



**The Role of  
Personality Traits and Motivation  
in determining  
Brand Ambassador Performance  
in the  
Alcoholic Beverage Industry**

**By**

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## **Abstract**

The research explored the role of personality traits and motivation in determining Brand Ambassador (BA) performance. Fragmentation in the media and consumers who are more aware of clever marketing, are turning to the more credible messages and advice on products or services spread by BA's within their circle of friends, before making purchasing decisions. Marketers seeking to recruit high potential BA's need to know what personality traits are required for a BA to be successful. By implication a BA is type of sales representative and using the sales literature as the platform, successful sales representatives require all Big Five personality traits of Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to Experience as well as Motivation.

The NEO-FFI questionnaire was used to measure the Big Five personality traits, and was adapted to include a measure of Motivation. The questionnaire was completed by 120 BA's from the South African Breweries (SAB) Egoli region, who had a performance record. T-tests, multiple regression and correlation were the statistical techniques employed to test the relationships between personality traits, motivation and BA performance.

The outcome was that Conscientiousness was the only personality trait found to be statistically significant. The results suggest that the BA rankings supplied by SAB were flawed. The reliability measures suggest that the NEO-FFI questionnaire needs to be adapted before being implemented in South Africa and a rating scale is a better indicator of performance proxy than ranking scale.

## DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements of the degree of Masters in Business Administration for the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University.

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## List of Abbreviations

BA's	Brand Ambassadors
BF	Brutal Fruit
CDR	Consumer Development Representative
FFI	Five Factor Inventory
FFM	Five Factor Model
JPI	Jackson Personality Inventory
MGD	Miller Genuine Draught
NEO-FFI	Neuroticism Extraversion Openness Five-Factor Inventory
NEO PI-R	Neuroticism Extraversion Openness Personality Inventory Revised
PCI	Personal Characteristics Inventory
SAB	South African Breweries Limited
SMS	Short Message Service
SPSS	Statistical Package for Social Science
WBQ	Workplace Behaviour Questionnaire

## **CHAPTER 1: Introduction to Research Problem**

### **1.1 Introduction**

Brand Ambassadors (BA's) have been identified as the new marketing tool, yet the specific personality traits of a successful BA are yet to be identified (Higgs, 2006). A BA can be defined as an "individual so passionate about a particular brand that they preach the gospel about it to those who cross their daily paths" (Ebenkamp, 2004, p.16).

This research sets out to explore the role of the Big Five personality traits in determining BA's performance and whether motivation is a mediator between personality and BA's success, in the alcoholic beverage industry. The research report starts by evaluating the research problem, followed by a detailed review of the literature. This leads onto establishing hypotheses which must be tested using specific research methodology. Results from the research are displayed and discussed, with recommendations made in the conclusion.

This chapter summarises the rationale behind the choice of research topic, giving a brief background and the topics' relevance to South Africa (SA).

### **1.2 Definition of Problem**

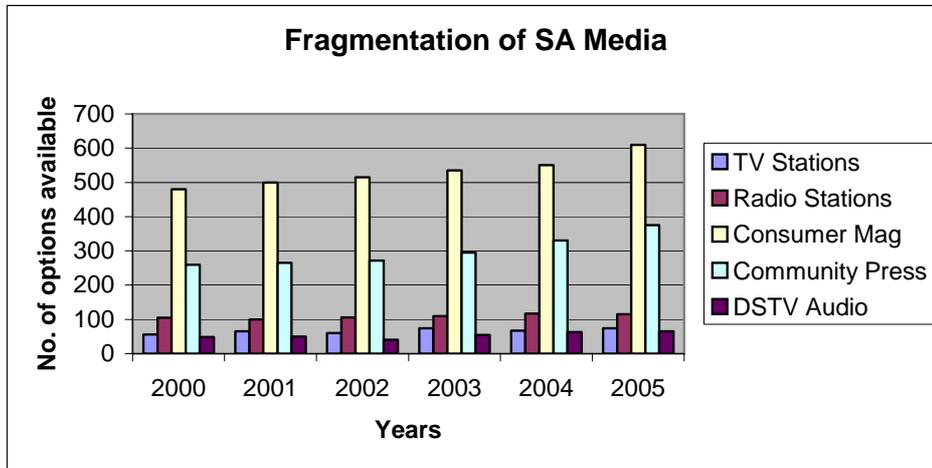
While BA's are the new and innovative medium being used in the arsenal of 21<sup>st</sup> century marketing to spread marketing messages more effectively than traditional promotional tools, there is very little information on the personality

make-up of a successful BA. Schultz (2000) clearly states that marketers need to understand these BA's by identifying them, talking with them, learning how they think, feel, behave and lastly what economic value they deliver to the brand.

### **1.3 Brief background to the problem and rationale for the research required**

This research paper explores the role of personality traits in determining BA's performance in the alcoholic beverage industry with particular focus on the beer industry and whether motivation plays a mediating role between the two. The marketing fraternity has traditionally used a mix of promotional tools to inform, persuade and remind their target market. However, classical marketing techniques that boomed in the 20<sup>th</sup> Century such as radio, cinema, telephone, video, satellite, cable television, billboards, printed press and magazines, are no longer effective and this classic marketing has moved from being production and sales focussed to being customer focussed (Doyle, 2005). The verification that these mediums are becoming more fragmented cluttered and less impactful each year is evidenced by Figure 1.1 below which shows that over the last five years the number of TV channels has increased by 35 percent, radio stations by 10 percent, consumer magazines by 27 percent, community press by 44 percent and lastly DSTV audio by 35 percent.

**Table 1-1 Fragmentation of South African media**



Source: MindShare June 2006

This fragmentation in media translates into fragmentation in audience, meaning that it is increasingly harder year-on-year to reach the same amount of people, in the same manner. This, coupled with media inflation, often leads to single-media as opposed to multi-media campaigns.

This statement above supports Sturman's (2005) claims that the reason for alternative media expanding in size and popularity is that the costs of traditional marketing keep soaring. Seth Godin (2005, p. 7) further substantiates this thinking in his statement "marketers can't get the word out because jaded consumers refuse to share their attention. Customers rely on their tried and true suppliers or their network of smart friends rather than studying ads on TV".

These traditional marketing tactics are declining in effectiveness and being replaced by customer-driven referrals as the valuable new currency in a corporation's success. (McConnell & Huba, 2004). According to Wyner (2001) businesses need to identify measures that have the greatest business impact

and then use them to understand and develop customer relationships. These measures go beyond traditional methods such as needs surveys, customer satisfaction, loyalty tracking and concept assessment. This is where the role of the BA's becomes crucial. The US president of branded luxury clothes, Thomas Pink, concedes that while traditional advertising techniques have a place, other techniques are growing in importance as advertising becomes more common. Thomas Pink so values the role of the BA's in their marketing, that they have identified Oprah Winfrey as their unofficial BA's (Tranhi, 2005). In SA, the introduction of BA's into the marketing mix may have been slower, were it not for legalisation gazetted in 2001 preventing cigarette companies from advertising their products using above the line marketing media.

No academic literature on the recruitment, development and compensation of BA's exists. Marketers need to know what attributes they should focus on to recruit and develop successful BA's. A better understanding of the personality traits and what drives BA's must be achieved by learning more about their behaviour, thoughts and feelings. Most importantly the economic value they can potentially deliver to the brand must be identified and conveyed (Schultz, 2000). The above points validate and defend the need for research into this new route to market.

## **1.4 The relevance of this topic to business in SA**

The article written by Shevel (2006) in a recent Sunday Times edition highlights this new marketing medium and explains, based on study of 3500 adults across SA, that marketers need to identify BA's as they are the ones spreading the

buzz about your product to their network of friends. This has created opportunities for marketers to use BA's to spread their marketing message.

## 1.5 Problem statement

Whilst there is much evidence that marketing strategies have changed and that BA's are one of the new alternatives being used, their integration into the beer industry has been a dismal failure. A multinational corporation that dominates the SA alcoholic beverage industry, namely South African Breweries Limited (SAB) embarked on a BA programme in 2004, for Castle Lager, Miller Genuine Draught (MGD) and Brutal Fruit (BF). With an initial drop out rate for BA's of approximately 15% and a further 15% drop out during the first year being experienced, together with Castle Lager and BF sales continuing to lose market share year-on-year, this is evidence that the BA programme has been unsuccessful (Peskin, 2005). An internal review of the system highlighted that it is the profiling system of the individuals chosen as BA's that is flawed.

The literature clearly shows that for companies to have profitable growth into the future will require them to get their loyal customers to become, in effect, their marketing department (Mitchell, 2004). Mitchell goes on to explain that brands no longer want consumers merely to buy their products – they want them to act as ambassadors for those products. The next step is converting those loyal customers into ambassadors, the difficulty lying in the choice of such ambassadors. Miller (2002) states that identifying the correct brand ambassadors will have a very positive effect on brand reputation and sales. She recommends that the way to achieve this is to profile the brand ambassadors so

they match the profile of the desired target market. The SAB BA Programme uses their Consumer Development Representatives (CDR) to source BA's that represent the target market for each brand.

This research, therefore, sets out to identify the personality traits of successful BA's, so that marketers have a better understanding of the personality of a successful BA's and use this BA's to deliver economic value. Additionally Motivation is investigated as a mediator between personality and BA success.

## **1.6 Conclusion**

This chapter clearly indicates the objectives and need for this research. The context of the research is made clear, while the choice of topic is defended. The relationship between the research problem and the research objectives are clearly explained, while the scope of the research is defined.

Before exploring the issue at hand, it is important to outline a roadmap of the key milestones that will be covered in this research paper. Chapter Two reviews the literature pertinent to personality traits required to be a successful sales representative and the role of Motivation between personality and job performance. In Chapter Three the research hypotheses based on the literature review are covered. Chapter Four covers the research design and procedures are set forth. Chapter Five presents the empirical results clearly and concisely around the research hypotheses while Chapter Six interprets these results with reference to the literature review. Finally, discussion and areas for future research and implications from this study are outlined in Chapter Seven.

## **CHAPTER 2: Theory and Literature Review**

### **2.1 Introduction**

This chapter reviews the literature of personality traits of sales representatives, which is the core topic of this research paper. Before exploring the literature, reference is made to typical marketing concepts to clarify their meaning. New ways of mass marketing are then described, including word-of-mouth-marketing, the Herd theory and Gladwellin theory, in an effort to understand the role and value of the BA. The literature review then focuses on the two schools of personality traits required to be a successful sales representative, namely the broad and narrow traits. The role of Motivation as a mediator between personality and job performance is also explored.

### **2.2 Theory and literature review**

The review of the literature sets out to understand the changing marketing landscape and need for BA's in the marketing arena. Furthermore, this section critically evaluates the personality traits for sales representatives, which is a well researched area, and endeavours to establish whether these traits are relevant to the recruitment of successful BA's or if indeed the profile for sales representatives and BA's is shared.

## **2.3 Clarification of concepts**

### **2.3.1 The marketing mix**

This refers to the tools and variables used by marketers to influence their market to greatest effect. Many exist including the four P's and the six P's, both of which are product focussed and the four C's which is a more customer focussed model (Doyle, 2005). The classical marketing mix comprises the four P's which are product, price, place and promotion.

### **2.3.2 Promotion**

Kotler & Keller (2006) describe promotion as one of the four P's. It is important to understand the difference between personal selling and promotion since this is what differentiates the role of the sales representative from that of the BA.

Promotion consists of advertising, personal selling, sales promotion and publicity. The essence of personal selling is creating product awareness, arousing interest, negotiating prices and closing sales (Doyles, 2005).

### **2.3.3 Definition of a BA: Why this new marketing medium?**

A BA can be defined as an "individual so passionate about a particular brand that they preach the gospel about it to those who cross their daily paths" (Ebenkamp, 2004, p.16). "Getting people to talk often, favourably, to the right people, in the right way about your product is far and away the most important thing that you can do as a marketer" (Silverman,

2001, p. 6). According to Kotler and Keller (2006) there are six types of sales representatives in the world:

1. Deliverer (this sales representative's major job is to deliver product);
2. Order taker (this sales representative's role is to take orders either over the counter or via calling on customers outside the company);
3. Missionary (this sales representative's does not take orders but rather educates potential or actual customers);
4. Technician (this sales representative's has a high level of technical knowledge and acts as a consultant to the company);
5. Demand creator (this sales representative's uses creative means to sell his / her product); and
6. Solution vendor (this sales representative's specialises in solving customer's problems with the aid of his company's products).

Based on the descriptions of the sales representative above, and from the definitions of a BA described, a BA can be described as a missionary sales representative.

#### **2.3.4 The difference between sales representatives and BA's**

Collins (2005) describes personal selling as a direct communication between a paid representative and a prospect that leads to purchase

orders, customer satisfaction and post-sale service. Based on this definition there are two major differences between BA's and sales representatives.

The first is that personal selling persuades the potential buyer to purchase the product or services after the sales pitch (Collins, 2005), while BA's place no pressure on those being marketed to. The other major difference highlighted by Kotler & Keller (2006) is that companies must offer attractive compensation packages to maintain top-quality sales representatives, while BA's are not financial remunerated.

### **2.3.5 The definition of Personality**

Maddi (1996) describes personality as, "a stable set of tendencies and characteristics that determine those commonalities and differences in people's psychological behaviour (thoughts, feelings and actions), that have continuity in time and that may not be easily understood as a sole result of the social and biological pressures of the moment". According to this definition tendencies refer to the processes that give directions to thoughts, feelings and actions; while characteristics refer to static personality structures used to explain goals or requirements.

### **2.3.6 The definition of Personality Traits**

These are terms used to describe people in terms of their differences and commonalities. According to McCrae and Costa (1990, 1996) traits are dimensions of individual differences in tendencies to show consistent patterns of thought, feelings and actions. Traits are therefore

endogenous, inherited, basic tendencies that develop through childhood and reach a mature form in adulthood, stabilising in individuals that are cognitively sound. They are expressed through a variety of acts and often lead people to develop entirely new behaviours, for example an excitement-seeking trait can result in fast driving or taking drugs.

There are many different personality traits and although there are some disagreements about the names and content of these five personality traits, they are generally defined by Barrick, Mount and Judge (2001) most appropriately as follows:

1. Neuroticism (defined by the presence of anxiety, hostility, depression, & personal insecurity in an individual);
2. Extraversion (defined by sociability, dominance, ambition, positive emotionality, excitement-seeking);
3. Openness to Experience (defined by intelligence, creativity, unconventionality and broad mindedness);
4. Agreeableness (defined by cooperation, trustfulness, compliance, affability); and
5. Conscientiousness (associated with dependability, achievement striving and planfulness).

Subsequently, these five personality traits are referred to as the Big Five (Barrick and Mount, 1991).

### **2.3.7 The NEO-FFI Questionnaire**

The Neuroticism Extraversion Openness Personality Inventory-Revised (NEO PI-R) instrument is a concise measure of the Big Five traits of personality. The shortened version called the Neuroticism Extraversion Openness Personality Five-Factor Inventory (NEO-FFI) instrument is suitable for use when time is limited. The NEO-FFI instrument tests the Big five traits of personality.

## **2.4 The evolution of marketing techniques**

Globalisation, advances in technology and freer trade have all led to a fundamental change in the way marketers reach their customers. The result is a shift from marketing products to communicating directly with customers via relationship marketing (Kotler & Keller, 2006). According to Godin (2005) the four P's are no longer enough. Mass marketing has created products and services that have become invisible. Alternative marketing of the 21<sup>st</sup> century has had to create ways to make products remarkable, interesting, new, exceptional, worth talking about and noticeable. There are many ways of achieving this.

### **2.4.1 Word-of-mouth Marketing**

According to Silverman (2001), word of mouth marketing has greater credibility, reach, speed, ability to break through the clutter of

conventional mainstream marketing and has the power to get people to act. His reasons are that people tend to make purchasing decisions on the advice of trusted friends, peers, advisors and experts over and above the sales pitch of the most sincere sales representative. As Paddi Lund put it: “Even those deaf to the bragging cries of the market place will listen to a friend” (Silverman, 2001, p. 24). However, it is important to remember that word-of-mouth marketing can be either positive and extremely powerful in building brands or negative, having an unpleasant and damaging effect. In fact research shows that every unsatisfied customer tells at least eight other potential customers about their bad experience (Fisher, 1994). The lesson to learn is in generating positive word-of-mouth messages and understanding that these messages travel faster and further than before, due to better communication networks (Godin, 2000). Herein lies the value of identifying personality traits of successful BA's and what motivates them to deliver a credible brand message.

#### **2.4.2 Herd Theory**

Earls (2003) suggests that it is human nature for individuals who share the same passions and emotions to interact freely in groups, like animal herds. The theory goes on to explain that it is the interaction between the individuals that determines what they do and why they do it. Alpert and Kamins (1994) suggest that this factor alone accounts for 80 percent of an individuals' purchasing behaviour, with only ten percent due to the direct impact of marketing activity on the individual. Marketers need to understand not only the composition and behaviour of these “herds”, but

also the influential herd members, since they influence attitudes and provide links to other herd networks. This understanding can aid marketers to reach their markets effectively via BA's.

### **2.4.3 Gladwellin Framework**

The Gladwellin framework focuses on the types of people that spread verbal messages; the types of messages spread; and the context of the messages. Since the personality profiles of these individuals could be useful for identifying personality traits of BA's, only the former has been explored in this research. Gladwell (2000) describes three different types of individuals who are useful for virus-like word-of-mouth marketing, namely connectors, mavens and salesmen. Connectors are defined as people who have an extraordinary ability to make friends and have a large network of acquaintances. They seem to know everyone and are able to make social connections with effortless ease in a number of different communities or networks. The value of connectors in positive word-of-mouth marketing is obvious.

Mavens are individuals, described by Gladwell, who actively collect information about different products, prices, places or similar features of consumer culture in order to help others make informed decisions. Natural mavens are socially motivated by the need to educate and help others to make the right choice, and they enjoy sharing their knowledge with others (Gladwell, 2000).

Lastly Gladwell (2000) describes the salesmen, who are instrumental in the spread of word-of-mouth information. Unlike the connectors and mavens, salesmen possess powerful charisma and have a natural ability to persuade people to believe in something that they believe in. They are also termed natural translators, since they can translate obscure or eccentric ideas into terms that others can understand by making them usable and relevant.

Combining the evidence provided in chapter one with the literature review, clearly indicates the need for this research. It is clear that whilst there is agreement that ways of marketing successfully to customers has changed and created new opportunities including the use of BA's as a marketing tool, that their successful use and integration has been poor. The primary reason for this appears to be a lack of understanding of the personality traits of a BA, which this research sets out to explore.

## **2.5 Personality Traits identified to be a successful Sales Representative**

A literature research was conducted to find published articles that had done studies of Big Five personality traits and job performance. The studies were categorised into two schools of thought, namely broad traits and narrow traits of personality. This is in pursuit of the personality profile of a successful sales representative in order to draw conclusions about this relationship to BA's.

### **2.5.1 School of Broad (General) Personality Traits**

A number of researchers have investigated the role of a sales representative's personality traits in determining job performance, all using different models and all with variable findings.

In the Mount, Barrick & Stewart meta-analysis (1998) they investigated the degree to which the Five Factor Model (FFM) of personality are related to performance in jobs involving interpersonal interactions, they concluded that there was sufficient evidence that Conscientiousness, Agreeableness and Neuroticism were positively related to job performance. The finding was that Agreeableness and Neuroticism were better predictors of job performance that involved teamwork than for those that involved dyadic service contact. The Personal Characteristics Inventory (PCI) instrument was used to assess the FFM model. The PCI is a well-researched measure of normal personality that was developed specifically to evaluate Big Five personality traits in the FFM within the work settings.

Barrick, Stewart & Piotrowski (2002) used a slightly different approach. Although they acknowledge the consistent relationship between personality traits and job performance of sales representatives, they postulate that Motivation has a mediating effect between the two. They developed a tri-psychological process to measure Motivation and found that only two of the Big Five personality traits, namely Conscientiousness and Extraversion, could lead to improved sales performance via striving for status and accomplishment. The role of Motivation is discussed later.

In the study by Thoresen et al. (2004) the NEO-FFI questionnaire was used to measure sales performance growth in the maintenance job stage (the worker had learnt to perform all major tasks and no longer faced unpredictable demands) and transitional job stage (the worker must learn new skills and tasks in an unfamiliar area). The criteria used for both stages to measure job performance was, physical sales, which meant that job performance could be operationalised and the individual sales representatives could be rank-ordered on performance.

Using the FFM to measure the Big Five personality traits, the sales representative who were in the maintenance job stage, only Conscientiousness and Extraversion were positively correlated with an increase in sales, while only Conscientiousness could be used to predict performance growth. Sales representatives who were in the transitional job stage, only Agreeableness and Openness to experience could be used to predict sales performance and growth. One of their major findings is that personality traits such as Conscientiousness, Openness to experience and Agreeableness can be used to predict job performance for certain jobs.

The comprehensive meta-analysis by Vinchur et al. (1998) divided the predictors of sales performance into three groups: the Big Five, Big Five sub traits and other predictors based on objective and subjective sales performance. The findings were that of the Big Five personality traits, Extraversion and Conscientiousness were very strong predictors of sales performance. Within the sub traits, Potency (a trait of Extraversion) and

Achievement (a trait of Conscientiousness) help to predict sales performance.

