1%	0%	0%	3%	96%
	Con 18R: Tends to be disorganised	-0.94	-0.03	1%	11%	12%	33%	42%
	Con 23R: Tends to be lazy	-3.42	13.27	1%	1%	3%	12%	83%
	Con 28: Perseveres until the task is finished	-2.70	8.42	0%	1%	4%	16%	78%
	Con 33: Does things efficiently	-2.12	5.16	0%	1%	2%	22%	75%
	Con 38: Makes plans and follows through with them	-1.74	5.41	0%	0%	3%	33%	64%
	Con 43R: Is easily distracted	-0.82	-0.36	1%	14%	11%	36%	38%
	<b>Extraversion</b>	Ext 1: Is talkative	-1.28	1.09	3%	6%	11%	33%
Ext 6R: Is reserved		-0.07	-1.27	9%	25%	21%	18%	27%
Ext 11: Is full of energy		-2.17	5.51	0%	0%	1%	20%	78%
Ext 16: Generates a lot of enthusiasm		-1.00	-0.18	0%	0%	2%	32%	66%
Ext 21R: Tends to be quiet		-0.39	-1.01	3%	19%	20%	27%	31%
Ext 26: Has an assertive personality		-1.20	1.04	0%	3%	12%	32%	53%
Ext 31R: Is sometimes shy, inhibited		-0.40	-1.20	2%	22%	17%	23%	36%
Ext 36: Is outgoing, sociable		-1.52	2.15	0%	4%	5%	33%	58%
<b>Agreeableness</b>		Agree 2R: Tends to find fault with others	-0.15	-1.10	3%	23%	23%	28%
	Agree 7: Is helpful and unselfish with others	-3.28	12.54	1%	1%	1%	17%	79%
	Agree 12R: Starts quarrels with others	-1.06	0.41	1%	5%	18%	25%	51%
	Agree 17: Has a forgiving nature	-1.77	3.82	0%	3%	4%	33%	60%
	Agree 22: Is generally trusting	-2.61	7.53	1%	3%	2%	20%	74%
	Agree 27: Can be cold and aloof	-0.60	-0.73	7%	14%	19%	28%	33%
	Agree 32: Is considerate and kind to almost everyone	-1.18	0.98	0%	3%	9%	35%	54%
	Agree 37: Is sometimes rude to others	-0.36	-1.18	2%	21%	19%	24%	34%
	Agree 42: Likes to cooperate with others	-1.61	4.71	0%	0%	3%	34%	62%
<b>Neuroticism</b>	Neur 4: Is depressed, blue	1.70	1.90	69%	13%	10%	6%	3%
	Neur 9R: Is relaxed, handles stress well	1.13	0.41	50%	30%	11%	8%	0%
	Neur 14: Can be tense	-0.64	-0.61	8%	19%	18%	50%	6%
	Neur 19: Worries a lot	-0.32	-0.97	11%	22%	18%	38%	11%
	Neur 24R: Is emotionally stable, not easily upset	1.47	1.71	55%	30%	8%	6%	1%
	Neur 29: Can be moody	-0.01	-1.24	21%	24%	18%	31%	6%
	Neur 34R: Remains calm in tense situations	1.35	1.53	53%	36%	6%	5%	0%
	Neur 39: Gets nervous easily	0.86	-0.14	41%	32%	16%	10%	2%

Also included in table 6.7.2-2 is the skewness and kurtosis statistics. As denoted in section 4.14 the skewness values that fall outside of the range of -1 to +1 indicates a substantially skewed distribution. According to this table it can be determined that there are 22 variables that have a skewed distribution falling outside of the aforementioned range. A breakdown per variable by composite measure is given below;

Openness:

**Figure 6.7.2-2: Composite measure openness – Skewness & Kurtosis statistics**

	<b>Questions</b>	<b>Skewness</b>	<b>Kurtosis</b>
<b>Openness</b>	Open 5: Is original, comes up with new ideas	-1.48	3.67
	Open 10: Is curious about many different things	-2.02	5.54
	Open 20: Has an active imagination	-1.60	3.33
	Open 25: Is inventive	-1.37	1.99

As depicted above in figure 6.7.2-3 there are four variables that are outside of the aforementioned range. All of these variables have a negative skew in relation to a normal distribution. Furthermore, these variables are termed as leptokurtic as their distributions are more peaked than a normal distribution.