In the meta-analysis by Barrick and Mount (1991), they investigated the relation between the Big Five personality traits against three performance criteria for five occupational groups. The studies looked at personality traits for selection purposes between 1952 and 1988. They established that only two of the Big Five personality traits, Conscientiousness and Extraversion were valid predictors of job performance for employees in the sales arena, while the other two of the Big Five traits - Openness to experience and Extraversion, were suitable predictors of their training ability.

In contrast the meta-analyses conducted by Tett, Jackson & Rothstine (1991) found that the only Big Five personality trait that had a negative relationship with job performance was Neuroticism. The rest of the Big Five personality traits, Extraversion, Agreeableness and Openness to experience, displayed higher correlations with job performance than did Conscientiousness.

In yet another meta-analyses conducted by Salgado (1997) it was found that Conscientiousness and Neuroticism were valid predictors for job performance across all jobs and criteria. Of the remaining traits of the Big Five, Extraversion had a positive relationship between sales and sales performance, while Openness to experience and Agreeableness were valid predictors for training ability.

Finally, the literature under this heading reviews the study by Barrick, Mount and Judge (2001). They conducted a quantitative summary on 15 prior meta-analyses studies that had investigated the relationship between the Big Five personality traits and job performance. The purpose of the study was to summarise the collective knowledge that had accrued over the past century dealing with personality and job performance.

Their findings support the results from all the previous meta-analyses conducted. Among the Big Five personality traits, Conscientiousness had the highest correlation with work performance across all jobs. Neuroticism was found to be a predictor of job performance but depended on the specific performance criteria set as well as the occupation. The balance of the Big Five traits, Extraversion, Openness to experience and Agreeableness, were found to have a small correlation with work performance in certain jobs and to specific criteria. In summary they found that all Big Five personality traits have a correlation between personality traits and job performance.

### **2.5.2 Summary of Broad Personality Traits**

Table 2.1 presents clearly summarises the Big Five personality traits which are required to be a successful sales representative. While Extraversion and Conscientiousness are the key traits for those who have to interact successfully with others, when it comes to teamwork and the individual's ability to be trained, the importance of Agreeableness, Neuroticism and Openness to experience, become more important. What

is significant is that this literature review found a linkage between all the Big Five traits and job performance. In closing, Barrick et al. (2001) confirmed that the "FFM has been the most frequently used taxonomy in these meta-analyses". The FFM will be discussed in more detail in section 4.6.

**Table 2-1 Summary of Big Five personality traits with sales performance**

Authors	Type of test	Big Five Personality Traits				
		Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness to experience
Mount et al.(1998)	Personal Characteristics Inventory (CPI)		X	X	X	
Barrick et al. (2002)	Developed own test	X		X		
Thoresen et al. (2004)	NEO-FFI	X	X	X		X
Vinchur et al. (1998)	Meta-analysis	X		X		
Barrick & Mount (1991)	Meta-analysis	X		X		
Tett et al. (1991)	Meta-analysis	X	X	X		X
Salgado (1997)	Meta-analysis	X		X	X	
Barrick (2001)	Meta-analysis	X	X	X	X	X

### 2.5.3 School of Narrow (Specific) Personality Traits

In contrast to the research in the area of broad and general personality traits, there is as much research around narrower, more specific traits in predicting sales performance. This section will cover an alternative set of personality traits that are used to predict sales performance.

A study by Ashton (1998) tested whether broad personality traits were better than the narrow personality traits in predicting job performance. He did not believe that the broad traits were more reliable than the narrow traits in predicting job performance, since there was a potential loss of validity by only using broad personality traits. The respondents completed three different tests, including the Big Five adjective markers, the Jackson Personality Inventory (JPI) and the Workplace Behaviour Questionnaire (WBQ). The findings were as follows:

1. the narrow measures were better predictors than the broader measures
2. the JPI test was a better predictor than the FFM, due to the FFM being so broad that it is unlikely to provide maximum validity.

Responsibility and risk taking were additionally found, using the JPI, to have a higher validity with respect to job performance than the Big Five personality traits.

Based on a study of 237 studies, Hough (1992) developed his own nine personality traits and compared this to the Big Five personality traits. He found that the Big Five personality traits were too heterogeneous, incomplete and better described personality rather than predicting performance. Hough (1992) also found that locus of control and rugged individualism were important criteria in evaluating personality. These are not included in the Big Five model, which Hough believes reduces its validity as a taxonomy of personality.

Warr, Bartram & Martin (2005) found that the aggregation of scales for the Big Five personality traits result in loss of information. A broad rule is to look at each trait of the Big Five before aggregation of the results into the broad traits. The findings were that Conscientiousness was positively related to sales performance but this was due to achievement, a sub-component of Conscientiousness rather than dependability. Additionally, Agreeableness is generally not strongly correlated with sales performance but on closer examination potency, a sub-component, reveals why this is the case.

In a study conducted by Plank & Greene (1996) it was found that a successful sales representative required four cognitive abilities:

1. Differentiation (refers to the number of traits which are characteristically used by the individual to represent the environment for the person, which means the more constructs you have to interpret the world, the more effective you are);
2. Integration (involves the ability to create relationships between different constructs, enabling the individual to understand external situations from multiple perspectives);
3. Organisation (provides the means by which the individual can select information which is needed to process an event or situation); and
4. Discrimination (individual ability to detect subtle differences between different stimuli), which give you skills and these skills lead to sales behaviour which moderated by the sales environment, explains sales success.

A project conducted by Manna and Smith (2004) revealed that customer's expectations have changed, the consequence of which is that to be a successful sales representative in today's business environment requires superior emotional intelligence.

### 2.5.4 Summary of Narrow Personality Traits

Table 2.2 presents a summary of the researchers who argue that narrow personality traits are better predictors of sales performance. These vary extensively from responsibility to emotional intelligence, which makes it much more difficult to identify the most relevant traits and then measure those.

**Table 2-2 Summary of Narrow Traits correlated with sales performance**

<b>Authors</b>	<b>Type of test</b>	<b>Other Factors correlated with Sales Performance</b>
Ashton (1998)	Big-Five adjective makers, JPI & WBQ	Responsibility Risk taking
Hough (1992)	Developed own framework- Nine Personality construct	Locus of Control Rugged individualism
Warr et al. (2005)	Customer Contact Style Questionnaire	Achievement Orientation Potency
Plank & Greene (1996)	Personality Construct Theory (PCT)	Cognitive ability Sales skills
Manna & Smith (2004)	Sematic-differential scale	Emotional Intelligence

### **2.5.5 Literature Conclusion**

It is clear from the above findings that in the school of broader personality traits, Conscientiousness and Extraversion are the most dominant of the Five Big traits of personality as predictors of sales performance, but these were found to be specific to certain circumstances. However, there was no overall consensus from the literature review as to which of the five traits are the best predictors of job performance, as summarized in Table 2-1. The research has demonstrated that personality characteristics can be useful for predicting performance at work.

In contrast, Table 2-2 shows the findings from the narrow school that other additional traits found could be useful, but they could not identify traits that could be consistently used as a measure of predicting sales performance.

## **2.6 The Role of Motivation in Job Performance**

### **2.6.1 Definition of Motivation**

Motivation in this context is defined by Mitchell (1997, p. 60) as, “those psychological processes involved with the arousal, direction, intensity, and persistence of voluntary actions that are goal directed”.

### **2.6.2 Motivation as a Mediator**

Mediators are the Motivational intentions that individuals pursue in order to achieve job performance. The Motivational model built by Barrick,

Stewart & Piotrowski (2002) used three mediators which sit between personality and job performance (see diagram below).

Personality Traits → **Mediators** → Job performance

The model combined the two mediators identified by Wiggins and Trapnell (1996) called communion striving and status striving and the third mediator, accomplishment striving, discovered by Brewer and Gardner (1996). According to Wiggins and Trapnell (1996) communion striving represents actions directed towards obtaining acceptance in personal relationships and getting along with others, while status striving captures actions directed towards obtaining power and dominance. Brewer and Gardner (1996) explain accomplishment striving as reflecting an individual's intention to accomplish tasks and is characterised by high task orientation.

In the tri-psychological process Motivational instrument developed and tested by Barrick et al. (2002), they were able to measure Motivation as follows:

1. communion striving (exerting effort to work with co-workers);
2. status striving (exerting effort to perform at a higher level than others); and
3. accomplishment striving (exerting effort to finish a work assignment).

While the focus of the psychological processes was on arousal, intensity and persistence, the results showed that status striving was the only

Motivation most strongly associated to job performance. This was most likely to be due to extraverted employees being driven by status striving, enabling them to perform better as sales representatives. It is for this reason that five out of fifteen questions measuring status striving were chosen to be included in the questionnaire used in this research paper. The five chosen, most strongly correlated with status striving and job performance.

## **2.7 Conclusion**

This chapter proves that the research is well positioned within current academic literature, while shedding light on the topic under discussion. Additionally it shows there is a large body of evidence discussing which of the Big Five personality traits are required to be a successful sales representative, coupled with Motivation as a mediator between personality traits and job performance. However there is very little literature on the personality needed for successful BA's. The conclusion from the literature review indicates the need for this specific research, which attempts to bridge this gap in the literature framework. The NEO-FFI questionnaire was adapted to include status striving Motivational questions to measure motivation as a mediator between personality traits and BA's performance.

The next chapter discusses the research hypotheses formulated based on the literature review.

## CHAPTER 3: Research Hypotheses

### 3.1 Specific research hypotheses

Based on the literature review in the previous chapter which covered personality traits and motivation, Table 3.1 below presents a summary of the null and alternative hypotheses formulated and will be tested in this research paper:

**Table 3-1 Summary of Null & Alternate Hypotheses**

Hypothesis No.	Description
Hypothesis 1	1 H <sub>0</sub> Extroversion has no positive impact on BA performance
	1 H <sub>A</sub> Extroversion has a positive impact on BA performance
Hypothesis 2	2 H <sub>0</sub> Openness to Experience has no positive impact on BA performance
	2 H <sub>A</sub> Openness to Experience has a positive impact on BA performance
Hypothesis 3	3 H <sub>0</sub> Agreeableness has no positive impact on BA performance
	3 H <sub>A</sub> Agreeableness has a positive impact on BA performance
Hypothesis 4	4 H <sub>0</sub> Conscientiousness has no positive impact on BA performance
	4 H <sub>A</sub> Conscientiousness has a positive impact on BA performance
Hypothesis 5	5 H <sub>0</sub> Neuroticism has no positive impact on BA performance
	5 H <sub>A</sub> Neuroticism has a positive impact on BA performance
Hypothesis 6	6 H <sub>0</sub> The most successful SAB BA's share no common personality traits
	6 H <sub>A</sub> The most successful SAB BA's share common personality traits
Hypothesis 7	7 H <sub>0</sub> Level of motivation in a BA does not mediate the relationship between personality and BA success.
	7 H <sub>A</sub> Level of motivation in a BA mediates the relationship between personality and BA success.

### 3.2 Significance Level

The significance level is set at the standard level of 0.05, which is customary in the behavioural sciences.

In summary it is expected that all Big Five traits of personality will correlate with BA's performance. In addition, it is expected to find that BA's with above average level of motivation will be the most successful BA's.

## **CHAPTER 4: Research Methodology**

### **4.1 Background**

The research methodology used for this research paper was quantitative research. Leedy and Ormond (2001) described quantitative research as a process to be used to answer questions about relationships between variables with the purpose of explaining, predicting and controlling phenomena. This was the desired end result of this research paper.

### **4.2 Quantitative Research**

This descriptive research sought to identify whether there was a relationship between key personality traits and effectiveness of BA's, as well as the role Motivation played between the two.

The research design thought to be most appropriate for this study was the quantitative non-experimental design described by Welman & Kruger (2001). Each BA was asked to fill in a self-evaluation NEO-FFI questionnaire on a computer in a secure controlled environment.

The reason for using this methodology was that the theoretical and empirical groundwork between personality and salesperson effectiveness is longstanding and well established. Therefore, there was no need to explore whether such a relationship existed between the two, but to establish if it was present in a similar manner within BA's. At no stage did this study seek research control over the variable, hence it is not an experimental design.

### **4.3 Proposed Unit of Analysis**

The unit of analysis were BA's promoting alcoholic beverages within the borders of South Africa (SA) in 2005.

### **4.4 Proposed Population, Sampling Method and Response Rate**

The parameters of the population were all BA's who promoted alcoholic beverages in SA during 2005. As no sampling frame existed, namely a list of all the population elements (Welman & Kruger, 2001), a convenience sample of BA's for three alcoholic beverages brands produced by SAB, a multinational corporation that dominates the SA alcoholic beverage market was selected. The three brands, namely Castle, MGD and BF, represent 10.89 percent (AC Nielsen, 2005) market share of the SA alcoholic beverage market. According to Huysamen (1994) convenience sampling, one of the most common types of non probability sampling, is where population elements are selected on the basis of their availability or because they are representative in the researcher's opinion. As some members of the population have no chance of being sampled, it is not known to what extent the convenience sample, regardless of its size, actually represents the entire population.

Hundred percent response rate was achieved due to the relationships the CDR's have with the BA's, incentives offered, convenience of venues and times, free food and alcoholic beverages provided, open invitation to spouses or friends and lastly it was a platform that allowed the BA's to have a reunion

Each brand had engaged 40 BA's, which equates to a sampling frame of  $(n) = 120$ . Having access to the entire sample and given its manageable size, all units of analysis completed the survey.

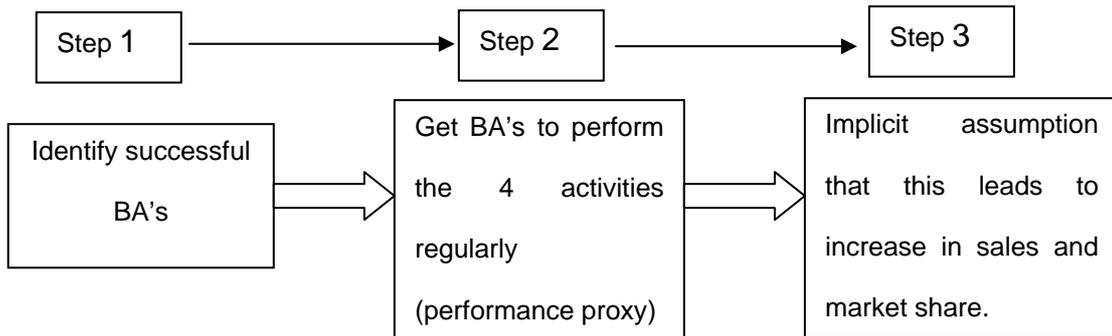
## **4.5 Performance proxy**

These 120 BA's were selected by the CDR's at SAB Egoli office and engaged in a six month program which started in September 2005 and ended in March 2006. During their term, they were allocated points for the following activities:

1. attending brand parties,
2. inviting friends to regional events,
3. completing the online questionnaire, and
4. running their own self initiated events.

This performance measurement allowed the BA's to be ranked per brand which creates a platform to identify the personality traits required to be a successful BA. The reason for getting the BA's to perform the four activities discussed above is that these activities, believed to be the performance proxy, would eventually lead to increase in sales and market share for each brand as shown in Figure 4.1 below.

**Figure 4-1 Performance Proxy Flow Diagram**



## 4.6 The Research Questionnaire

A number of theoretical models have been developed to measure personality traits, with many conflicting perspectives amongst clinicians regarding which one is most accurate, useful and suitable (Taylor, 2000). Two of the most commonly used models to measure the five personality traits are the Big Five Model and the FFM. The Big Five Model is a model of personality attributes which is descriptive, not explanatory; while the FFM presents a neutral theory of biological personality traits that are most important in describing a person. For this research paper the FFM was administered as it's considered by Barrick et al. (2001, p. 11) to "provide a comprehensive yet parsimonious theoretical framework to systemically examine the relationship between specific personality traits and job performance. Adopting the FFM taxonomy has enabled researchers to develop specific hypotheses about predictive validity of personality constructs at work".

According to Van Rooyen et al. (2006) the NEO-FFI is a standard questionnaire used to measure the FFM as it provides a systematic assessment of the Big Five personality traits. The NEO-FFI Questionnaire is made up of 60 questions which is a shortened version of the 240 questions NEO PI-R instrument. This in no way comprises the ability to measure the five personality traits (Costa & McCrae, 1991). The NEO-FFI instrument is used when time available for testing is limited and has been extensively tested in research and clinical contexts as a measure of normal personality traits based on scales of reliability, stability and construct validity (Costa & McCrae, 1991). Due to this psychometric instrument testing personality it contained 33 positively worded questions and 27 negatively worded questions to prevent an acquiescent response style (Welman & Kruger, 2001). Additionally, five status striving questions were added to this NEO-FFI questionnaire to measure status striving Motivation amongst BA's. For the purpose of simplicity the amend NEO-FFI will be referred to as the NEO-FFI within this research paper.

A pilot study was set up to test the electronic version of the revised instrument. Fifteen candidates, matching the demographics of the represented sample (i.e. BA's) and under identical testing conditions used for data collection, were asked to complete the questionnaire based on their own personality. Testing parameters included:

1. Time taken to complete the test
2. Identification of technical problems

3. Grammar and language used, to ensure adequate understanding of questions asked.

Three spelling errors were identified from this pre-test phase, which allowed for changes to be made prior to data collection. Since only minor errors were detected in the pilot study, the revised instrument was not subjected to a new round of pre-testing.

All respondents had to indicate the degree to which they agreed or disagreed with the content of each question on a 9-point rating scale ranging from strongly disagree (0) to strongly agree (8) differing from the original NEO-FFI format, which used a 5-point rating scale. The reason for this was that Motivation was tested on a 9-point scale and since it was added to the NEO-FFI instrument, the use of a 9-point scale allowed a common format to avoid confusion (Mattell & Jacoby, 1971). Five status striving Motivation questions were added to the NEO-FFI resulting in the questionnaire being a total of 65 questions (refer to Appendix one for the full questionnaire).

## **4.7 Data Collection**

The SAB Egoli CDR team was briefed regarding the purpose of the parties to be hosted by them, one for Castle BA's and a combined party for MGD and BF BA's during the month of July 2006. The locations for the Castle Lager party was the SAB Central Office Pub, while a club in Norwood called Club 88 was used as the venue for the other party. These were carefully chosen beforehand to ensure suitability for carrying out the testing. Emails and bulk SMS's were sent out to the 120 BA's requesting them to bring a friend, inform them of the

location and time of the event and a request to RSVP. Pongo Liwewe, communications manager for SuperSport and Gordon Igesund, soccer coach for Sundowns, were used to encourage participation and attendance at the Castle Lager party. The incentives for the MGD and BF party were free club entrance on a Friday night, a reunion to rekindle friendships with other BA's, a free meal and drinks and a free entry to the next hippest, happening party being hosted in the BA programme.

The NEO-FFI questionnaire was emailed to Aqua Network Online who created a web interface allowing for multiple logons. The data collecting format was identical in both parties. Upon arrival at the respective parties each BA was identified, welcomed and directed by one of the four promotional ladies into an enclosed room ensuring their environment was controlled. The testing environment was equipped with ten work stations in a comfortable, well lit area free of distractions. This ensured that no BA's were kept waiting. Each BA was seated at a desk with a laptop to complete the electronic questionnaire which was web based. The laptops were linked to a central network hub via network cables, so that the responses were recorded on an internet server off-site at an Information Technology (IT) company called Aqua Network Online. An IT technician was available at both parties, to attend to any problems during testing.

Before each BA entered the controlled environment they were briefed about how to logon, complete the questionnaire and instructed as to what to do on completion. In order to start the questionnaire, each respondent's name, surname, age and occupation had to be entered into the relevant labelled

spaces on the computer screen. This protected against any unauthorised persons, not on the list, from participating. The front end of the questionnaire prompted each BA to complete all 65 questions by filling in the appropriate radio button. A non-response would not allow the next question to be answered, thus securing entire completion of all questions. On completion they were escorted out of the controlled environment by one of the promotional ladies to another table to collect a small gift as a token of our appreciation for their valuable time and contribution. All the instructions and questions were in English and there was no time limit set for completion of the questionnaire.

It took two hours for all the Castle BA's to arrive and complete the NEO-FFI questionnaire while the MGD/ BF party took four hours to get everyone to complete the NEO-FFI questionnaire.

Data was securely stored on a secure database in the SAB vault at Internet Solutions. A check was carried out after each party to verify that the correct data had been stored in the required format and was not corrupt. The technical leaders were the only people who had access to this data, by means of password control.

A statistical analysis programme called Statistical Package for the Social Science (SPSS), was used to convert the raw data into a format that allows for statistical analysis.

## 4.8 Analysis of Research

Reliability was established by using a Cronbach alpha. The reason for calculating the Cronbach alpha is it allows removal of items per trait that reduced scale reliability. Hypothesis testing made use of a correlation matrix to establish the nature of the relationships that existed between the variables of interest. Multiple regression analysis was called upon to estimate the best linear combination of psychological variables to predict job performance and the role of Motivation in the relationship between personality and BA's success. The NEO-FFI contained 27 negatively stated questions, which were reserved coded. This was achieved by taking the BA's score on the NEO-FFI per negatively stated question and reverse coded. For example, if the BA ticked off eight on the original NEO-FFI this was reversed coded to zero. Refer to Table 4.1 below for visual representation of how the reverse coding was carried out.

**Table 4-1 Reverse Coding Template**

Original answer	0	1	2	3	4	5	6	7	8
Re-coding	8	7	6	5	4	3	2	1	0

## 4.9 Research Limitations

### 4.9.1 Demographic

- The first limitation to this research was that it was limited to a specific geographical region, thus excluding all but the Egoli Region. Additionally, all respondents shared a single employer in SAB. This was

due to time constraints and the availability of data in this region and company.

- The average age of the respondents is just less than 25 years, so generalisation across a wide range of age groups would not be recommended.

#### **4.9.2 Administrative**

- Social desirability bias: the tendency to provide answers that would place the respondents in a positive light. The scale includes negatively based items and is large enough to cloud the BA's mind as to the purpose of the research.
- The study only considered BA's in the alcoholic beverage industry within South Africa.
- SAB and CDR's are inexperienced in the process of identifying BA personality / recruiting successful BA candidates.
- CDR's only had tenure of five months at SAB at the time the BA program used in this research was implemented.
- Individuals had their own understanding of words when evaluating the variables in each item. This allowed the questionnaire to be open to personal interpretation and skewed in results.

### **4.10 Conclusion**

This chapter gives details of and defence for the research methodology used, the definition of the unit of analysis, the population and sampling method, the research instrument used, the details of how the data was collected and lastly

the various statistical instruments used to analyse the data collected. The final section deals with the limitations of the research from a demographic and administrative point of view. Chapter five discusses the results.

## **CHAPTER 5 Results**

### **5.1 Introduction**

This chapter presents the results from the sample conducted and looks at the response rate, data capture, descriptive statistics and hypothesis testing in response to NEO-FFI questionnaire. The results are laid out using tables, figures, statistical summaries and graph distribution formats to facilitate ease of interpretation of respondent characteristics. Results from the questionnaire were organised into their underlying traits to be consistent with the hypotheses as laid out in chapter three. The responses to the questionnaire were analysed using statistical analyses that were described in the previous chapter.

### **5.2 Response rate**

As cited in section 4.4 a response rate of 100 percent was achieved due to the BA's being incentivised to attend the parties, as well as the good relationship between the CDR's and the BA's.

### **5.3 Data Capture**

The data captured by the web based questionnaire was captured on a SPSS spreadsheet. The first three questions of the questionnaire were descriptive questions, followed by 65 Likert scale questions. All the questions were post-coded so that analysis could be performed on the data collected. The cleaning of the data was minimal, due to the processes put in place to prevent missing data and "bad" entries.

All 65 questions and descriptors were re-coded as per Table 5.1 below, to ensure that all inputs could be read by the SPSS program and prevent confusion (Appendix 2 for the balance of the re-coding Table).

**Table 5-1 Re-coding Descriptors**

Questions No Re-coding			Descriptor Re-Coding		
Question No		Re-coded	Descriptor		Re-coded
1	→	1	N1	→	N1c
2		2	E2		E2a
3		3	O1		O1a
4		4	A3		A3a
5		5	C2		C2a
6		6	N4		N4a
7		7	E6		E6a
8		8	O4		O4f
9		9	A4		A4a
10		10	C5		C5a
11	→	v11	N6	→	N6a
12		v12	E6		E6b

Nominal values were allocated to gender, brand and designation. A key to the coding system is presented below.

Gender	
Male	1
Female	2

Designation	
Full student	1
Working	2

Brand	
Brutal Friut	1
Castle	2
MGD	3

## 5.4 Descriptive Statistics

This section examines broad descriptive categories including age, test time, number of respondents per brand, designation of respondents, gender, ethnic group and traits of personality. The distribution of the sample across these categories is shown below:

### 5.4.1 Age

Figure 5-1 Histogram for Age

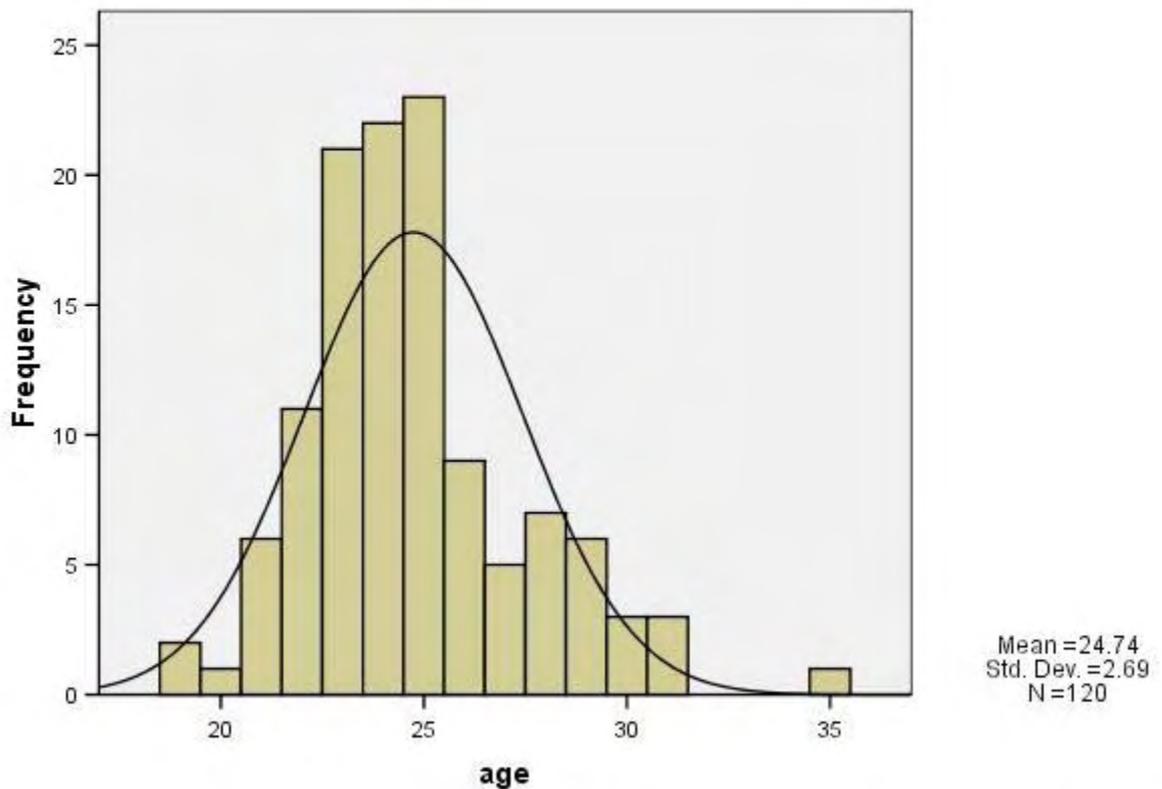


Figure 5.1 is a histogram which is skewed to the right around the population mean age, which is less than of 25 years old, with a standard deviation of just over two and a half. There was one outlier that falls outside the general age range, who was a MGD BA aged 35. The outlier's responses were compared to the mean response of the sample and no considerable difference was found, hence the results included the outliers.

### 5.4.2 Test Time

Figure 5-2 Histogram for Test Time

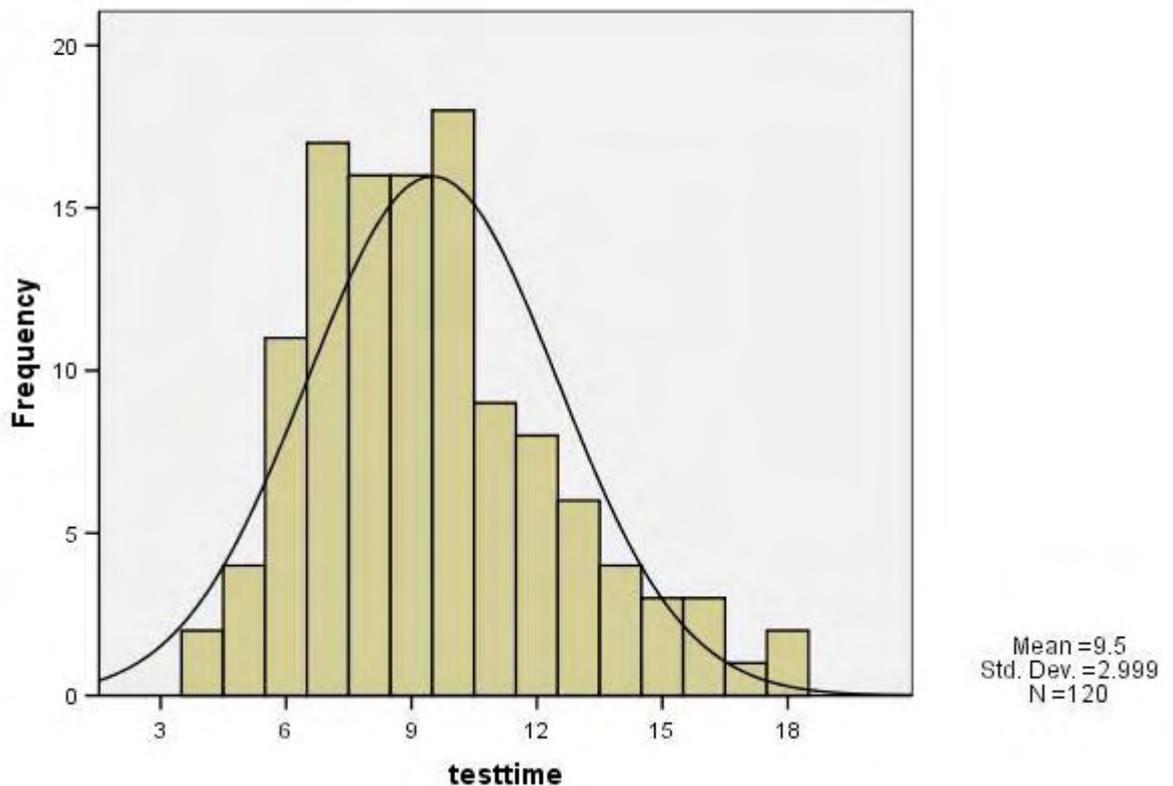


Figure 5.2 is a histogram (in minutes) that is positively skewed with a population mean of nine and a half minutes to complete the questionnaire with a standard deviation of three minutes. The NEO-FFI hand booklet indicated that most respondents require ten to fifteen minutes to complete the questionnaire. (Costa & McCrae, 1991)

### 5.4.3 Number of respondents per brand

Figure 5-3 Pie chart of Respondents per Brand

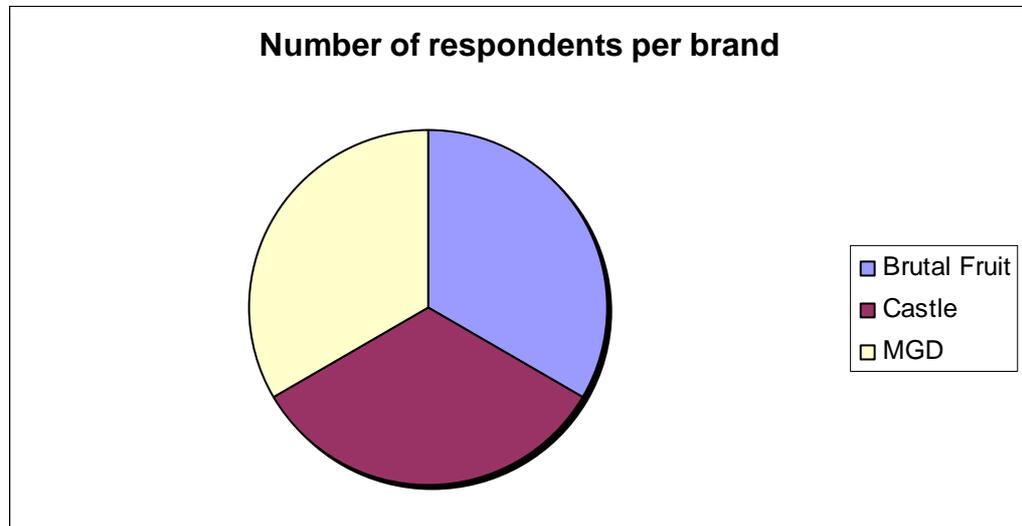


Figure 5.3 shows that each brand had an equal representation in the sample, of 40 BA's. In total a 120 BA's completed the questionnaire over the two parties. The rankings of the BA's were taken directly from the database supplied by SAB.

#### 5.4.4 Designation of respondents

Figure 5-4 Pie chart of Designation of Respondents

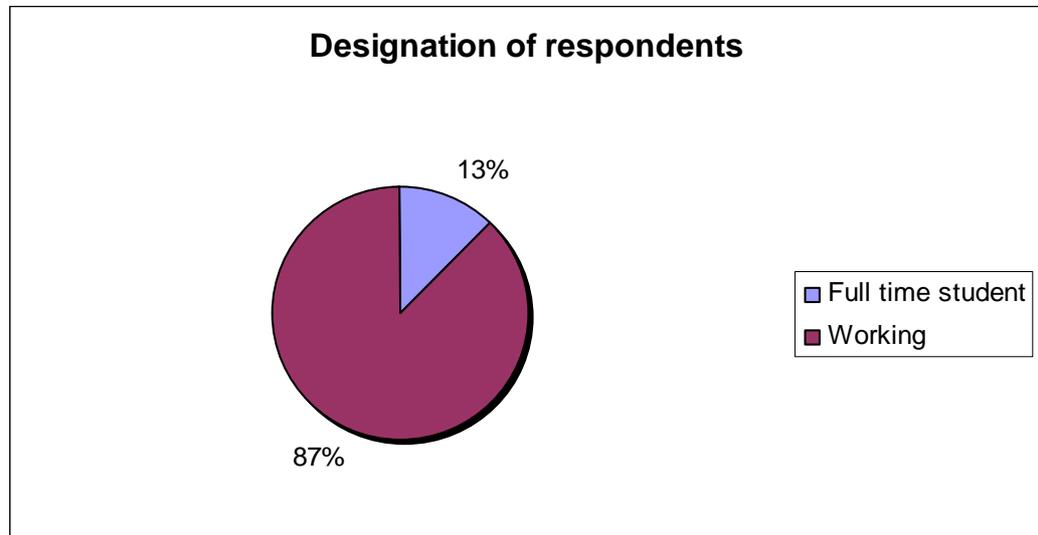


Figure 5.4 shows that 87 percent of the sample had full time jobs with the balance being full-time students. The gender ratio in the group, who held full-time employment, was 90 percent for males and 84 percent for females. From a brand point of view, the brand that had the most working subjects was Castle with 90 percent compared to MGD that had the least amount of working respondents at 85 percent.

### 5.4.5 Gender

Figure 5-5 Pie Chart of Gender Split

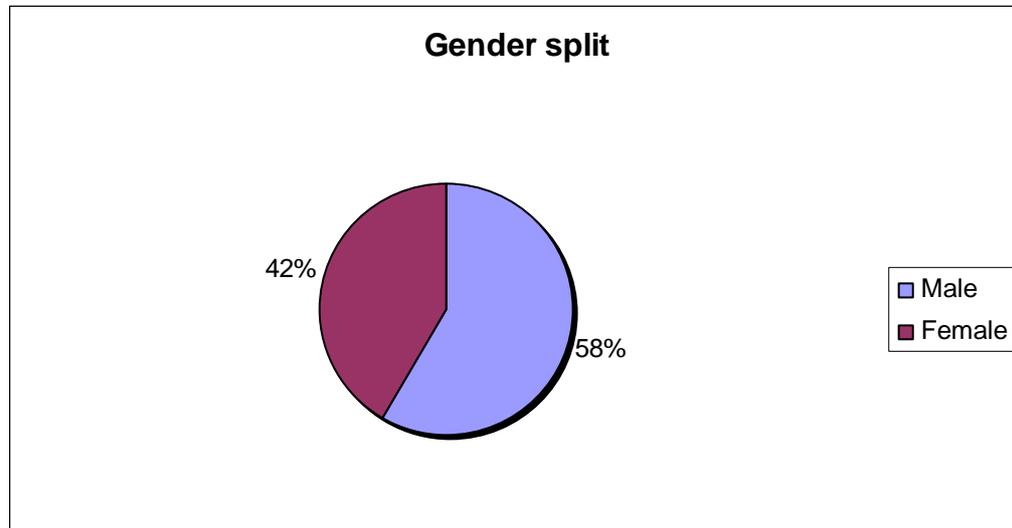


Figure 5.5 depicts the split between the genders and shows that 58 percent of the sample was male and 42 percent was female. The brand with only males as their population was Castle, while BF was the only brand to have all females as population. The only brand to have a unisex distribution was MGB with an 80 to 20 split between males and females respectively.

### 5.4.6 Ethnic Groups

Figure 5-6 Pie Chart of Ethnic Split

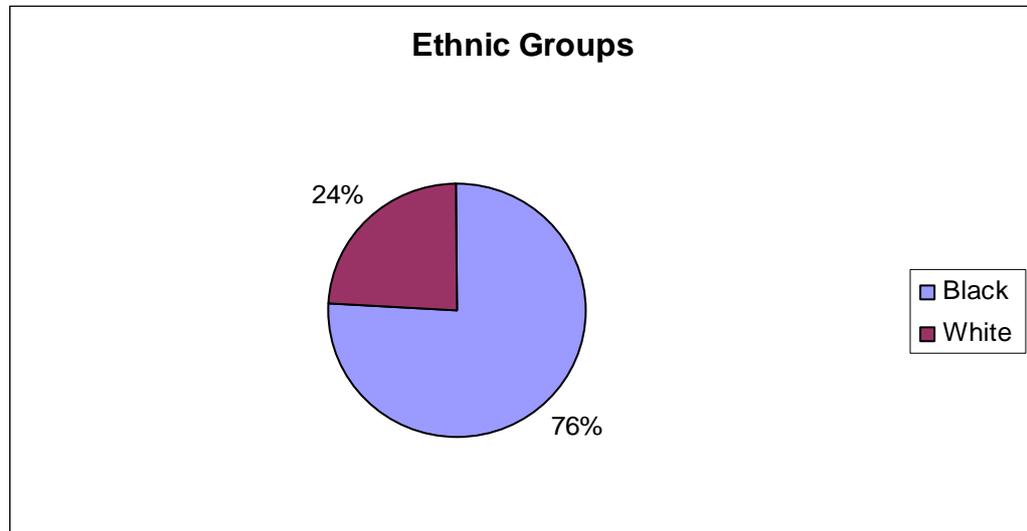


Figure 5.6 depicts the split between the two ethnic groups. Seventy-six percent of the sample was black, while the balance of 24 percent was white. The brand with most black BA's was Castle at 83 percent, while MGD had the least black BA's at 68 percent. Of the 70 males 43 percent were black males and of the 50 females 33 percent were black females.

### 5.4.7 Traits of Personality

The NEO-FFI is a 60-item questionnaire that comprehensively measures Big Five personality traits. The Table 5.2 below visually shows the make up of the NEO-FFI questionnaire including the status striving motivation questions. Costa & McCrae (2003) stated that the NEO-FFI questionnaire consists of 12-questions (labelled Part B) that measure each of the five personality traits (labelled Part A).

**Table 5-2 Twelve questions per Trait and five questions for Motivation**

PART A		PART B	
TRAIT		ITEMS PER DOMAIN	
Extraversion	1	I like to have a lot of people around me	
	2	I laugh easily	
	3	I don't consider myself "light-hearted"	
	4	I really enjoy talking to people	
	5	I like to be where the action is	
	6	I usually prefer to do things alone	
	7	I often feel as if I'm bursting with energy	
	8	I am a cheerful, high-spirited person	
	9	I am not an optimist	
	10	My life is fast-paced	
	11	I am a very active person	
	12	I would rather go my own way than be a leader of others	
Openness	1	I don't like to waste my time daydreaming	
	2	In general, once I find the right way to do something, I stick to it	
	3	I am intrigued by the patterns I find in art and nature	
	4	I believe letting students hear controversial speakers can only confuse and mislead them	
	5	Poetry has little or no effect on me	
	6	I often try new and foreign foods	
	7	I seldom notice the moods or feelings that different environments produce	
	8	I believe we should look to our religious authorities for decisions on moral issues	
	9	Sometimes when I am reading poetry or looking at a work of art, I feel a chill or wave of excitement	
	10	I have little interest in speculating on the nature of the universe or the human condition	
	11	I have a lot of intellectual curiosity	
	12	I often enjoy playing with theories or abstract ideas	
Agreeableness	1	I try to be courteous to everyone I meet	
	2	I often get into arguments with my family and co-workers	
	3	Some people think I'm selfish and egotistical	
	4	I would rather cooperate with others than compete with them	
	5	I tend to be cynical and sceptical of others' intentions	
	6	I believe that most people will take advantage of you if you let them	
	7	Most people I know like me	
	8	Some people think of me as cold and calculating	
	9	I'm hard-headed and tough-minded in my attitudes	
	10	I generally try to be thoughtful and considerate	
	11	If I don't like people, I let them know it	
	12	If necessary, I am willing to manipulate people to get what I want	
Conscientiousness	1	I keep my belongings neat and clean	
	2	I'm pretty good about pacing myself so as to get things done on time	
	3	I am not a very methodical person	
	4	I try to perform all the tasks assigned to me conscientiously	
	5	I have a clear set of goals and work towards them in an orderly fashion	
	6	I waste a lot of time before settling down to work	
	7	I work hard to accomplish my goals	
	8	When I make a commitment, I can always be counted on to follow through	
	9	Sometimes I'm not as dependable or reliable as I should be	
	10	I am a productive person who always gets the job done	
	11	I never seem to be able to get organized	
	12	I strive for excellence in everything I do	
Neuroticism	1	I am not a worrier	
	2	I often feel inferior to others	
	3	When I'm under a great deal of stress, sometimes I feel like I'm going to pieces	
	4	I rarely feel lonely or blue	
	5	I often feel tense and jittery	
	6	Sometimes I feel completely worthless	
	7	I rarely feel fearful or anxious	
	8	I often get angry at the way people treat me	
	9	Too often, when things go wrong, I get discouraged and feel like giving up	
	10	I am seldom sad or depressed	
	11	I often feel helpless and want someone else to solve my problems	
	12	At times I have been so ashamed I just wanted to hide	
Motivation	1	I am challenged by a desire to perform my job (your job or studies) better than other	
	2	I focus my attention on being the best at what I do ( your job or studies).	
	3	I set personal goals for obtaining more out of life than anyone else	
	4	I never give up trying to perform at a level higher than others	
	5	I always try to be the highest performer in what I do.	