Conscientiousness:

**Figure 6.7.2-3: Composite measure conscientiousness – Skewness & Kurtosis statistics**

	<b>Questions</b>	<b>Skewness</b>	<b>Kurtosis</b>
<b>Conscientiousness</b>	Con 3: Does a thorough job	-2.28	4.60
	Con 13: Is a reliable worker	-8.34	75.48
	Con 23R: Tends to be lazy	-3.42	13.27
	Con 28: Perseveres until the task is finished	-2.70	8.42
	Con 33: Does things efficiently	-2.12	5.16
	Con 38: Makes plans and follows through with them	-1.74	5.41

As depicted above in figure 6.7.2-4 there are six variables that are outside of the aforementioned range. All of these variables have a negative skew in relation to a normal distribution. Furthermore, these variables are termed as leptokurtic as their distributions are more peaked than a normal distribution.

Extraversion:

**Figure 6.7.2-4: Composite measure extraversion – Skewness & Kurtosis statistics**

	<b>Questions</b>	<b>Skewness</b>	<b>Kurtosis</b>
<b>Extraversion</b>	Ext 1: Is talkative	-1.28	1.09
	Ext 11: Is full of energy	-2.17	5.51
	Ext 26: Has an assertive personality	-1.20	1.04
	Ext 36: Is outgoing, sociable	-1.52	2.15

As depicted above in figure 6.7.2-5 there are four variables that are outside of the aforementioned range. All of these variables have a negative skew in relation to a normal distribution. Furthermore, two of the above variables are termed as leptokurtic as their distributions are more peaked than a normal distribution

Agreeableness:

**Figure 6.7.2-5: Composite measure agreeableness – Skewness & Kurtosis statistics**

	<b>Questions</b>	<b>Skewness</b>	<b>Kurtosis</b>
<b>Agreeableness</b>	Agr 7: Is helpful and unselfish with others	-3.28	12.54
	Agr 17: Has a forgiving nature	-1.77	3.82
	Agr 22: Is generally trusting	-2.61	7.53
	Agr 32: Is considerate and kind to almost everyone	-1.18	0.98

As depicted above in figure 6.7.2-6 there are four variables that are outside of the aforementioned range. All of these variables have a negative skew in relation to a normal distribution. Furthermore, three of the above variables are termed as leptokurtic as their distributions are more peaked than a normal distribution

Neuroticism:

**Figure 6.7.2-6: Composite measure neuroticism – Skewness & Kurtosis statistics**

	<b>Questions</b>	<b>Skewness</b>	<b>Kurtosis</b>
<b>Neuroticism</b>	Neur 4: Is depressed, blue	1.70	1.90
	Neur 9R: Is relaxed, handles stress well	1.13	0.41
	Neur 24R: Is emotionally stable, not easily upset	1.47	1.71
	Neur 34R: Remains calm in tense situations	1.35	1.53

As depicted above in figure 6.7.2-7 there are four variables that are outside of the aforementioned range. All of these variables have a positive skew in relation to a normal distribution. . Furthermore, three of the above variables are termed as leptokurtic as their distributions are more peaked than a normal distribution.

This therefore shows that there is relatively low levels of variation in the personality dimensions of the big five between the respondents and as such there is no significant differences between managers. Thus there is no correlation between the independent variables and dependent variables as all the managers have answered the questions in the same manner. Furthermore, this has a “knock-on” effect of increasing the p-values of the the multiple linear regression models utilised thereby reducing the ability of the independent variables to have any predictive ability that are statistically significant with regards to the dependent variables.

**6.7.3 Problems identified with dependent variables:**

As noted in section 4.13 in order to account for the contextual factors being that of; years of operation, aspirational value, different target markets and the location of the dealership the percentage of achievement in relation to the budget for two of the three dependent variables being that of sales volume and profitability was utilised.