## 5.5 Scale Verification

Table 5.3 below supplies a complete description per item as it appears in the NEO-FFI questionnaire; however what has been added is all the descriptive data for each question such as mean, mode and standard deviation.

**Table 5-3 Complete statistical descriptions per Trait and question**

TRAIT	Question no in questionnaire	Questions per Trait	Code	Mean	Mode	Std. Deviation	Range	Cronbach's Alpha if Item Deleted
Extraversion	2	I like to have a lot of people around me	E2a	6.45	8	1.66	7	0.52
	7	I laugh easily	E6a	6.88	8	1.44	8	0.55
	v12	I don't consider myself "light-hearted"	E6b	4.46	8	2.73	8	0.63
	v17	I really enjoy talking to people	E1a	7.36	8	1.14	8	0.54
	v22	I like to be where the action is	E5a	6.9	8	1.29	6	0.53
	v27	I usually prefer to do things alone	E2b	4.42	4	2.07	8	0.54
	v32	I often feel as if I'm bursting with energy	E4a	6.33	8	1.63	8	0.54
	v37	I am a cheerful, high-spirited person	E6c	7.06	8	1.03	5	0.53
	v43	I am not an optimist	E6d	5.94	8	2.50	8	0.57
	v49	My life is fast-paced	E4b	6	7	1.60	6	0.53
	v55	I am a very active person	E4c	6.97	8	1.27	5	0.55
v61	I would rather go my own way than be a leader of others	E3a	5.66	7	2.38	8	0.59	
Openness	3	I don't like to waste my time daydreaming	O1a	3.03	4	2.33	8	0.65
	8	In general, once I find the right way to do something, I stick to it	O4f	1.72	2	1.37	6	0.63
	v13	I am intrigued by the patterns I find in art and nature	O2b	5.83	7	1.88	8	0.56
	v18	I believe letting students hear controversial speakers can only confuse and mislead them	O6a	6.09	8	2.20	8	0.60
	v23	Poetry has little or no effect on me	O2c	4.58	8	2.67	8	0.54
	v28	I often try new and foreign foods	O4g	6.26	8	2.04	8	0.60
	v33	I seldom notice the moods or feelings that different environments produce	O3e	4.75	7	2.44	8	0.57
	v38	I believe we should look to our religious authorities for decisions on moral issues	O6b	3.23	4	2.29	8	0.66
	v44	Sometimes when I am reading poetry or looking at a work of art, I feel a chill or wave of emotion	O2d	4.88	6	2.36	8	0.55
	v50	I have little interest in speculating on the nature of the universe or the human condition	O5a	5.26	6	2.10	8	0.55
v56	I have a lot of intellectual curiosity	O5b	7.07	8	1.30	8	0.58	
v62	I often enjoy playing with theories or abstract ideas	O5c	5.8	6	1.73	7	0.58	
Agreeableness	4	I try to be courteous to everyone I meet	A3a	6.93	8	1.52	8	0.58
	9	I often get into arguments with my family and co-workers	A4a	5.5	6	1.95	8	0.58
	v14	Some people think I'm selfish and egotistical	A3b	5.26	8	2.48	8	0.54
	v19	I would rather cooperate with others than compete with them	A4b	4.76	4	2.26	8	0.62
	v24	I tend to be cynical and sceptical of others' intentions	A1a	4.35	4	2.20	8	0.60
	v29	I believe that most people will take advantage of you if you let them	A1b	1.82	0	1.99	7	0.60
	v34	Most people I know like me	A3c	7.1	8	1.15	5	0.63
	v39	Some people think of me as cold and calculating	A3d	5.93	8	2.02	8	0.58
	v45	I'm hard-headed and tough-minded in my attitudes	A6a	2.88	1(a)	2.20	8	0.60
	v51	I generally try to be thoughtful and considerate	A3f	7	8	1.29	8	0.61
v57	If I don't like people, I let them know it	A4c	3.48	2	2.13	8	0.62	
v63	If necessary, I am willing to manipulate people to get what I want	A2a	3.89	4	2.55	8	0.63	
Conscientiousness	5	I keep my belongings neat and clean	C2a	6.28	8	1.84	8	0.72
	10	I'm pretty good about pacing myself so as to get things done on time	C5a	6.53	8	1.40	6	0.68
	v15	I am not a very methodical person	C2b	4.82	4	2.16	8	0.73
	v20	I try to perform all the tasks assigned to me conscientiously	C3d	6.78	8	1.61	8	0.71
	v25	I have a clear set of goals and work towards them in an orderly fashion	C4a	6.43	7	1.40	6	0.69
	v30	I waste a lot of time before settling down to work	C5b	4.93	6	2.26	8	0.69
	v35	I work hard to accomplish my goals	C4b	7.35	8	0.93	5	0.70
	v40	When I make a commitment, I can always be counted on to follow through	C3e	6.83	8	1.46	8	0.69
	v46	Sometimes I'm not as dependable or reliable as I should be	C3f	5.43	8	2.25	8	0.71
	v52	I am a productive person who always gets the job done	C5c	7.19	8	0.88	3	0.69
v58	I never seem to be able to get organized	C2c	6.04	7	1.91	8	0.68	
v64	I strive for excellence in everything I do	C4c	7.14	8	1.13	7	0.70	
Neuroticism	1	I am not a worrier	N1c	3.22	0	2.61	8	0.71
	6	I often feel inferior to others	N4a	2.14	0	2.35	8	0.66
	v11	When I'm under a great deal of stress, sometimes I feel like I'm going to pieces	N6a	2.67	2	2.01	8	0.64
	v16	I rarely feel lonely or blue	N3a	2.66	0	2.28	8	0.67
	v21	I often feel tense and jittery	N1a	1.98	0(a)	1.87	8	0.65
	v26	Sometimes I feel completely worthless	N3b	1.6	0	2.10	8	0.65
	v31	I rarely feel fearful or anxious	N1b	5.04	4	2.04	8	0.75
	v36	I often get angry at the way people treat me	N2a	3.33	2	2.26	8	0.64
	v42	Too often, when things go wrong, I get discouraged and feel like giving up	N3c	2.11	1	2.07	8	0.62
	v48	I am seldom sad or depressed	N3d	2.64	0	2.36	8	0.68
v54	I often feel helpless and want someone else to solve my problems	N6b	1.46	0	1.71	8	0.65	
v60	At times I have been so ashamed I just wanted to hide	N4b	2.73	0	2.40	8	0.66	

Items removed from the total scale to improve reliability per Trait

After analysing the statistical data per item in Table 5.3 combined with diagnostic histograms for each question (Refer to Appendix 3), the data indicated certain items to be unreliable. Using Cronbach Alpha as a filtering mechanism those items that were unreliable, as highlighted in yellow in Table 5.3 above, were removed from the scale total on the basis of their contribution to the total scale reliability. The reason for removing these questions was to increase the Cronbach's Alpha per trait as these questions reduced the scale reliability. Evidence of this can be found by looking at the values in the column labelled "Cronbach's Alpha if item deleted".

The comment Hair, Anderson, Tatham and Black (1998) states that the reason for using the Cronbach's Alpha is that it has an important use as a measure of reliability for psychometric instruments. Cronbach's Alpha measures how well a set of items measures a single, measurable, latent construct. As a rule of thumb Hair et al. (1998) go on to say that for a psychometric instrument alpha values greater than 0.70 were considered acceptably reliable.

## **5.6 Results per Hypothesis**

The next section focuses on the results per hypothesis and starts by re-introducing the hypotheses set out in chapter three.

**Table 5-4 Summary of Null & Alternate Hypotheses**

Hypothesis No.	Description
Hypothesis 1	1 H <sub>0</sub> Extroversion has no positive impact on BA performance
	1 H <sub>A</sub> Extroversion has a positive impact on BA performance
Hypothesis 2	2 H <sub>0</sub> Openness to Experience has no positive impact on BA performance
	2 H <sub>A</sub> Openness to Experience has a positive impact on BA performance
Hypothesis 3	3 H <sub>0</sub> Agreeableness has no positive impact on BA performance
	3 H <sub>A</sub> Agreeableness has a positive impact on BA performance
Hypothesis 4	4 H <sub>0</sub> Conscientiousness has no positive impact on BA performance
	4 H <sub>A</sub> Conscientiousness has a positive impact on BA performance
Hypothesis 5	5 H <sub>0</sub> Neuroticism has no positive impact on BA performance
	5 H <sub>A</sub> Neuroticism has a positive impact on BA performance
Hypothesis 6	6 H <sub>0</sub> The most successful SAB BA's share no common personality traits
	6 H <sub>A</sub> The most successful SAB BA's share common personality traits
Hypothesis 7	7 H <sub>0</sub> Level of motivation in a BA does not mediate the relationship between personality and BA success.
	7 H <sub>A</sub> Level of motivation in a BA mediates the relationship between personality and BA success.

Hypotheses were tested using ordinary least square (OLS) multiple regression, which was performed on 50 questions rather than the 65 questions included in the original NEO-FFI questionnaire, as discussed in the previous section. Stepwise multiple regressions were used to test hypotheses 1 to 5. A regression analysis is a study of the relationship between variables.

The reason for using a stepwise multiple regression, is due to the comparison between a dependent variable (BA performance) and a range of independent variables (Motivation, Neuroticism, Extraversion, Openness, Agreeableness and Conscientiousness) to assess the contribution of each independent variable to the regression equations.

According to Hair et al. (1998) stepwise regression is one of the most accepted sequential approaches to variable selection. This approach allows the researcher to scrutinize the contribution of each independent variable to the regression model. Each variable is analysed before inclusion prior to developing the equation. The independent variable with the maximum contribution is added first. Independent variables are then selected for insertion based on their incremental contribution over the variables already in the equation. The next four Tables 5.5 to 5.8 are extracts from the stepwise regression equation.

**Table 5-5 Variable Included**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.181(a)	0.033	0.025	11.449

a. Predictors: (Constant), ConscientiousnessN

Table 5.5 highlights that Conscientiousness is the only independent factor that is significant when compared to BA performance in the stepwise regression. The R square of 0.033 can be interpreted as the fraction of variation of the response variable explained by the predictor variable (Albright, Winston & Zappe, 2003). In other words, the single explanatory variable Conscientiousness is able to explain only 0.033 of the variation in BA performance variable.

One of the problems with R square is that it can only increase when extra explanatory variables are added to an equation. To penalize the addition of extra variables that do not belong, we look to the adjusted R square value of 0.025. This is not a good fit as there is a 97.5 percent variation still unexplained.

However, although the R square is significant, it is not practically significant. Kirk (1996) suggested that the R squared must be above 0.20 for the variable to be practically significant

The standard error of the estimate, measures the prediction error we are likely to make when a multiple regression equation is used to predict the response variable (independent variable). It's a good indication of how useful the regression line is for predicting Y values from X values (Albright et al., 2003).

**Table 5-6 ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	523.670	1	523.670	3.995	.048(a)
Residual	15,466.330	118	131.071		
Total	15,990.000	119			

a. Predictors: (Constant), Conscientiousness

b. Dependent Variable: rank

The inclusion of the Table 5.6 (ANOVA) above is used as a screening device. We only look at two values in Table 5.6, F-ratio and p-value (i.e Sig). The p-value of 0.048 is less than significance level of 0.05, which means we can conclude that the explanatory variable has some power (Albright et al., 2003). Since the F-ratio is small, it means that the explained variation is small relative to the unexplained variations.

**Table 5-7 Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	36.593	8.119		4.507	0.000
Conscientiousness	-0.227	0.113	-0.181	-1.999	0.048

a. Dependent Variable: rank

From Table 5.7, the variables entered into a stepwise regression, conscientiousness was the only one selected which had any explanatory power. It has a weak negative relationship (-0.181) to the dependent variable – the BA rank. Thus as conscientiousness increases, rank decreases slightly (as number one is best, not number 40). This effect is significant at the 0.05 level.

**Table 5-8 Excluded Variables**

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
					Tolerance
Motivation	-.076(a)	-0.727	0.469	-0.067	0.762
Neuroticism N	-.026(a)	-0.233	0.816	-0.022	0.687
Extraversion N	-.114(a)	-1.191	0.236	-0.109	0.899
Openness N	-.047(a)	-0.491	0.624	-0.045	0.912
Agreeableness N	-.030(a)	-0.318	0.751	-0.029	0.955

a. Predictors in the Model: (Constant), Conscientiousness N

b. Dependent Variable: rank

Table 5.8 includes all the independent variables that were excluded from the regression equation. The reason for this is that the probability values (in column “sig”) are all well above the significance level of 0.05, which means that the coefficient of these traits are not statistically significant, different to zero, and are therefore excluded by the regression equation.

### 5.6.1 Hypothesis 1

1H<sub>0</sub> Extroversion has no positive impact on BA performance

1H<sub>A</sub> Extroversion has a positive impact on BA performance

As evidence in Table 5.8, Extraversion has been excluded from the equation as its p-value of 0.236 is not significant while its beta of -0.11 reflects no relationship with the BA rank. The regressions results do not provide sufficient evidence to reject the null hypothesis. A more detailed analysis of Extraversion is included below.

**Figure 5-7 Extraversion**

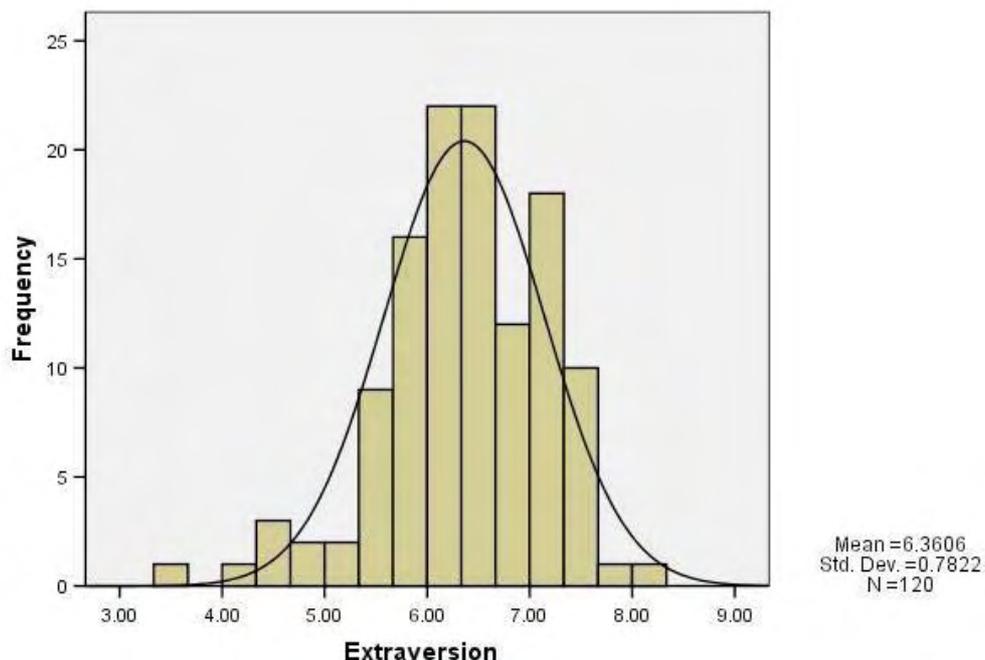


Figure 5-7 is a symmetric histogram that represents Extraversion results for the entire sample and is negatively skewed.

**Table 5-9 Statistical analysis of Extraversion trait**

Trait	Question no as per questionnaire	Questions	New Code	Mean	Mode	Std. Deviation	Skewness	Kurtosis	Range	Minimum	Maximum	Cronbach's Alpha if Item Deleted
Extraversion	2	I like to have a lot of people around me	E2a	6.45	8	1.66	-0.99	0.30	7	1	8	0.52
	7	I laugh easily	E6a	6.88	8	1.44	-1.96	4.95	8	0	8	0.55
	v12	I don't consider myself "light-hearted"	E6b	4.46	8	2.73	-0.17	-1.35	8	0	8	0.63
	v17	I really enjoy talking to people	E1a	7.36	8	1.14	-3.25	15.34	8	0	8	0.54
	v22	I like to be where the action is	E5a	6.90	8	1.29	-1.24	1.30	6	2	8	0.53
	v27	I usually prefer to do things alone	E2b	4.42	4	2.07	0.01	-0.60	8	0	8	0.54
	v32	I often feel as if I'm bursting with energy	E4a	6.33	8	1.63	-0.98	0.86	8	0	8	0.54
	v37	I am a cheerful, high-spirited person	E6c	7.06	8	1.03	-1.19	1.64	5	3	8	0.53
	v43	I am not an optimist	E6d	5.94	8	2.50	-1.22	0.30	8	0	8	0.57
	v49	My life is fast-paced	E4b	6.00	7	1.60	-0.42	-0.81	6	2	8	0.53
	v55	I am a very active person	E4c	6.97	8	1.27	-1.14	0.39	5	3	8	0.55
	v61	I would rather go my own way than be a leader	E3a	5.66	7	2.38	-1.05	0.01	8	0	8	0.59

As per discussion in section 5.5 Cronbach's Alpha is used to improve reliability. By removing question 12 which is highlighted in yellow, as shown in Table 5.9 above, from this personality trait the Cronbach Alpha improves only slightly from 0.574 to 0.63 which means this data is not statistically reliable,. A point to note is the high mean scores per item, which averages out at 6.4 for the extroversion trait and equates to "strongly agree" on the Likert scale.

## 5.6.2 Hypothesis 2

2 H<sub>0</sub> Openness to experience has no positive impact on BA performance

2H<sub>A</sub> Openness to experience has a positive impact on BA performance

As evidence in Table 5.8, Openness has been excluded from the equation as its p-value of 0.624 is not significant while its beta of -0.047 reflects no relationship with the BA rank. The regression results do not provide sufficient evidence to reject the null hypothesis. A more detailed analysis of Openness to experience is included below.

**Figure 5-8 Openness to experience**

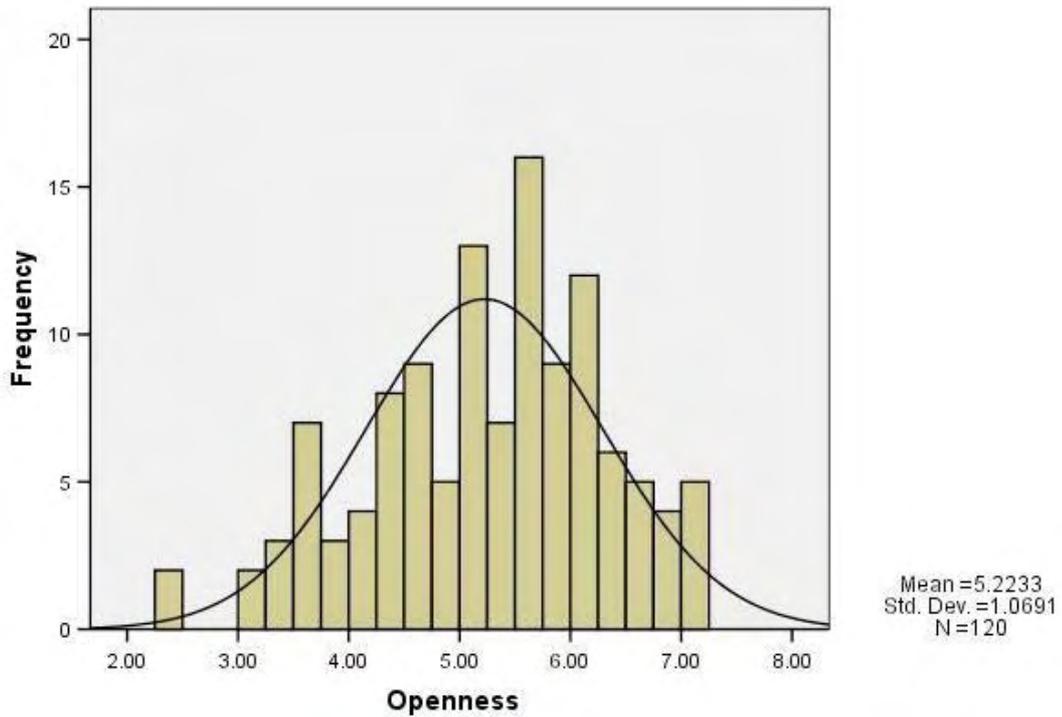


Figure 5-8 appears to be a symmetric histogram that represents Openness results for the entire sample with a normal distribution curve.

**Table 5-10 Statistical analysis for Openness to Experience trait**

Trait	Question no in questionnaire	Questions	New Code	Mean	Mode	Std. Deviation	Skewness	Kurtosis	Range	Minimum	Maximum	Cronbach's Alpha if Item Deleted
Openness to Experience	3	I don't like to waste my time daydreaming	O1a	3.03	4	2.33	0.32	-0.85	8	0	8	0.65
	8	In general, once I find the right way to do	O4f	1.72	2	1.37	0.65	0.04	6	0	6	0.63
	v13	I am intrigued by the patterns I find in art.	O2b	5.83	7	1.88	-1.08	1.06	8	0	8	0.56
	v18	I believe letting students hear controversial	O6a	6.09	8	2.20	-1.16	0.47	8	0	8	0.60
	v23	Poetry has little or no effect on me	O2c	4.58	8	2.67	-0.32	-1.17	8	0	8	0.54
	v28	I often try new and foreign foods	O4g	6.26	8	2.04	-1.38	1.40	8	0	8	0.60
	v33	I seldom notice the moods or feelings that	O3e	4.75	7	2.44	-0.56	-0.71	8	0	8	0.57
	v38	I believe we should look to our religious a	O6b	3.23	4	2.29	0.43	-0.43	8	0	8	0.66
	v44	Sometimes when I am reading poetry or	O2d	4.88	6	2.36	-0.56	-0.64	8	0	8	0.55
	v50	I have little interest in speculating on the	O5a	5.26	6	2.10	-0.46	-0.63	8	0	8	0.55
	v56	I have a lot of intellectual curiosity	O5b	7.07	8	1.30	-2.13	6.94	8	0	8	0.58
	v62	I often enjoy playing with theories or abstr	O5c	5.8	6	1.73	-0.66	-0.05	7	1	8	0.58

As per discussion in section 5.5, Cronbach's Alpha is used to improve reliability. By removing questions 3, 38, 44, 50, 56 and 62 which are highlighted in yellow, as shown in Table 5.10 above, from this personality trait the Cronbach Alpha improves from 0.371 to 0.490, which means this data is not statistically reliable. The questions for this trait proved to be the most difficult for the respondents. A point to note is the low mean scores per item, which averages out at 4.8 for Openness to Experience and equates to "neutral" on the Likert scale.

### **5.6.3 Hypothesis 3**

3 H<sub>0</sub> Agreeableness has no positive impact on BA performance

3 H<sub>A</sub> Agreeableness has a positive impact on BA performance

As evidence in Table 5.8, Agreeableness has been excluded from the equation as its p-value of 0.751 is not significant while its beta of -0.30 reflects no relationship with the BA rank. The regression results do not provide sufficient evidence to reject the null hypothesis. A more detailed analysis of Agreeableness is included below.

**Figure 5-9 Agreeableness**

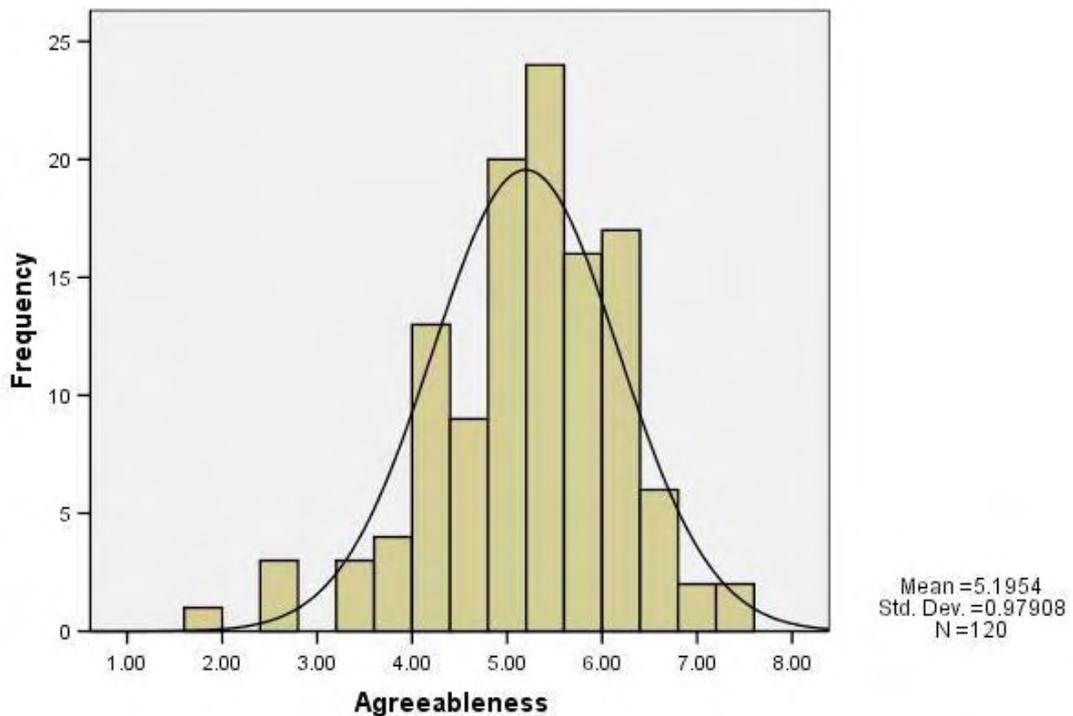


Figure 5-9 appears as a symmetric histogram that represents Agreeableness results for the entire sample with a normal distribution curve.

**Table 5-11 Statistical analysis for Agreeableness trait**

Trait	Question no in questionnaire	Questions	New Code	Mean	Mode	Std. Deviation	Skewness	Kurtosis	Range	Minimum	Maximum	Cronbach's Alpha if Item Deleted
Agreeableness	4	I try to be courteous to everyone I meet	A3a	6.93	8	1.52	-2.13	5.23	8	0	8	0.58
	9	I often get into arguments with my family	A4a	5.5	6	1.95	-0.72	0.03	8	0	8	0.58
	v14	Some people think I'm selfish and egotist	A3b	5.26	8	2.48	-0.53	-0.95	8	0	8	0.54
	v19	I would rather cooperate with others than	A4b	4.76	4	2.26	-0.53	-0.51	8	0	8	0.62
	v24	I tend to be cynical and sceptical of others	A1a	4.35	4	2.20	-0.07	-0.63	8	0	8	0.60
	v29	I believe that most people will take advantage	A1b	1.82	0	1.99	0.95	-0.13	7	0	7	0.60
	v34	Most people I know like me	A3c	7.1	8	1.15	-1.76	3.32	5	3	8	0.63
	v39	Some people think of me as cold and calculating	A3d	5.93	8	2.02	-0.90	0.20	8	0	8	0.58
	v45	I'm hard-headed and tough-minded in my	A6a	2.88	1(a)	2.20	0.69	-0.32	8	0	8	0.60
	v51	I generally try to be thoughtful and considerate	A3f	7	8	1.29	-2.63	10.12	8	0	8	0.61
	v57	If I don't like people, I let them know it	A4c	3.48	2	2.13	0.35	-0.55	8	0	8	0.62
v63	If necessary, I am willing to manipulate people	A2a	3.89	4	2.55	0.16	-1.12	8	0	8	0.63	

As per discussion in section 5.5, Cronbach's Alpha is used to improve reliability. By removing questions 19, 57 and 63 which are highlighted in yellow, as shown in Table 5.11 above, from this personality trait the Cronbach Alpha improves from 0.621 to 0.648, which means this data is not statistically reliable. The overall mean scores for this trait average out at 4.9 for Agreeableness and equates to "neutral" on the Likert scale.

#### **5.6.4 Hypothesis 4**

4 H<sub>0</sub> Conscientiousness has no positive impact on BA performance.

4 H<sub>A</sub> Conscientiousness has a positive impact on BA performance.

The regression analysis found sufficient evidence to reject the null hypothesis; therefore we accept the alternative hypothesis. Conscientiousness was the predictor selected by the stepwise method as the only variable with explanatory power on the dependent variable, BA rank. The adjusted R<sup>2</sup> of 0.025 as seen in Table 5.5 is evidence of this. The solution in Table 5.7 indicates a significance level of 0.48 and a beta of - 0.181, is significant at a 0.05 level. This demonstrates that there is a negative relationship between BA ranking and Conscientiousness which indicates that as a BA moves towards a ranking of one, the BA's Conscientiousness score increases.

**Figure 5-10 Conscientiousness**



Figure 5-10 appears as a symmetric histogram that represents Conscientiousness results for the entire sample with a normal distribution curve.

**Table 5-12 Statistical analysis for Conscientiousness trait**

Trait	Question no in questionnaire	Questions	New Code	Mean	Mode	Std. Deviation	Skewness	Kurtosis	Range	Minimum	Maximum	Cronbach's Alpha if Item Deleted
Conscientiousness	5	I keep my belongings neat and clean	C2a	6.28	8	1.84	-1.09	0.75	8	0	8	0.72
	10	I'm pretty good about pacing myself so as	C5a	6.53	8	1.40	-1.06	0.96	6	2	8	0.68
	v15	I am not a very methodical person	C2b	4.82	4	2.16	-0.38	-0.67	8	0	8	0.73
	v20	I try to perform all the tasks assigned to me	C3d	6.78	8	1.61	-2.16	5.67	8	0	8	0.71
	v25	I have a clear set of goals and work toward	C4a	6.43	7	1.40	-0.82	0.13	6	2	8	0.69
	v30	I waste a lot of time before settling down	C5b	4.93	6	2.26	-0.49	-0.78	8	0	8	0.69
	v35	I work hard to accomplish my goals	C4b	7.35	8	0.93	-2.15	6.65	5	3	8	0.70
	v40	When I make a commitment, I can always	C3e	6.83	8	1.46	-1.97	5.20	8	0	8	0.69
	v46	Sometimes I'm not as dependable or reliable	C3f	5.43	8	2.25	-0.57	-0.82	8	0	8	0.71
	v52	I am a productive person who always gets	C5c	7.19	8	0.88	-0.76	-0.40	3	5	8	0.69
	v58	I never seem to be able to get organized	C2c	6.04	7	1.91	-1.32	1.45	8	0	8	0.68
v64	I strive for excellence in everything I do	C4c	7.14	8	1.13	-2.12	7.18	7	1	8	0.70	

As per discussion in section 5.5, Cronbach's Alpha is used to improve reliability. By removing question 15 which is highlighted in yellow, as shown in Table 5.12 above, from this personality trait the Cronbach Alpha improves from 0.716 to 0.730, although only a small improvement allows this variable to be statistically significant. The overall mean scores for this trait average out at 6.3 for Conscientiousness and equates to "agree" on the Likert scale.

### **5.6.5 Hypothesis 5**

$5H_0$  Neuroticism has no positive impact on BA performance.

$5H_A$  Neuroticism has a positive impact on BA performance.

As evidence in Table 5.8, Neuroticism has been excluded from the equation as its p-value of 0.861 is not significant, while its beta of -0.026 reflects no relationship with the BA rank. The regression results do not provide sufficient evidence to reject the null hypothesis. A more detailed analysis of Neuroticism is included below.

**Figure 5-11 Neuroticism**

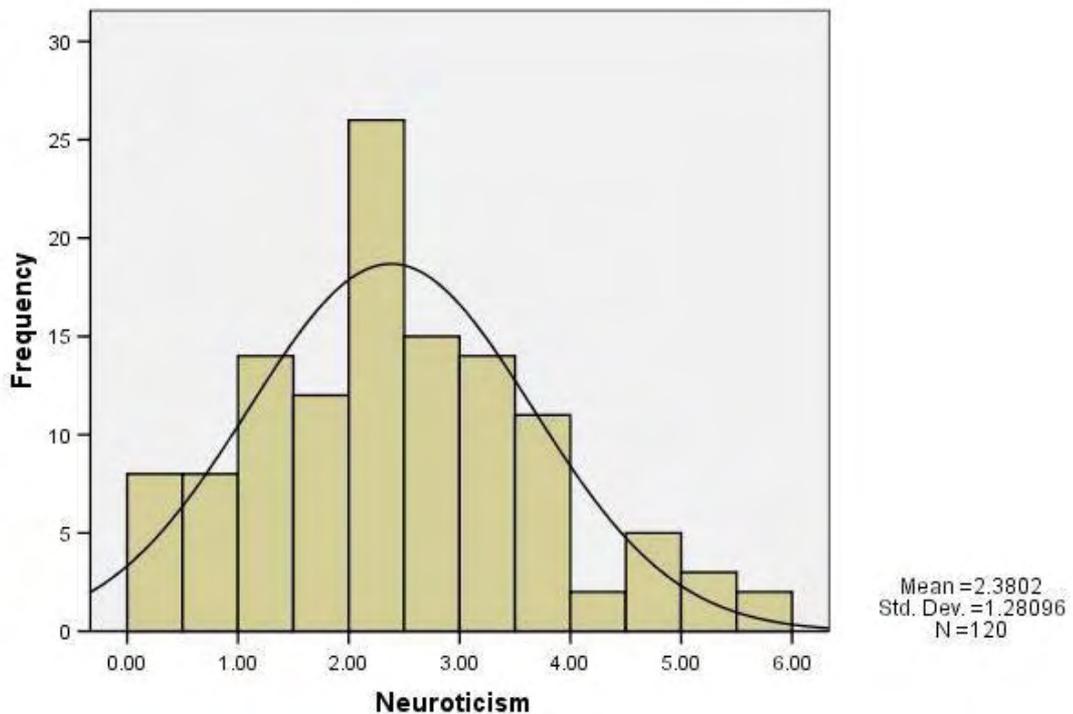


Figure 5-11 appears as a symmetric histogram that represents Neuroticism results for the entire sample with a normal distribution curve.

**Table 5-13 Statistical analysis for Neuroticism trait**

Trait	Question no in questionnaire	Questions	New Code	Mean	Mode	Std. Deviation	Skewness	Kurtosis	Range	Minimum	Maximum	Cronbach's Alpha if Item Deleted
Neuroticism	1	I am not a worrier	N1c	3.22	0	2.61	0.49	-0.95	8	0	8	0.71
	6	I often feel inferior to others	N4a	2.14	0	2.35	0.95	-0.18	8	0	8	0.66
	v11	When I'm under a great deal of stress, so	N6a	2.67	2	2.01	0.60	-0.33	8	0	8	0.64
	v16	I rarely feel lonely or blue	N3a	2.66	0	2.28	0.71	-0.40	8	0	8	0.67
	v21	I often feel tense and jittery	N1a	1.98	0(a)	1.87	0.98	0.45	8	0	8	0.65
	v26	Sometimes I feel completely worthless	N3b	1.6	0	2.10	1.45	1.28	8	0	8	0.65
	v31	I rarely feel fearful or anxious	N1b	5.04	4	2.04	-0.42	-0.53	8	0	8	0.75
	v36	I often get angry at the way people treat me	N2a	3.33	2	2.26	0.29	-0.69	8	0	8	0.64
	v42	Too often, when things go wrong, I get dis	N3c	2.11	1	2.07	0.92	-0.04	8	0	8	0.62
	v48	I am seldom sad or depressed	N3d	2.64	0	2.36	0.69	-0.62	8	0	8	0.68
	v54	I often feel helpless and want someone else	N6b	1.46	0	1.71	1.82	4.14	8	0	8	0.65
	v60	At times I have been so ashamed I just w	N4b	2.73	0	2.40	0.66	-0.65	8	0	8	0.66

As per discussion in section 5.5, Cronbach's Alpha is used to improve reliability. By removing questions 1, 16, 26 and 31 which are highlighted in yellow, as shown in Table 5.13 above, from this personality trait the Cronbach Alpha improves from 0.688 to 0.744, although only a small improvement allows this variable to be statistically significant. The overall mean scores for this trait average out at 2.6 for Neuroticism and equates to "disagree" on the Likert scale.

### **5.6.6 Hypothesis 6**

$H_{6_0}$  the most successful SAB BA's share no common personality traits

$H_{6_A}$  the most successful SAB BA's share common personality traits

In order to test this hypothesis, the BA rank was split at a median of 21. All BA's ranked above and equal to 21 were placed into one group and all BA's ranked below 21 were put into a separate group as highlighted in Table 5.14. This was a median split rather than a mean split as is customary, since all the BA ranked data was ordinal in nature. Using this backbone, two-sample t-tests was run.

**Table 5-12 Group Median Split**

	rank	N	Mean	Std. Deviation	Std. Error Mean
Motivation	>= 21	60	33.97	4.97	0.64
	< 21	60	34.53	4.26	0.55
Neuroticism N	>= 21	60	19.48	10.41	1.34
	< 21	60	18.60	10.15	1.31
Extraversion N	>= 21	60	69.23	9.46	1.22
	< 21	60	70.70	7.67	0.99
Openness N	>= 21	60	51.52	10.80	1.39
	< 21	60	52.95	10.63	1.37
Agreeableness N	>= 21	60	46.87	8.59	1.11
	< 21	60	46.65	9.10	1.17
Conscientiousness N	>= 21	60	69.57	9.75	1.26
	< 21	60	72.32	8.57	1.11

As is evidence in Table 5.14, the two groups have no significant findings for any personality trait and hence we fail to reject the null hypothesis. The only significant difference to mention is the mean score for the two groups for Conscientiousness.

**Table 5-13 Levene's Test**

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Motivation	Equal variances assumed	1.69	0.20	-0.67	118.00	0.50	-0.57	0.84	-2.24	1.11
	Equal variances not assumed			-0.67	115.32	0.50	-0.57	0.84	-2.24	1.11
Neuroticism N	Equal variances assumed	0.03	0.87	0.47	118.00	0.64	0.88	1.88	-2.83	4.60
	Equal variances not assumed			0.47	117.92	0.64	0.88	1.88	-2.83	4.60
Extraversion N	Equal variances assumed	3.83	0.05	-0.93	118.00	0.35	-1.47	1.57	-4.58	1.65
	Equal variances not assumed			-0.93	113.14	0.35	-1.47	1.57	-4.58	1.65
OpennessN	Equal variances assumed	0.05	0.83	-0.73	118.00	0.47	-1.43	1.96	-5.31	2.44
	Equal variances not assumed			-0.73	117.97	0.47	-1.43	1.96	-5.31	2.44
Agreeableness N	Equal variances assumed	0.04	0.85	0.13	118.00	0.89	0.22	1.62	-2.98	3.42
	Equal variances not assumed			0.13	117.62	0.89	0.22	1.62	-2.98	3.42
Conscientiousness N	Equal variances assumed	0.87	0.35	-1.64	118.00	0.10	-2.75	1.68	-6.07	0.57
	Equal variances not assumed			-1.64	116.09	0.10	-2.75	1.68	-6.07	0.57

Table 5.15 is a second T-test called a Levene's Test. The justification for running a Levene's test, according to Hair et al. (1998), is to assess whether the variances of a single metric variable (i.e Motivation) are equal across the two groups.

It is important to know which one to use. When comparing groups like this, their variances must be relatively similar for the first t-test to be used. Levene's test checks for this. If the significance for Levene's test is 0.05 or below, then the "Equal Variances Not Assumed" test (the one on the bottom) is used. Otherwise the "Equal Variances Assumed" test (the one on the top) is used. In this case, the significance results were above

0.05 and the "Equal Variances Assumed" was used. The results revealed that there is no significant difference between the two groups across any of the independent variables at a 0.05 level of significant.

### 5.6.7 Hypothesis 7

7H<sub>0</sub> Level of Motivation in a BA does not mediate the relationship between personality and BA success.

7H<sub>A</sub> Level of Motivation in a BA mediates the relationship between personality and BA success.

**Table 5-14 Excluded Variables**

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
					Tolerance
Motivation	-.076(a)	-0.727	0.469	-0.067	0.762
Neuroticism N	-.026(a)	-0.233	0.816	-0.022	0.687
Extraversion N	-.114(a)	-1.191	0.236	-0.109	0.899
Openness N	-.047(a)	-0.491	0.624	-0.045	0.912
Agreeableness N	-.030(a)	-0.318	0.751	-0.029	0.955

a. Predictors in the Model: (Constant), Conscientiousness N

b. Dependent Variable: rank

Table 5.16 is a repeat of Table 5.8, but the reason for its inclusion is to show evidence that a stepwise regression was run to test this hypothesis. The only value of importance is 0.469 under the column labelled "Sig". This p-value shows that there is no statistical significance to reject the Null hypothesis.

To substantiate this even further Table 5.17 and Figure 5.12 were included.

**Table 5-15 Statistical analysis for Motivation**

Motivation										
Question no as per questionnaire	Questions	New Code	Mean	Mode	Std. Deviation	Skewness	Kurtosis	Range	Minimum	Maximum
v41	I am challenged by a desire to perform my job (your job or studies) better than other	M1a	6.94	8	1.239	-1.183	0.879	5	3	8
v47	I focus my attention on being the best at what I do ( your job or studies).	M2b	7.04	8	1.184	-1.441	2.411	6	2	8
v53	I set personal goals for obtaining more out of life than anyone else	M3c	6.56	7	1.371	-0.95	0.415	6	2	8
v59	I never give up trying to perform at a level higher than others	M4a	6.56	8	1.437	-1.191	1.535	7	1	8
v65	I always try to be the highest performer in what I do.	M5a	7.15	8	1.042	-1.393	1.663	4	4	8
<b>Summary</b>	<b>Motivation</b>		<b>34.25</b>	<b>40</b>	<b>4.61683</b>	<b>-0.879</b>	<b>0.675</b>	<b>21</b>	<b>19</b>	<b>40</b>

The important column in this Table 5.17 is labelled “Mean”. These figures show that on average all the respondents range from “agree” to “strongly agree” on the Likert scale, with minimal standard deviations around these very high means. Hence Hypothesis 7 could not be tested as evidence by the low levels of variance.