This was believed to represent the most fair and equitable method to utilise in order to evaluate managers across different brands and locations, the rationale was that the budgets took into account all the contextual factors raised above. In addition, these budgets are ratified by the most senior managers in the organisation as being based on current operating conditions, possible to achieve and correct. Furthermore, the dealership sales staff are incentivised based on their achievement in relation to the budget.

With regards to the final dependent variable being CSI achievement, this metric was taken in relation to the target as specified by the respective manufacturer. The rationale behind this is that there is not a standardised method between brands in which the respective manufacturer measure CSI. Therefore the attainment of achievement expressed as a percentage represented what was believed to be the most fair and equitable method to utilise.

However, as depicted by table 5.5-1 there is no correlation between any of the eight independent variables and that of the three dependent variables it can be deduced that the method of utilising the identified dependent variables may be flawed. It would appear that in some instances the budgets were set in an arbitrary unscientific method and as such the attainment of the set budgets was achieved.

This is corroborated through the mean scores of independent variables as depicted by table 5.4-1 being sales volume % vs. budget = 103, 1<sup>st</sup> gross % vs. budget = 100 and CSI % vs. budget = 100. This means that in almost every case the managers achieved their targets and as such there is a limited amount of variability between the respondents. Thus, the survey results achieved in relation to the independent variables is almost homogeneous.

The final conclusion of the results and their implications will be given in chapter seven.

## **7 Chapter 7: Conclusion**

### **7.1 Introduction:**

The purpose of this section is to provide a summation of the findings of the study as presented in chapter six and to discuss the implications of the conclusions. Recommendations on the direction of future research identified from the limitations are also provided in this chapter.

### **7.2 Summary main findings:**

From the research analysis that has been conducted it appears that the use of the identified independent variables being that of the personality dimensions of the big five and demographic factors in the determination of a sales manager's future job performance to offer no predictive ability and are considered to be unreliable. These findings impact the various stakeholders such that of business practitioners and academics alike, the extent to this impact will be investigated below.

### **7.3 Research limitations:**

There are specific limitations that affect the validity of this study, each will be presented and evaluated below;

This study only assessed a specialised population being that of the sales managers of the greater Imperial Group Ltd automotive divisions. This sample may not be representative of the entire population of sales managers within the South African automotive space. This may present an error in the study conducted.

The selection processes and the approach employed by these companies in the way they value specific traits and qualities of candidates are deemed to be similar. It therefore stands to reason that this would result in the selection of candidates that are homogeneous in terms of their personality traits and demographic profiles. This homogeneity would affect the way that they would answer the research instrument and as a result there was no variability in the data. This is believed to represent the fundamental flaw of this study.

What is believed to be another identified limitation is that of the identified dependent variables, as depicted in section 6.7.3 the utilisation of the percentage of attainment against budget may not be the most accurate metric to utilise. As put forward in section 4.13 this

was perceived to be the most equitable way of comparing sales managers of different brands and dealer locations. However, it appears that the budgeting process in some instances was not carried out in a scientific way as a large amount of managers achieved their set objectives, this lends itself towards quality assurance issues.

This is believed to be an additional reason as to why this study produced the results where none of the independent variables were correlated with any of the dependent variables.

## **7.4 Recommendations and impact for stakeholders:**

In this section the impact affecting the various stakeholders are investigated.

### **7.4.1 Recommendations for academic research:**

From the literature investigated there appears to be two definite diametrically opposed views with regards to the use of personality measures in the determination of an individual's future job performance.

With the abundance of the literature supporting the extreme left-hand view, namely the proponents who advocate the use of personality measures as a robust measure in order to determine the future job performance of an individual provided that are of a normal personality disposition, being that of (Barrick & Mount, 1991; John et al., 2008; Judge et al., 2002; Mount & Barrick, 1998; Schmidt & Hunter, 1998; Soto et al., 2008) to name a few.

These authors advise that personality traits are considered to be important as they remain stable over time and therefore have the capacity to explain an individual's behaviour across different situations. They consider these traits to have the capacity to influence the way in which individual's perceive and attend to their environment and as such affect the reasoning, interpersonal and work styles of managers in the attainment of their specific goals.

On the other side of the extreme is the right-hand view, these sceptics believe the use of personality measures in the prediction of an individual's future job performance is flawed and that it is highly unlikely that they will offer much assistance, being that of (Hough, 1992; Morgeson et al., 2007; Robertson et al., 2000; Scott & Reynolds, 2010). They are of the opinion that the validity of personality measures as predictors of performance are statistically insignificant and that the correlations between personality and capabilities are relatively low.

This research supports the views of these sceptics in that it did not find any of the predictive ability for any of the dimensions of the big five personality traits. It found that the internal



reliability of each of the composite measures to be acceptable but at the lower limit of the scale. This study found there to be no correlation or predictive ability of the independent variables and that of the identified dependent variables at the required significance level.

Further research needs to be conducted in this field in order to determine if the use of personality measures in the determination of an individual's future job performance offers any credible applications.

#### **7.4.2 Recommendations and impact for business:**

As discussed in chapter one of this study as per Lounsbury et al. (2008) personality traits has a vast amount of applications for organisations being that they can be used for career planning, coaching, pre-employment selection, promotional testing, succession planning and leadership training and development amongst others. However, from the research presented in this study it appears that the use of personality measures are flawed in the above noted applications.

The impact of this study is that business senior managers cannot rely solely on the use of personality measures in the identification of individuals that are suitable for a sales management position. As put forward by Scott & Reynolds (2010) organisations that want to use personality measures in the determination of an individual's suitability for a position would have to develop a measure that is specific to the position being tested in order for this measure to hold any validity in the determination of the individual's future job performance.

Furthermore, organisations that make use of personality measures must take into account the main issues surrounding their utilisation as put forward by Morgeson et al. (2007) and Scott & Reynolds (2010) these tests have traditionally shown to have a low amount of validity in the prediction of real world outcomes, the scores are subjected to contamination by social desirability bias and finally these scores have the ability to be altered through the use of deliberate faking. Organisations need to take these issues into account when developing personality measures in that they can counteract them so that the results obtained are more valid in the prediction of an individual's future work performance.

It is recommended that organisations utilise self-developed specific personality measures and only to rely on their results as a supplementary measure to be utilised in conjunction with other measures in order to make a selection decision. As depicted in chapter two, these additional measures are represented by the employment interview, job knowledge test, job try-out procedures, evaluation of past training and experience and reference checks. All of

the above noted measures should be utilised in a sequential multi-hurdle fashion and as such the combination of all of these measures should increase the validity of the final hiring decision. This should result in the better identification of the most suitable candidate for the position.

## **7.5 Recommendations for future research:**

In terms of future research it is recommended that a more robust measure is determined in the identification of an effective sales manager, as the identified independent variables in this study appear to be flawed.

An area for future research that should be pursued is the identification of other dependent variables that may be more attributable for this type of study. A possibility would be the identification of the relative fit of candidates for a position as a means to determine their future work performance. Research should be conducted in terms of the individual's person-environment fit, person-vocational fit and person-job fit. This may present better results than that of using purely the personality dimensions of the big five. In their study Ehrhart & Makransky (2007) found there to be significant relationships between personality and the various elements of fit, this may give better results than the utilisation of personality on its own.

Another area of research that may offer better results is the identification of more suitable independent variables. An example of this may be the use of emotional intelligence (EQ). In their study N Lopes, Grewal, Kadis, Gall, & Salovey (2006) found there to be a positive relationship between EQ and performance. This may be an additional avenue worth pursuing in the identification of a sales managers future work performance.

## **7.6 Conclusion:**

This study intended to determine an additional measure that could be utilised in the identification of the most suitable candidates for a sales management position. However, the results achieved found the use of personality and demographic factors to be unreliable as there was no correlation between any of the independent variables and the identified dependent variables. Furthermore, through the use of multiple linear regression models none of the independent variables could predict any of the dependent variables with any significance. The results achieved confirmed the sceptics view that the use of personality measures as an indicator of future job performance is flawed as the results obtained are unreliable.