**Figure 5-12 Histogram for Motivation**

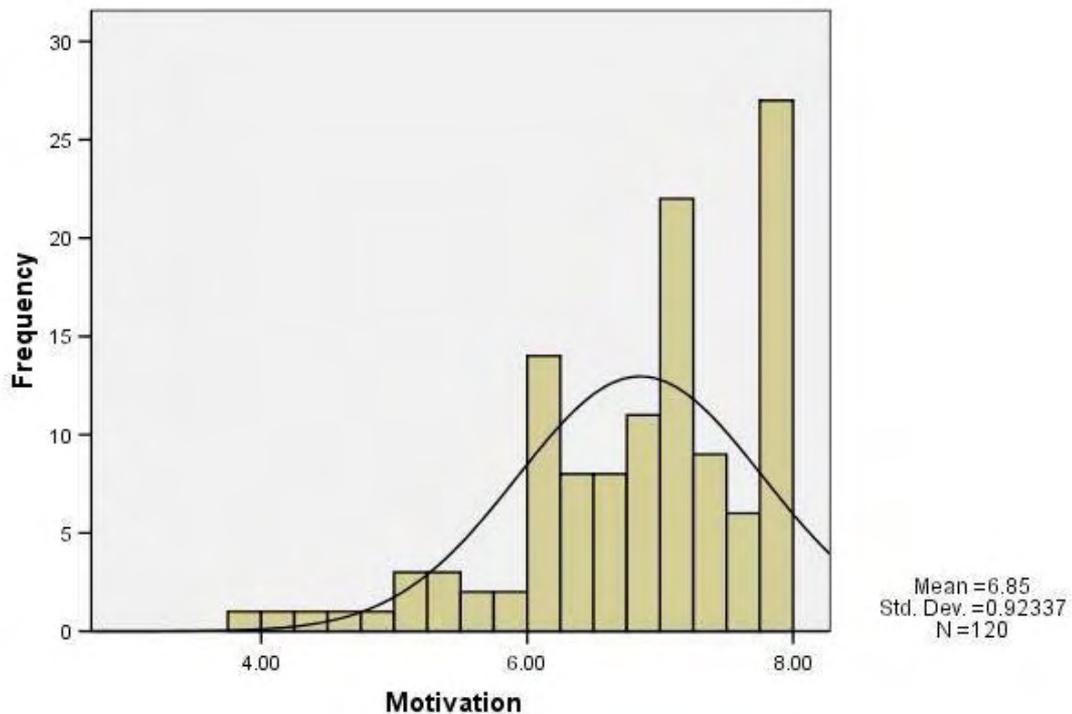


Figure 5.12 above is a histogram that represents Motivation with an abnormal distribution curve that is clearly skewed to the left. In order to access Motivation as a mediator of personality, you would look for a distribution score that approximates reality, which is not true in this case as can be seen from the Motivation graph above which is sample specific.

## 5.7 Summary

For ease of viewing, Table 5.18 has been created. It consolidates the detailed analysis discussed above in a single table. Of the seven Null hypotheses set out in chapter three only hypothesis 4, which dealt with Conscientiousness, accepted the Alternative hypothesis.

**Table 5-16 Summary of Accept or Reject Null Hypothesis**

Hypothesis No.	Description	Significant levels ( $p$ )	Accept or Reject $H_0$ Hypothesis
Hypothesis 1	1 $H_0$ Extroversion has no positive impact on BA performance	0.236	Fail to reject $H_0$ Hypothesis
	1 $H_A$ Extroversion has a positive impact on BA performance		
Hypothesis 2	2 $H_0$ Openness to Experience has no positive impact on BA performance	0.624	Fail to reject $H_0$ Hypothesis
	2 $H_A$ Openness to Experience has a positive impact on BA performance		
Hypothesis 3	3 $H_0$ Agreeableness has no positive impact on BA performance	0.751	Fail to reject $H_0$ Hypothesis
	3 $H_A$ Agreeableness has a positive impact on BA performance		
Hypothesis 4	4 $H_0$ Conscientiousness has no positive impact on BA performance	0.048	Accept $H_A$ Hypothesis
	4 $H_A$ Conscientiousness has a positive impact on BA performance		
Hypothesis 5	5 $H_0$ Neuroticism has no positive impact on BA performance	0.751	Fail to reject $H_0$ Hypothesis
	5 $H_A$ Neuroticism has a positive impact on BA performance		
Hypothesis 6	6 $H_0$ The most successful SAB BA's share no common personality traits	0.10 to 0.89	Fail to reject $H_0$ Hypothesis
	6 $H_A$ The most successful SAB BA's share common personality traits		
Hypothesis 7	7 $H_0$ Level of motivation in a BA does not mediate the relationship between personality and BA success.	0.469	Fail to reject $H_0$ Hypothesis
	7 $H_A$ Level of motivation in a BA mediates the relationship between personality and BA success.		

## 5.8 Conclusion

The empirical information presented clearly and concisely around the research hypotheses in this chapter, showed that in order to test the hypotheses 1 to 5 the reliability of the data was improved by applying the Cronbach's Alpha. Based on the new data, a stepwise regression was run that showed only one of the traits was statistically significant. The most significant finding in this study relates Hypothesis 4 which deals with Conscientiousness as a trait of personality. It was found to be statistically significant at a level of 0.05 however it was not practically significant. Hypothesis 6 was tested using a T-test, which showed that there was no statistical significance which meant we failed to reject the Null hypothesis. Hypothesis 7 data was tested against a stepwise regression as well as looking at the histogram. Based on this evidence, we failed to reject the Null hypothesis.

## **CHAPTER 6: Discussion of Results**

### **6.1. Introduction**

The previous chapter dealt with the analysis of the results under each of the hypotheses. The purpose of this chapter is to interpret these results. The results will be analysed with reference to the literature review in chapter two and in terms of the hypotheses documented in chapter three. This chapter will be broken down into five major parts, review of the literature, discussion of results for hypotheses 1 to 5 under one consolidated unit, while hypothesis 6 and 7 will be discussed individually and lastly conclude with an evaluation of T profiles.

### **6.2. Review of the Literature**

According to the literature review, as discussed in chapter two, it was found that all Big Five personality Traits (Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to experience) as well as status striving Motivation are required to be a successful sales representative.

Based on the literature review undertaken by this research paper, the expectations were that the group of 120 BA's would have all (or a large proportion) of the Big Five personality traits. Motivation was also expected to be mandatory by the successful BA's. A clear difference emerged between all hypotheses, except for hypothesis 4, and the literature review. Table 6.1 consolidates the findings from the literature review and the evidence from the research against each of the hypotheses set in chapter three.

**Table 6-1 Consolidation of Literature Review and Evidence from Research**

Hypothesis No.	Five-Factors of Personality	Evidence from Literature review	Evidence from this Research	Significant levels ( <i>p</i> )	Accept or Reject $H_0$ Hypothesis
Hypothesis 1	Extraversion	Positive	Negative	0.236	Fail to reject $H_0$ Hypothesis
Hypothesis 2	Openness to Experience	Positive	Negative	0.624	Fail to reject $H_0$ Hypothesis
Hypothesis 3	Agreeableness	Positive	Negative	0.751	Fail to reject $H_0$ Hypothesis
Hypothesis 4	Conscientiousness	Positive	Positive	0.048	Accept $H_a$ Hypothesis
Hypothesis 5	Neuroticism	Positive	Negative	0.751	Fail to reject $H_0$ Hypothesis
Hypothesis 6	Successful BA's share common personality traits	Positive	Negative	0.10 to 0.89	Fail to reject $H_0$ Hypothesis
Hypothesis 7	Motivation is a mediator	Positive	Negative	0.469	Fail to reject $H_0$ Hypothesis

### 6.3. Discussion of results for hypotheses 1 to 5

Reference to Table 6.1 with particular focus on the column labelled “Significant levels” highlights the fact that all but one of the hypothesis failed to reject the Null hypothesis for a significance of level 0.05.

The possible reasons explaining the differences between the literature review and the unexpected results of this research will be discussed under the following headings: Ranking system, education and age, questions posed in the negative, meaning of words/phases, NEO-FFI questionnaire, recruiting, mindset, respondent’s participation and lastly the NEO-FFI questionnaire as a personality test.

### **6.3.1. Ranking system**

The Egoli region of SAB supplied a list of 40 BA's ranked per brand in descending order per brand. The way this list was derived was to get BA's to complete tasks (as per section 4.6) and award points for doing these tasks. These points were recorded after each activity and at the end of the BA program, the BA's were ranked. The exact mechanics to derive the rankings were not made available. The vigorous nature of the ranking system, the accuracy of the weightings of the various components and the overall validity of the score, were not clear. The major problem is that the BA list supplied by SAB was a ranking (i.e 1, 2, 3) scale instead of a rating (i.e 90 points versus 75 points) scale. The main problem with this is that the multi-regression is a parametric test, while ranking was ordinal data which is non-parametric. By ranking the BA's in this way it is almost impossible to use the rank as the dependant variable in a multi-regression test, consequently the model failed to account for any significant variances between the different personality traits and motivation with BA performance.

### **6.3.2. Education and age**

Costa and McCrae (1991) found that Openness to experience had a correlation with education level, and how respondents interpreted words / phrases, which impacted on their results. The higher the respondent's level of education, the more "open" they became.

Another finding by Costa and McCrae (1991) was that although the levels of personality traits are stable in adulthood, there are significant

changes between adolescence and early adulthood. They recommend that individuals aged between 17 and 21 complete the College version of the NEO-FFI instead of the Adult version. The reason for this is that as individuals get older, they tend to be slightly lower on Neuroticism, Extraversion and Openness to experience while being higher on Agreeableness and Conscientiousness, compared to younger adults. Seven and a half percent of the sample in the current research fell between the age of 19 and 21 years of age, which may have influenced the results.

### **6.3.3. Questions posed in the negative**

Based on an in depth analysis of the questions that were stated in the negative, these proved to be a huge stumbling block for all respondents. This is evidenced by the removal of 37 percent of the 27 questions stated in the negative which helped improve the Cronbach Alpha per personality trait. Of the 27 negative phrased questions, there were 13 instances where a noticeable difference in mean raw score data found between black and white BA answers.

Taylor and Boeyens (1991) found that mother tongue interference has an influence on how respondents understand or misunderstand test items in another language. Second language users might apply rules from their first language onto their second language. An example of this is that black people saw “parties” as referring to either traditional gatherings or unstructured events compared to the more structured and organised concept for whites.

Questions posed in the negative can pose difficulty for black speakers. Taylor (2000) found that a speaker of an African language tends to agree with the negative part of the question and therefore answers “yes” when compared to a person from a white cultural background who would answer “no”. The answer from an African cultural background is in agreement with the negatively phrased questions. There are numerous examples, but for the purpose of this section only, two examples will be discussed.

Question one was, “I’m not a worrier” which is a negatively stated question and the meaning of which was unclear, gave an incorrect mean and a neutral position taken on the Likert scale that the BA’s completed. However, the expectation was to receive a “strongly agree” response on the Likert scale to this question, which would equate to a mean score of seven.

Question 27 was, “I prefer to do things alone”, which again is a negatively stated question. The meaning was not completely understood by the BA’s and similarly to question one a mean of four was found, which equates to “neutral” on the Likert scale. However, the expectation was to receive a “strongly disagree” response to this question on the Likert scale which would equate to a mean of one.

#### **6.3.4. Meanings of words / phrases**

Taylor and Boeyens (1991) found words can have different meanings for different cultures. Keeping in mind that the NEO-FFI questionnaire uses

American terminology, this can have implications for all non-American respondents when completing the questionnaire.

During discussions after completion of the NEO-FFI questionnaire, some of the black BA's indicated experiencing difficulty in responding to the American English in the NEO-FFI. This supports the findings of Taylor (2000) who found the following words caused problems for black respondents: cynical, blue (as in "I really feel lonely and blue"), egotistical and curiosity. Interpretation of the language may be the reason for the low Cronbach Alpha and reliability coefficient scores.

An example of this was question 12 which is also worded in the negative, "I don't consider myself light-hearted". The mean for non reserved data for the entire sample was four which equates to "neutral" on the Likert scale that the respondents completed. However the expectation was to receive a "disagree" response on the Likert scale to this question, which would equate to a mean score of two. The meaning of the phrase "light-hearted" was unclear and hence an incorrect mean was found and a neutral position taken.

Question 38, "I believe that we should look to our religious authorities for decisions on moral issues", Taylor (2000) found this to be western ideology compared with how South African black people consult numerous different religious authorities. This proved to be invalid for South Africa. The expectation was for a more overwhelmingly positive response, while a neutral response was found.

### **6.3.5. NEO-FFI Questionnaire**

Taylor's (2000) overall findings and conclusion was that the NEO-PI (NEO-FFI is the shortened version) needs to be adapted for South Africa as culturally, black South Africans were different from white Americans as well as having greater ethnic diversity. Taylor (2000) also found in her black sample that Openness to experience had a very low Cronbach Alpha score, due to several items in the questionnaire. Her findings proved that this questionnaire was not appropriate measures of personality traits for black South Africans. Costa and McCrea (1991) state that several studies were quoted showing that the NEO PI-R had to go through a number of steps and procedures before it was regarded as scientifically acceptable in other cultures. According to Barrick and Mount (1991) there are many researchers who are critics of the FFM which uses the five personality traits to measure personality.

### **6.3.6. Recruiting**

The brief to the CDR's was to find successful BA's (with an emphasis on black BA's) in pubs, as this had proved to be a successful market based on previous BA programmes. The problem with this brief is the recruitment of BA's from a restricted portion of the population, since it only includes people who frequent pubs. Finding them in this social environment would also imply that they were extroverts and this meant that the BA sample recruited was very homogenous.

### **6.3.7. Mindset**

The theme of the parties was “reunion”. The invitations were sent out two weeks prior to the two BA parties to inform them of time, venue, dress code, activities and dates. The problem with this was that the expectation of having a good time at SAB’s expense overwhelmed the real aim of collecting the data for the research. This would account for the faster average time spent to complete the test, compared to the required time as outlined by Costa and McCrae (1991). This implies that the BA’s wanted to complete the test as fast as possible to allow them to socialise and drink. The other issue was response-bias as twelve instances were found where a neutral response was chosen, while an “agree” or “disagree” response was expected. This is due to the respondent’s wanting to provide the sponsor and host of the party with information that they perceived was being sought and hence they all responded in the same manner, with no statistical differences found in the results between the 120 BA’s.

### **6.3.8. Respondents’ participation**

Although each of the BA’s was phoned, SMS’d and given an option to participate as a volunteer, some may have been forced to attend the events. This became evident by the level of motivation, with respondents not equally motivated to participate in this study. This means that those BA’s who were instructed to participate did not answer the NEO-FFI as honestly as those who volunteered.

### **6.3.9. NEO-FFI as a measure of personality traits**

A position taken by the authors Costa and McCrae (1991) indicated that the NEO-FFI is one of the best personality tests in the world, but that this instrument should not be regarded as the last word in personality assessment. Shortcomings of the NEO-FFI have been raised by other authors (limitation of broad traits) and there is an indication that this may not be the most effective test for measuring personality in South Africa. Barrick et al. (2001, p. 26) states that "it's possible that the reliability measures of the FFM are not as reliable as they ought to be". According to an article written by Goldberg et al. (2006) there are over 300 personality trait measurements available in the public-domain. One of these alternative personality trait tests may have provided more useful results.

### **6.3.10. Hypothesis 4 deals with Conscientious**

Based on the articles researched for this paper, all the researchers found statistically significant relationships between Conscientiousness and sales performance. The reason for this, according to Digma (1990), is that a conscientious person is dependable, reliable and achievement oriented. Hence it is not surprising that this trait came up as statistically significant due to the task the BA's were asked to perform and the type of person required to be a successful BA. The evidence found was that as BA's moved up the ranking scale they became more conscientious. This concurs with the findings by Barrick et al. (2001, p. 11) that, "indeed it is hard to conceive a job where it is beneficial to be careless, irresponsible,

lazy, impulsive and low in achievement striving. Therefore, employees with high scores on conscientiousness should also obtain higher performance at work”.

## 6.4. Hypothesis 6

As is evidence in Tables 5.14 and 5.15, the two groups have no significant statistical differences at 0.05 for any personality trait and hence we fail to reject the Null hypothesis. The only significant difference is the mean scores for the two groups for Conscientiousness, which implies that as a BA moves up in the ranking scale the more conscientious he/she is.

According to Costa and McCrae (1991) the basis of Conscientiousness is self-control. This is manifested in planning, organising and carrying out tasks. The conscientious person is purposeful, strong-willed and determined. The task the BA's were asked to perform led to more conscientious BA's, hence we find a difference in this trait between the top BA's and bottom BA's.

The major reason for failing to reject the Null hypothesis was mentioned in section 6.3.1. The exact mechanics used to arrive at the ranking were not made available. We have no idea as to the vigorous nature of the ranking system, the accuracy of the weightings of the various components or the overall validity of the score. The foremost issue was that the multi-regression is a parametric test, while ranking was ordinal data which is non-parametric. Ranking the BA's means it is almost impossible to use rank as the dependant variable in a multi-regression test.

## 6.5. Hypothesis 7

This hypothesis also revealed a non-significant result, which was not unexpected as our findings correlate with the findings of Barrick et al. (2002) who found that the more Extraverted (which this sample is) a person was, the more they will be motivated by status striving, which, in turn, enables them to perform better as a sales representative. However, what was unexpected was to find such a high concentration of motivated individuals, making it impossible to reject the Null hypothesis since there was no statistical significance.

The possible reasons for these are time available for testing, type of Motivation questions, social desirability and type of individuals.

### 6.5.1. Time available for testing

According to Costa and McCrae (1991) the average time it takes to complete a NEO-FFI test is ten to fifteen minutes and this was in line with our pre-testing. The reasons for adding only five status striving Motivation questions were that:

- The requirement for the sample to be statistically significant meant that the number of variables that could be included was limited. There should be enough questions for useful analysis, but not too many to add unnecessary complexity.
- The length of time that the BA's would sit in front of a computer knowing that free food and drinks were available as well as a time to socialise with past BA's, limited the number of questions added.

- In line with what was found by Barrick et al. in 2002, status striving had the highest correlation between Extraversion and job performance. Five of these were chosen in this research paper.

### 6.5.2. Type of Motivation questions

**Table 6-2 List of status striving Motivation questions**

	Item
<b>Motivation</b>	I am challenged by a desire to perform my job (or studies) better than anyone else.
	I focus my attention of being the best at what I do (your job or studies)
	I set personal goals for obtaining more out of life than anyone else.
	I never give up trying to perform at a level higher than others
	I always try to be the highest performer in what I do.

Table 6.2 presents the five Motivation questions added to the NEO-FFI. The choice of the five Motivation questions in hindsight was too direct, which led to the very high mean score per question. Another point to consider is that some of the Motivation questions should have been phrased in the negative. The respondents were informed that the test would take about 15 minutes but in reality the mean for completion was nine and a half minutes - evidence that more Motivation questions could have been added. The other limitation is that Motivation is obtained from a self response and is subject to common method bias.

### 6.5.3. Social desirability

According to Welman & Kruger (2001) respondents deliberately answer questions that they believe will be socially acceptable. The absence of a social desirability scale made it impossible to consider its affect on the NEO-FFI. Barrick et al. (2001) supports this point of view by saying

allowing individuals to conduct self- reports on their personality will not provide you with a accurate assessment of the individually.

#### **6.5.4. Types of individuals**

The brief for the CDR's was to find highly motivated individuals who were strong, confident people with an established social network, already playing the role of organiser in the peer group and had the potential to influence them. Comparing the Motivational means between the different brands provided evidence that the Castle BA's were the least motivated of the three groups.

Using a stepwise multiple regression it was established that Motivation amongst the Castle BA's did indeed have a statistical significance of 0.003 and an adjusted R square of 18.3 percent. This implies that there was a significant variation in Motivation amongst Castle BA's and that Motivation is indeed a criteria to be used in predicting strong BA's from under performing BA's. What is interesting is that the mean age of the Castle BA's was the highest amongst the three groups which implies that the older you are, the less motivated you become. This is evidenced by finding a statistical significance in Motivation between the older Castle group and the other groups of BA's, as 53 percent of the sample was 25 years or younger.

### **6.6. T Profiles**

This next section introduces a new body of evidence that was found during the in depth analysis of the data. Although this result does not support any of the

hypotheses set out in chapter three, it supports our assumption that reviewing the sales literature was fitting.

### **6.6.1. Converting the raw data**

As explained in section 4.6, the NEO-FFI questionnaire was used to collect the raw score from each BA. According to Costa and McCrea (1991) the raw scores from the NEO-FFI are converted to T scores which allows graphing of individual or group scores. This process allows for a comprehensive sketch for each of the five personality traits and allows for a comparison to other groups of personality traits.

### **6.6.2. Evidence on T Profiles**

Over the decades Costa and McCrea (1991) have refined the scales based on rational and factor analytical methods. According to them the mean T scores for an average adult (men and women combined) per trait are:

- 27 for Extraversion
- 32 for Agreeableness
- 27 for Openness
- 34 for Conscientiousness
- 19 for Neuroticism

Morrison (1997) used the NEO-FFI on a group of franchisees to investigate various personality traits and the relationship with

performance. The findings for franchisees that performed the best, obtained T scores per trait as follows:

- Extraversions 33
- Agreeableness 32
- Openness 25
- Conscientiousness 37
- Neuroticism 15

In a book written by Seid and Thomas (2006) called *Dummies for Franchisee* they outline the type of person you need to be if you want to be a successful franchisee.

They highlight five areas:

- the ability to sell,
- must like people
- good communication skills
- have positive relationship with customers
- meet customers needs

This implies that a franchisee needs to be a sales representative which allows for comparing the T scores of the two groups.

The findings from this research showed the T scores per trait for BA's were:

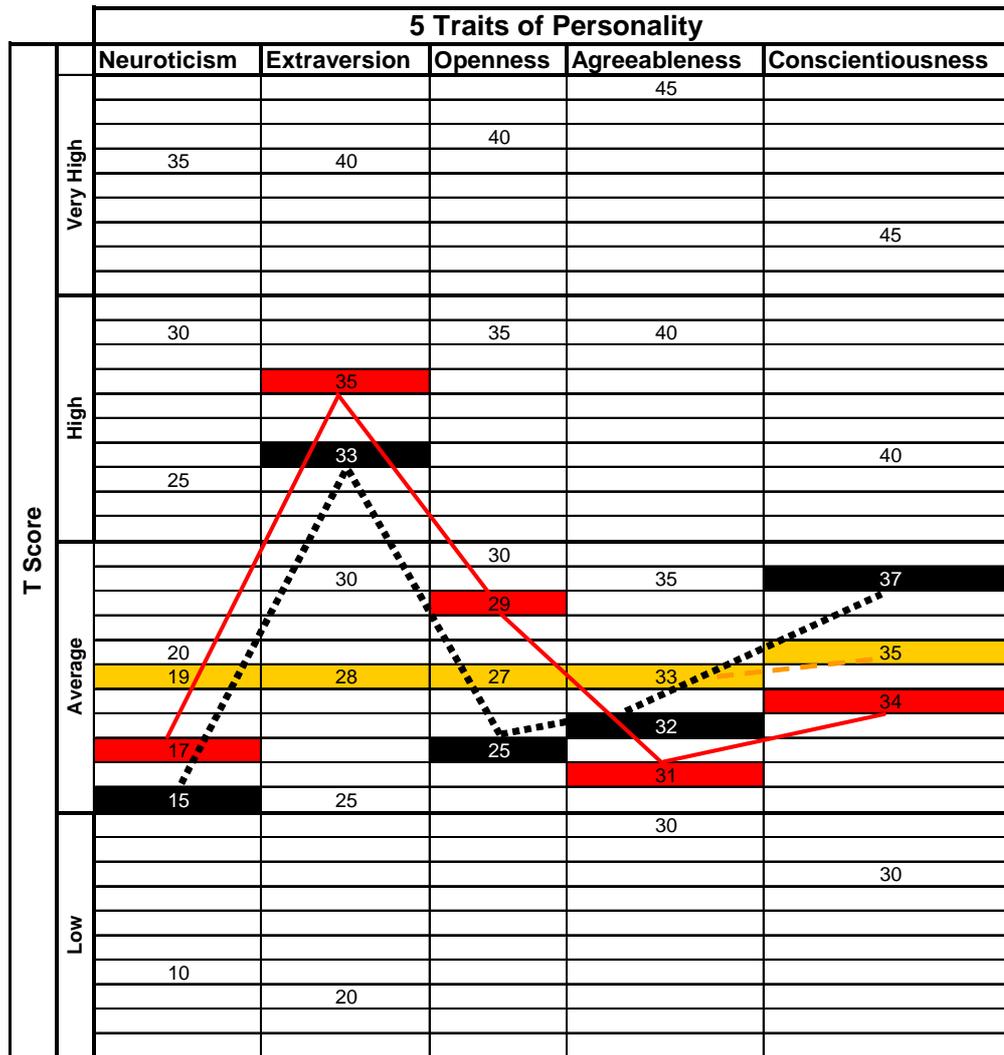
- Extraversions 35
- Agreeableness 31
- Openness 29
- Conscientiousness 34
- Neuroticism 17

Table 6.3 below summaries the T scores mentioned above into one table, to facilitate ease of comparing the 3 sets of T-scores. These raw T scores were then converted to a graph depicted below.

**Table 6-3 List of raw T scores**

<b>Big-Five personality traits</b>	<b>Costa and McCrea (1991)</b>	<b>Morrison (1997)</b>	<b>Our Findings</b>
Neuroticism	19	15	17
Extraversion	28	33	35
Openness	27	25	29
Agreeableness	33	32	31
Conscientiousness	35	37	34

Figure 6-1 Visual representation of the raw T scores



Legend		
Strip	Box colour	Description
		BA profile
		Successful Franchisee
		Average human

### 6.6.3. Interpreting the Graph

Comparing the BA's T score found in this research paper to the T scores found by Morrison (1997) indicates that the BA's researched in this report have a strong sales profile, which substantiates two outcomes. Firstly the profile of our BA differs from the average human being as per Costa and McCrae (1991),

which implies that the recruiting of BA's according to a personality profile is vital to their success. The second outcome implies that BA's are a type of sales representative.

## **6.7. Conclusion**

The disappointing results were discussed as per the hypotheses set out in chapter three and in terms of the literature review in chapter two. This showed an in-depth insight into the findings in terms of both the context of the study and in light of the theory base, and the plausible reasons for not achieving the results we expected. The only personality trait that was statistically significant with BA rank was Conscientiousness, but this is not practically significant. The rest of the personality traits failed to have any statistical significance with BA ranking. The major focus of this study was the association between the Big Five traits of personality and BA performance on which hypotheses 1 to 5 were based. The ranking supplied by SAB proved to be flawed.

Although no hypothesis was set for comparing the T scores of BA's to those of successful sales representatives and the average human being, the results outlined in Figure 6.1 revealed a positive relationship between BA's personality traits and successful franchisees personality traits, which supports the idea that the BA's are a type of sales representative.

## **CHAPTER 7: Conclusion and Recommendations**

### **7.1. Introduction**

This last chapter outlines the main findings of the research and makes recommendations to management and recruiting experts interested in recruiting BA's. The chapter concludes by suggesting additional future research areas.

### **7.2. Main finding of the research**

The unexpected and disappointing results should not render this research meaningless. The relationship between the variables and the findings showing non-significance represents an extension to the existing body of knowledge. Additionally, such research findings prevent future researchers making similar errors and stimulate future research.

According to the literature review, a successful sales representative requires all Big Five personality traits as well as status striving Motivation. Using this as a platform, this research paper found that high performing BA's differed significantly from their lower performing counterparts on only one of the Big Five personality traits, Conscientiousness. Its low contribution to BA performance rendered it practically insignificant despite it being statistically significant. The major reason for the unexpected results was that the dependent variable (BA ranking) was non-parametric. When using performance as a dependent criterion in a multiple regression equation, the ranking system must be valid and based on a sound performance proxy. As the research indicates, it is preferable to use

performance data that is based on rating scales rather than ranking scales. A stepwise regression equation can then be used to identify the personality traits responsible for performance.

Respondents demonstrated a high level of motivation, with little variance. While the expectation was to find a range of motivation levels, the majority of the sample was highly motivated (see Figure 5-12) and this made it impossible to test the Null hypothesis.

Understanding what personality traits are required to be a successful BA and to identify what motivates them, would ensure that a BA program can be used to achieve marketing objectives. This research extended the current body of literature concerning personality traits and job performance and measuring motivation as a mediator, in two areas.

Firstly, the findings in this research paper concur with those of Taylor (2000), who found that the language and questions phrased in the negative in the NEO PI-R (from which the NEO-FFI is derived) must be adapted for South Africa before psychologists can derive any benefit from using this questionnaire.

Secondly, this research found that the T profile of BA's is similar to that of successful franchisees as measured by Morrison (1997). These two groups differ substantially from the T profile of an average adult, as found by Costa and McCrae (1991).

## **7.3. Recommendations to Managers & Recruitment experts**

### **7.3.1. Tasks performed by BA's**

It is the opinion of the researcher that the tasks required by the performance proxy, as outlined in section 4.6 cannot be used as a measure of performance, but rather as an indicator of Conscientiousness. Anyone who is diligent and conscientious would ably carry out the performance proxy tasks, but this alone does not make such a person a successful BA. The tasks mentioned below will better deliver on the performance proxy:

- BA's should be required to complete a product knowledge questionnaire every month, containing intrinsic and extrinsic questions about the brand they represent. On pack information; television, radio, outdoor and printed advertising; as well as the brand's website would be a resource to answer these. This would firstly encourage the BA's to find out more about the brand, but would also indicate the level of enthusiasm and passion that the BA truly shares with the brand. It is this brand insight that is required to convert non- and lapsed users and which is such a key deliverable of a BA.
  
- Inviting five new reference consumers (consumer who match the brand within a certain age group) to each brand specific party. This would be an indication of the size and quality of the BA's social network as well as the level of extroversion that the BA exhibits. Ideally BA's should have a

large network of friends who they are able to influence and convert. Without this a BA programme has less potential at success.

- The completion of a questionnaire at these parties will provide valuable information about the ability of the BA to have spread the brand's intrinsic and extrinsic messages.

### **7.3.2. Static versus dynamic performance**

Thoresen et al. (2004) state that studies of the relationship between personality and static performance measures have been the norm, despite established evidence that performance is dynamic. This leads to inaccurate assumptions about the stability of performance which might result in incorrect conclusions about personality-performance relationships. These incorrect assumptions could be costly to an organisation that relies on research findings to make selection decisions or choosing the best programme for training employees. The best results are achieved by evaluating an individual or team over a period of time instead of once off.

### **7.3.3. Language Proficiency**

Before applying a psychometric test to any respondents in South Africa, language proficiency should be undertaken to ensure understanding of the questions and more accurate results would be achievable.

#### **7.3.4. Choice of Psychometric Questionnaire**

The NEO-FFI questionnaire is an abbreviated version of the NEO PI-R questionnaire and should be administered only when time is limited. The NEO-FFI has been statistically proven to report on an individual's personality traits but would recommend that managers used the NEO PI-R. The reasons are that it covers all the Big Five traits of personality more comprehensively.

Managers must not base their decision solely on the results of the NEO-FFI, but also physically interact with respondents to get a holistic view of the person and personality profile.

#### **7.3.5. Rating Scale**

If an organisation truly wants to appraise the success of a project, consider that rating data is more statistically sound than ranking data. Rating per task would be useful to identify the correlation between the tasks and performance or motivation. If there are misallocations at this stage, the quality of the data in the end phase is compromised. If ranking is used, then a ranking scale as a percentage out of 100, would allow for multiple stepwise regression.

#### **7.3.6. Recruitment market**

Although recruitment of BA's for this research was from pubs, it is a very small section of the South African market and is an inadequate sample size for effective BA recruitment. Other locations such as house parties, tertiary institutions and referrals by friends should also be considered.

This would ensure a more diverse group from which to identify the personality's required to be a successful BA's. Additionally, modification to the types of questions included in the initial informal questioning of potential BA's by CDR's would result in a better selection of BA's. The inclusion of more Extraversion questions and Openness to Experience, rather than Conscientiousness questions from the NEO-FFI, would deliver a higher calibre of BA.

### **7.3.7. Motivation**

As stated in section 6.5.2, only five status striving motivational questions were added to the NEO-FFI due to time constraints. However, the mean time to complete the NEO-FFI was found to be nine and a half minutes, although the respondents were told that it would take ten to fifteen minutes to complete the questionnaire. Essentially, it would have been possible to include more Motivation questions and the recommendation is to add all 31 items identified by Barrick et al. (2002) to the NEO-FFI. These measure the three motivational orientation measures, which include accomplishment striving, status striving and communion striving. This would make it possible to identify the type of motivation which mediates between personality traits BA's and performance.

## **7.4 Recommendation for future research**

This section outlines five areas of additional research which could contribute to understanding personality traits, motivation and job performance associations.

#### **7.4.1 Apply the NEO PI-R test instead of the NEO-FFI**

In conjunction with a registered psychologist, administer the NEO PI-R questionnaire on a similar sample of BA's. According to Costa & McCrae (1991) the NEO PI-R is a more concise measure of the five traits of personality than the NEO-FFI questionnaire, which provides a brief measure of the five traits of personality. The more the questionnaire is abbreviated for speed and convenience, the less precise the result. The only limitations for the use of the unabridged version for the purposes of this study would be the 30 to 40 minutes required to complete the NEO PI-R questionnaire.

#### **7.4.2 Develop a BA measurement system**

The main purpose of BA's is to spread a brand-specific message, which contains intrinsic and extrinsic benefits. Brand managers need to use their financial acumen to justify spending limited financial resources on BA's to deliver long term gains in terms of increased sales and market share. Using this as a platform, it suggests that research be done in the area that measures how successful BA's are at converting non-users or lapsed users to regular or frequent users of the product they are supporting.

#### **7.4.3 Convert the NEO-FFI from English to a vernacular**

Another area of research is to establish a team comprising of a registered psychologist and a translator who is bilingual in English and a commonly used black South African language, for the purposes of translating the NEO-FFI questionnaire. This would allow for a new

translated version of the NEO-FFI questionnaire to be tested on black South Africans.

#### **7.4.4 Test narrow rather than broader traits of personality**

This study focused exclusively on the broad traits of personality while many researchers have argued as per section 2.5.3 that the narrow traits are better predictors of sales performance. Future research might attempt to replicate this study but focus on the narrow traits to potentially identify which of these correlate with job performance.

#### **7.4.5 Run the same test using a new performance proxy**

One of the fundamental flaws in this research was the ranking scale provided. It is the opinion of the researcher that if the performance proxy's highlighted in 7.3.1 were implemented in future SAB BA programmes, the ability to use a rating scale would identify the personality traits that are required to be a successful BA.

#### **7.4.6 Extending the population and sample**

One of the major limitations was this study was that it covered only one region and sector of the industry. By extending the population to include different business categories within SA and extending the sample across a wider geographical area, a wider selection of brands within the alcoholic industry and across different age groups, a more comprehensive result could be expected.

## 7.5 Conclusion

This chapter highlighted the main findings of the research and provided recommendations to key stakeholders and future researchers. This research has raised more questions and opportunities than it originally set out to do.

As competitiveness in the business environment continues to increase, using BA's to potentially secure market share and creates new brand opportunities, can have a notably positive impact on the bottom line. By creating evangelists out of customers to spread the word and recruit new customers, the business can achieve their growth objectives and use these BA's as volunteers for their marketing and sales departments. Correctly identifying the personality traits to recruit the most suitable BA's and discovering what motivates them, remains the challenge facing marketers.

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# APPENDIX 1

## NEO-FFI Questionnaire



# APPENDIX 2

## Re-coding of descriptors



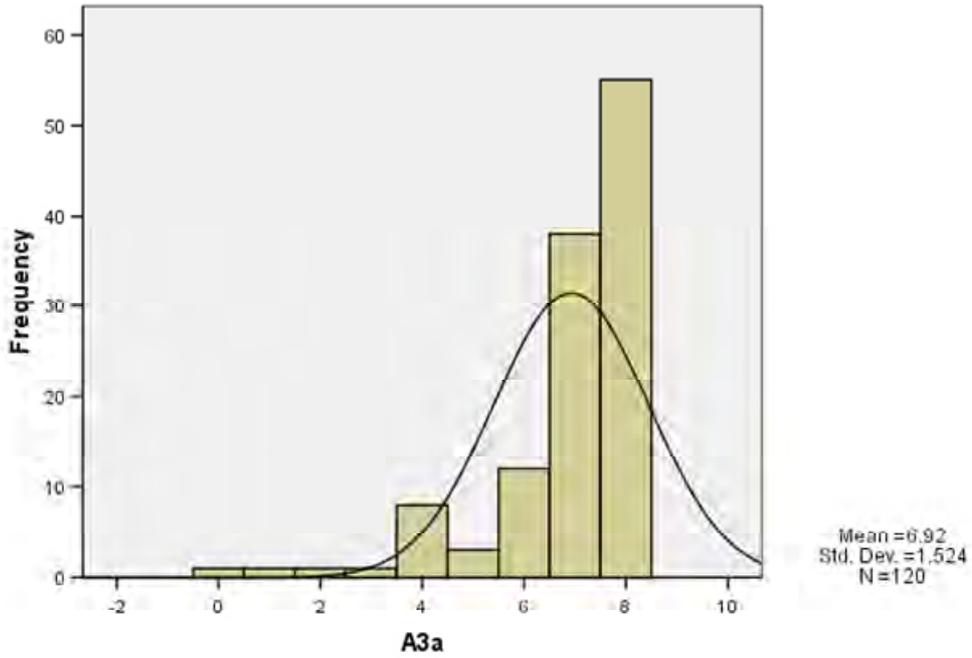
Questions No Re-coding		Descriptor Re-Coding		
Question No		Re-coded	Descriptor	Re-coded
1	→	1	N1	→ N1c
2		2	E2	E2a
3		3	O1	O1a
4		4	A3	A3a
5		5	C2	C2a
6		6	N4	N4a
7		7	E6	E6a
8		8	O4	O4f
9		9	A4	A4a
10		10	C5	C5a
11	→	v11	N6	→ N6a
12		v12	E6	E6b
13		v13	O2	O2b
14		v14	A3	A3b
15		v15	C2	C2b
16		v16	N3	N3a
17		v17	E1	E1a
18		v18	O6	O6a
19		v19	A4	A4b
20		v20	C3	C3d
21		v21	N1	N1a
22		v22	E5	E5a
23		v23	O2	O2c
24		v24	A1	A1a
25		v25	C4	C4a
26		v26	N3	N3b
27		v27	E2	E2b
28		v28	O4	O4g
29		v29	A1	A1b
30		v30	C5	C5b
31		v31	N1	N1b
32		v32	E4	E4a
33		v33	O3	O3e
34		v34	A3	A3c
35		v35	C4	C4b
36		v36	N2	N2a
37		v37	E6	E6c
38		v38	O6	O6b
39		v39	A3	A3d
40	→	v40	C3	→ C3e
41		v41	M1	M1a
42		v42	N3	N3c
43		v43	E6	E6d
44		v44	O2	O2d
45		v45	A6	A6a
46		v46	C3	C3f
47		v47	M2	M2b
48		v48	N3	N3d
49		v49	E4	E4b
50		v50	O5	O5a
51		v51	A3	A3f
52		v52	C5	C5c
53		v53	M3	M3c
54		v54	N6	N6b
55		v55	E4	E4c
56		v56	O5	O5b
57		v57	A4	A4c
58		v58	C2	C2c
59		v59	M4	M4a
60	→	v60	N4	→ N4b
61		v61	E3	E3a
62		v62	O5	O5c
63		v63	A2	A2a
64		v64	C4	C4c
65		v65	M5	M5a