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## 9 Appendices:

Figure 9-1: Consent letter Manny de Canha

The image shows a research consent letter on the letterhead of the University of Pretoria Gordon Institute of Business Science (GIBS). The letter is addressed to Manny De Canha, C.E.O. AMH. It confirms that the respondent has given Justin Levy, a student at GIBS, the authority to conduct research within their dealer network. The research topic is 'Personality and demographic correlates of effective retail sales managers' for a Masters of Business Administration Degree. The respondent has confirmed they have reviewed the questionnaire and agree to its use. The research focuses on three metrics: sales volume against budget for 2011/2012, Gross Profit against budget for 2011/2012, and Customer Satisfaction Score for June 2012 against target. Anonymity is guaranteed, and contact information is provided for any queries.

  
GORDON INSTITUTE  
OF BUSINESS SCIENCE  
University of Pretoria

**UNIVERSITY OF PRETORIA**  
**Gordon Institute of Business Science (GIBS)**  
**Research Consent Letter**

This letter serves as confirmation that I have given Justin Levy (student number 11368030) a student at the Gordon Institute of Business Science the authority to carry out research within my dealer network with regards to his study – "Personality and demographic correlates of effective retail sales managers" in the attainment of his Masters of Business Administration Degree.

I confirm that I have gone through the specific questionnaire to be issued to the sales managers and agree to it being utilised in the study. I have also authorised Justin to utilise the information that is pertinent to his study, namely:

- Percentage of attainment of sales volume expressed in units against budget for 2011/2012.
- Percentage of attainment of Gross Profit against budget for 2011/2012.
- Customer Satisfaction Score for the month June 2012 against the target as set by the specific manufacturer.

As discussed with Justin, the anonymity of the respondents is guaranteed and there will be no link to a specific dealership or corresponding manager.

If anyone has a query, please feel free to contact me on (011) 453 – 0444.

Regards



  
\_\_\_\_\_  
Manny De Canha  
C.E.O AMH

Figure 9-2: Consent letter Philip Michaux

  
**UNIVERSITY OF PRETORIA**  
**Gordon Institute of Business Science (GIBS)**  
**Research Consent Letter**

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I confirm that I have gone through the specific questionnaire to be issued to the sales managers and agree to it being utilised in the study. I have also authorised Justin to utilise the information that is pertinent to his study, namely:

- Percentage of attainment of sales volume expressed in units against budget for 2011/2012.
- Percentage of attainment of Gross Profit against budget for 2011/2012.
- Customer Satisfaction Score for the month June 2012 against the target as set by the specific manufacturer.

As discussed with Justin, the anonymity of the respondents is guaranteed and there will be no link to a specific dealership or corresponding manager.

If anyone has a query, please feel free to contact me on (011) 372 - 6500.

Regards



  
\_\_\_\_\_  
Philip Michaux  
C.E.O Imperial Retail Division

Figure 9-3: Consent letter – Ross Barlow

  
**UNIVERSITY OF PRETORIA**  
**Gordon Institute of Business Science (GIBS)**  
**Research Consent Letter**

This letter serves as confirmation that I have given Justin Levy (student number 11368030) a student at the Gordon Institute of Business Science the authority to carry out research within my dealer network with regards to his study – "Personality and demographic correlates of effective retail sales managers" in the attainment of his Masters of Business Administration Degree.

I confirm that I have gone through the specific questionnaire to be issued to the sales managers and agree to it being utilised in the study. I have also authorised Justin to utilise the information that is pertinent to his study, namely:

- Percentage of attainment of sales volume expressed in units against budget for 2011/2012.
- Percentage of attainment of Gross Profit against budget for 2011/2012.
- Customer Satisfaction Score for the month June 2012 against the target as set by the specific manufacturer.

As discussed with Justin, the anonymity of the respondents is guaranteed and there will be no link to a specific dealership or corresponding manager.

If anyone has a query, please feel free to contact me on (011) 453 – 0444.

Regards

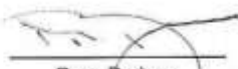

  
\_\_\_\_\_  
Ross Barlow  
M.D AMH Retail Division



Figure 9-4: Consent letter – Bruce Nicholson

  
GORDON INSTITUTE  
OF BUSINESS SCIENCE  
University of Pretoria

**UNIVERSITY OF PRETORIA  
Gordon Institute of Business Science (GIBS)  
Research Consent Letter**

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I confirm that I have gone through the specific questionnaire to be issued to the sales managers and agree to it being utilised in the study. I have also authorised Justin to utilise the information that is pertinent to his study, namely:

- Percentage of attainment of sales volume expressed in units against budget for 2011/2012.
- Percentage of attainment of Gross Profit against budget for 2011/2012.
- Customer Satisfaction Score for the month June 2012 against the target as set by the specific manufacturer.

As discussed with Justin, the anonymity of the respondents is guaranteed and there will be no link to a specific dealership or corresponding manager.

If anyone has a query, please feel free to contact me on (011) 409 - 5657.

Regards



  
Bruce Nicholson  
M.D HASA Retail Division

Figure 9-5: Consent letter – Barry Simon

  
**UNIVERSITY OF PRETORIA**  
**Gordon Institute of Business Science (GIBS)**  
**Research Consent Letter**

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I confirm that I have gone through the specific questionnaire to be issued to the sales managers and agree to it being utilised in the study. I have also authorised Justin to utilise the information that is pertinent to his study, namely:

- Percentage of attainment of sales volume expressed in units against budget for 2011/2012.
- Percentage of attainment of Gross Profit against budget for 2011/2012.
- Customer Satisfaction Score for the month June 2012 against the target as set by the specific manufacturer.

As discussed with Justin, the anonymity of the respondents is guaranteed and there will be no link to a specific dealership or corresponding manager.

If anyone has a query, please feel free to contact me on (011) 453 – 0444.

Regards



  
Barry Simon  
GM Kia Motors SA Retail Division

Figure 9-6: Consent letter – David Geary

  
GORDON INSTITUTE  
OF BUSINESS SCIENCE  
University of Pretoria

**UNIVERSITY OF PRETORIA  
Gordon Institute of Business Science (GIBS)  
Research Consent Letter**

This letter serves as confirmation that I have given Justin Levy (student number 11368030) a student at the Gordon Institute of Business Science the authority to carry out research within my dealer network with regards to his study – "Personality and demographic correlates of effective retail sales managers" in the attainment of his Masters of Business Administration Degree.

I confirm that I have gone through the specific questionnaire to be issued to the sales managers and agree to it being utilised in the study. I have also authorised Justin to utilise the information that is pertinent to his study, namely:

- Percentage of attainment of sales volume expressed in units against budget for 2011/2012.
- Percentage of attainment of Gross Profit against budget for 2011/2012.
- Customer Satisfaction Score for the month June 2012 against the target as set by the specific manufacturer.

As discussed with Justin, the anonymity of the respondents is guaranteed and there will be no link to a specific dealership or corresponding manager.

If anyone has a query, please feel free to contact me on (011) 707 – 9000.

Regards


  
\_\_\_\_\_  
David Geary  
GM Renault Retail Operations

Figure 9-7: Research instrument

**Survey: Personality and Demographic Correlates Of Effective Retail Managers**

I am a student at the Gordon Institute of Business Science carrying out research to determine the Personality and demographic correlates of effective retail sales managers. In order to assist this study, you are asked to follow the link provided below in order to complete a web-based questionnaire, this should take you around 15 minutes to complete. I have obtained the approval of senior management to issue the questionnaire.

Your participation is completely voluntary and you can withdraw at any time without penalty.

Although you are required to input your name, surname and dealership floor all data will be kept strictly confidential and cannot be accessed by anyone including senior management. Furthermore, all results will be presented in an aggregated format where individual results will not be accessed.

By completing the survey, you indicate that you voluntarily participate in this research. If you have any concerns, please contact me or my supervisor.  
Our details are provided below:

Researcher:  
Justin Levy  
justinl@amhgroup.net  
(011) 383 7000

Supervisor  
Professor Steve Bluen  
bluens@gibs.co.za  
(011) 771 4000

The image shows a screenshot of a web form with a dark header bar. Below the header, there are four required input fields, each with an asterisk and a label:

- \*1. Name:** A text input field.
- \*2. Surname:** A text input field.
- \*3. Dealership:** A text input field.
- \*4. Floor:** A text input field.

The form is otherwise empty, with no visible text or data entered into the fields.

### Section1: Demographic Profile

This section pertains to your specific demographic profile.

Please select the corresponding number or description with regards to each statement.

I am of the following profile...

#### \*5. Age in years

- 18
- 19
- 20
- 21
- 22
- 23
- 24
- 25
- 26
- 27
- 28
- 29
- 30
- 31
- 32
- 33
- 34
- 35
- 36
- 37
- 38
- 39
- 40
- Older than 40

#### \*6. What is your gender?

- Female
- Male

**\*7. What is your race?**

Asian

Black

Coloured

Indian

White

**\*8. How many years have you been working in the industry?**

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

26

27

28

29

30  
 31  
 32  
 33  
 34  
 35  
 Over 35 years

**\*9. How many years have you been a sales manager in the industry?**

1  
 2  
 3  
 4  
 5  
 6  
 7  
 8  
 9  
 10  
 11  
 12  
 13  
 14  
 15  
 16  
 17  
 18  
 19  
 20  
 21  
 22  
 23  
 24  
 25  
 26  
 27  
 28



29

30

31

32

33

34

35

Over 35 years

**\*10. Tenure: how many years have you been working with the company?**

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

26

27

28  
 29  
 30  
 31  
 32  
 33  
 34  
 35  
 Over 35 years

**\*11. Tenure: how many years have you been working in the dealership?**

1  
 2  
 3  
 4  
 5  
 6  
 7  
 8  
 9  
 10  
 11  
 12  
 13  
 14  
 15  
 16  
 17  
 18  
 19  
 20  
 21  
 22  
 23  
 24  
 25  
 26

- 27
- 28
- 29
- 30
- 31
- 32
- 33
- 34
- 35
- Over 35 years

**\*12. Identify the location of your dealership**

- Rural: Small
- Urban: Medium
- Major Metropolitan Area: Large

**\*13. What is the highest level of school you have completed or the highest degree you have received?**

- Less than high school certificate (Matric)
- High school certificate or equivalent (e.g., GED)
- Trade certification (e.g., Motor mechanic)
- Certificate in business (e.g., Management, Marketing, Accounting)
- Diploma (e.g., Management, Marketing, Accounting)
- Bachelor degree
- Honors degree
- Graduate degree

## Section 2: Personality Profile

This section pertains to your specific personality profile.

Please select the corresponding number or description with regards to each statement.

I am of the following profile...

### \*14. Is talkative

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

### \*15. Tends to find fault with others

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

### \*16. Does a thorough job

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

### \*17. Is depressed, blue

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

### \*18. Is original, comes up with new ideas

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

### \*19. Is reserved

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

### \*20. Is helpful and unselfish with others

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

### \*21. Can be somewhat careless

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

### \*22. Is relaxed, handles stress well

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

### \*23. Is curious about many different things

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*24. Is full of energy**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*25. Starts quarrels with others**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*26. Is a reliable worker**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*27. Can be tense**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*28. Is ingenious, a deep thinker**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*29. Generates a lot of enthusiasm**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*30. Has a forgiving nature**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*31. Tends to be disorganised**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*32. Worries a lot**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*33. Has an active imagination**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*34. Tends to be quiet**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*35. Is generally trusting**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*36. Tends to be lazy**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*37. Is emotionally stable, not easily upset**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*38. Is inventive**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*39. Has an assertive personality**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*40. Can be cold and aloof**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*41. Perseveres until the task is finished**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*42. Can be moody**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*43. Values artistic, aesthetic experiences**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*44. Is sometimes shy, inhibited**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*45. Is considerate and kind to almost everyone**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*46. Does things efficiently**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*47. Remains calm in tense situations**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*48. Prefers work that is routine**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*49. Is outgoing, sociable**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*50. Is sometimes rude to others**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*51. Makes plans and follows through with them**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*52. Gets nervous easily**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*53. Likes to reflect, play with ideas**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*54. Has a few artistic interests**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*55. Likes to cooperate with others**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*56. Is easily distracted**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly

**\*57. Is sophisticated in art, music, or literature**

1. Disagree Strongly     2. Disagree a little     3. Neither agree nor disagree     4. Agree a little     5. Agree strongly