# APPENDIX 3

## Histogram per Question

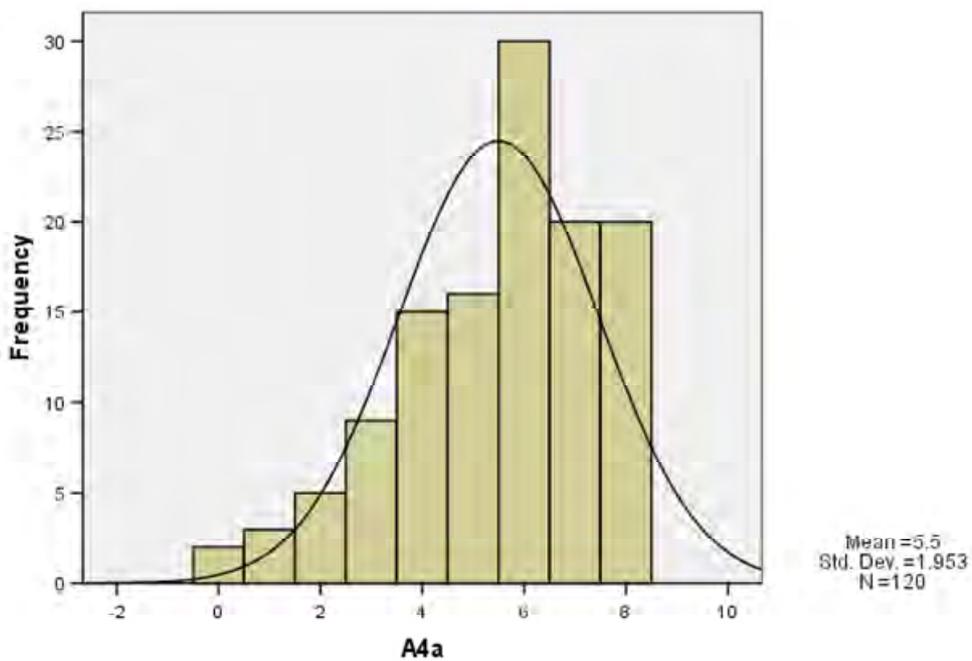
Question 4

A3a

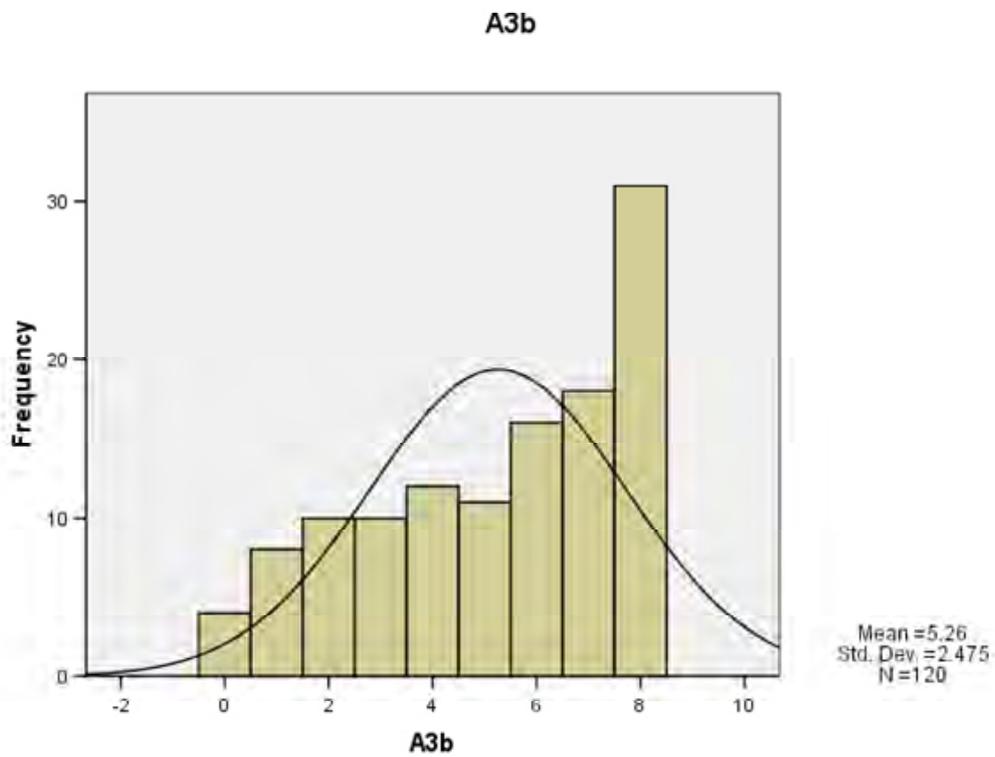


Question 9

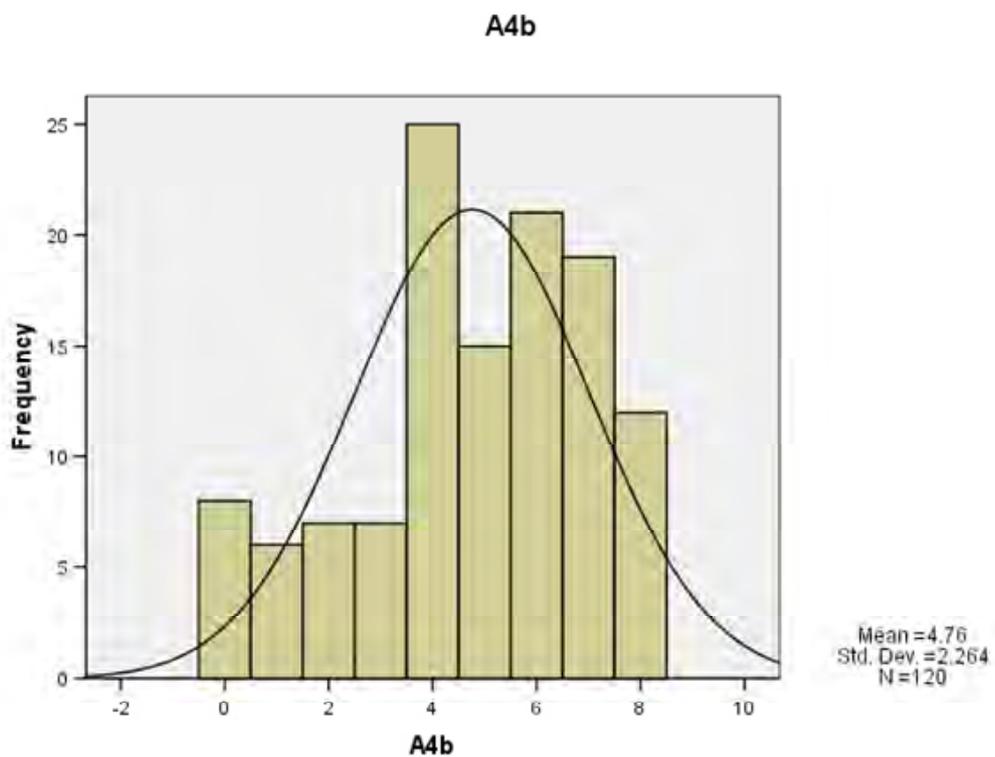
A4a



Question 14



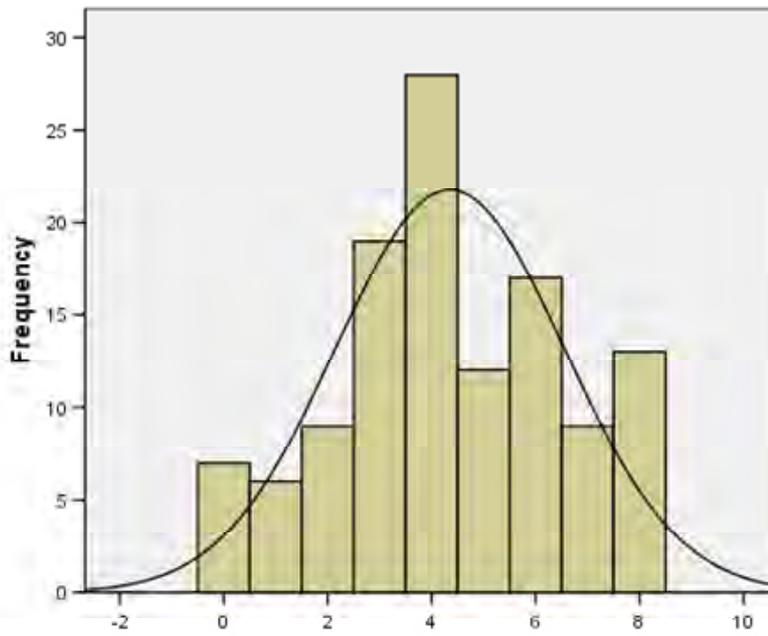
Question 19





Question 24

A1a

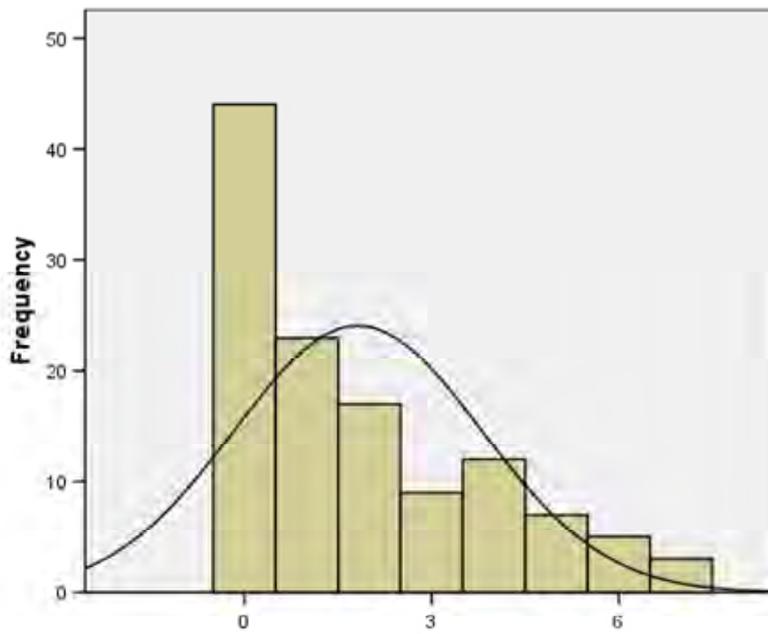


Mean = 4.35  
Std. Dev. = 2.199  
N = 120

A1a

Question 29

A1b

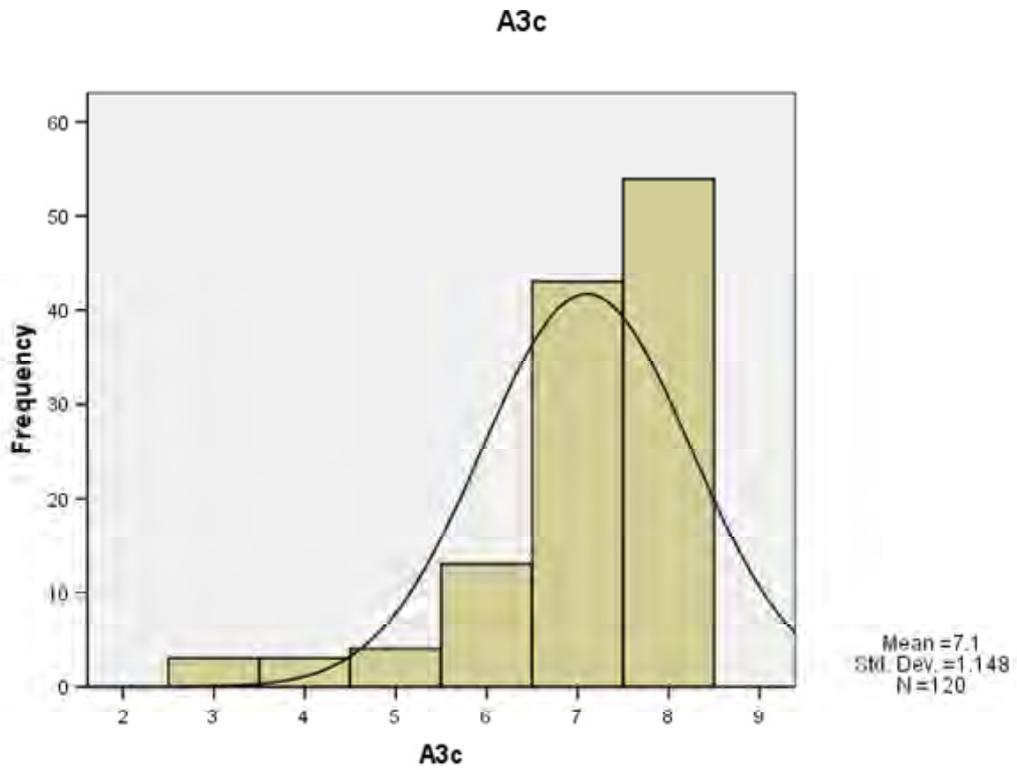


Mean = 1.82  
Std. Dev. = 1.987  
N = 120

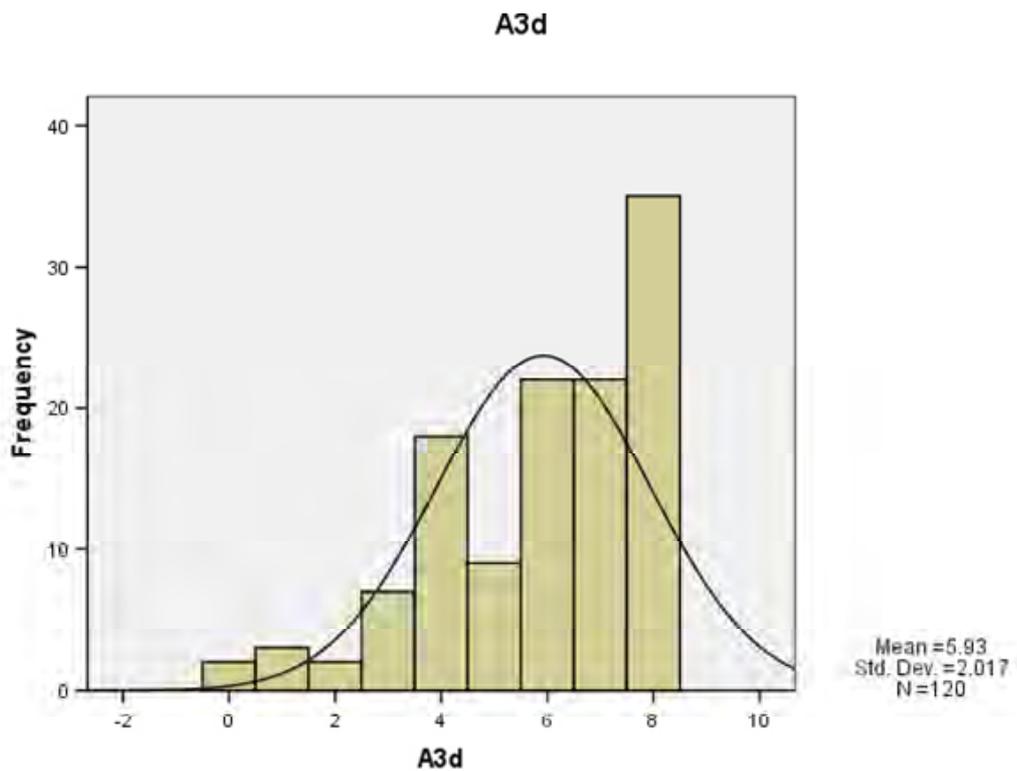
A1b



Question 34

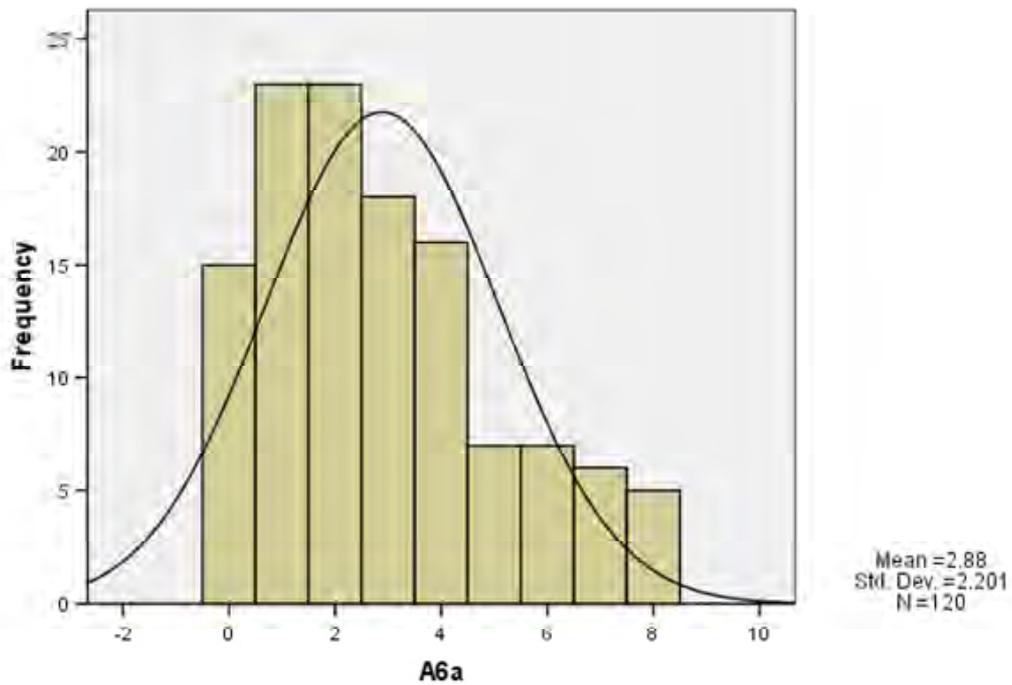


Question 39



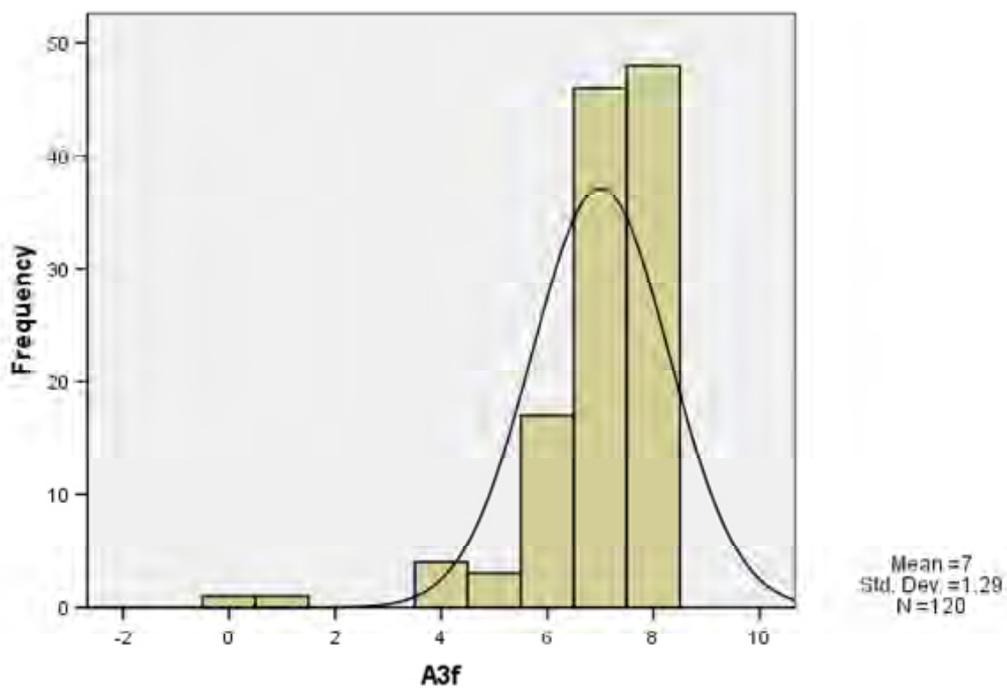
Question 45

A6a



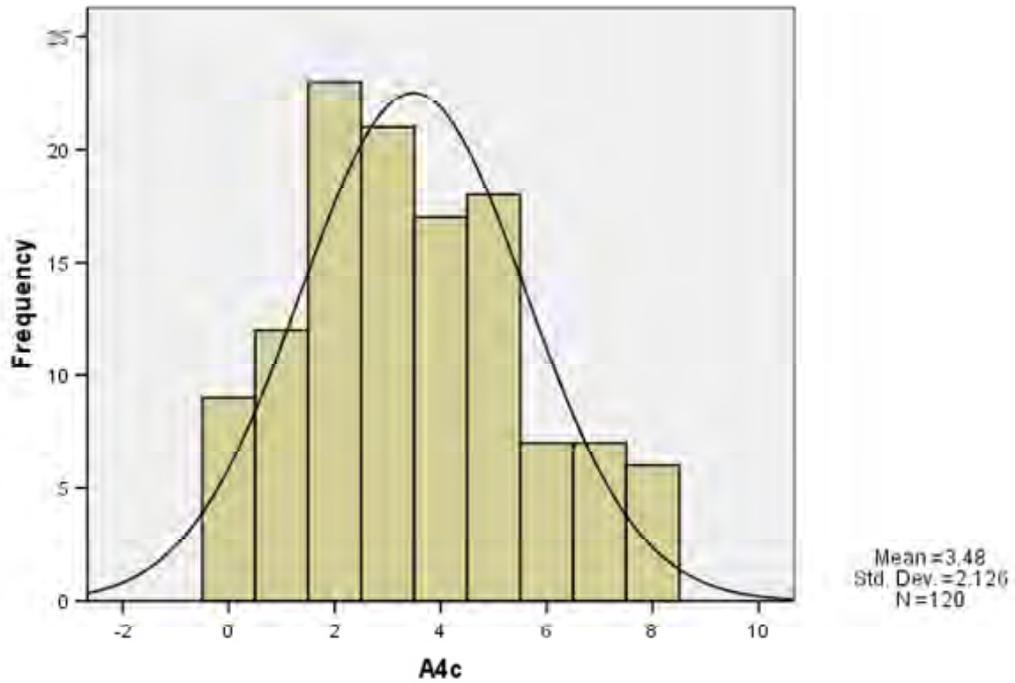
Question 51

A3f



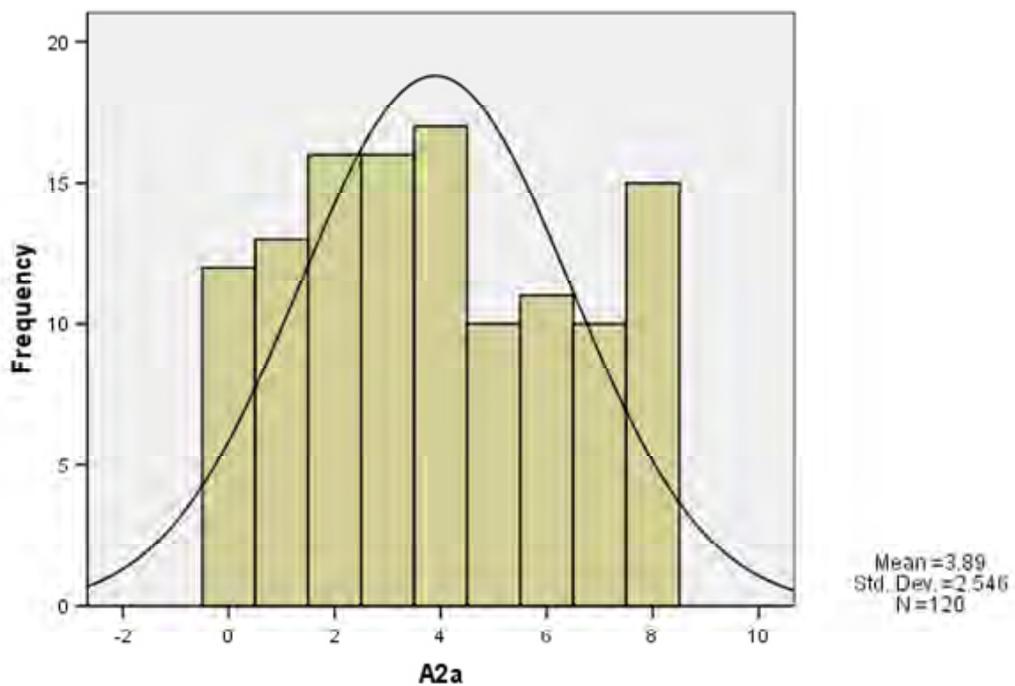
Question 57

A4c

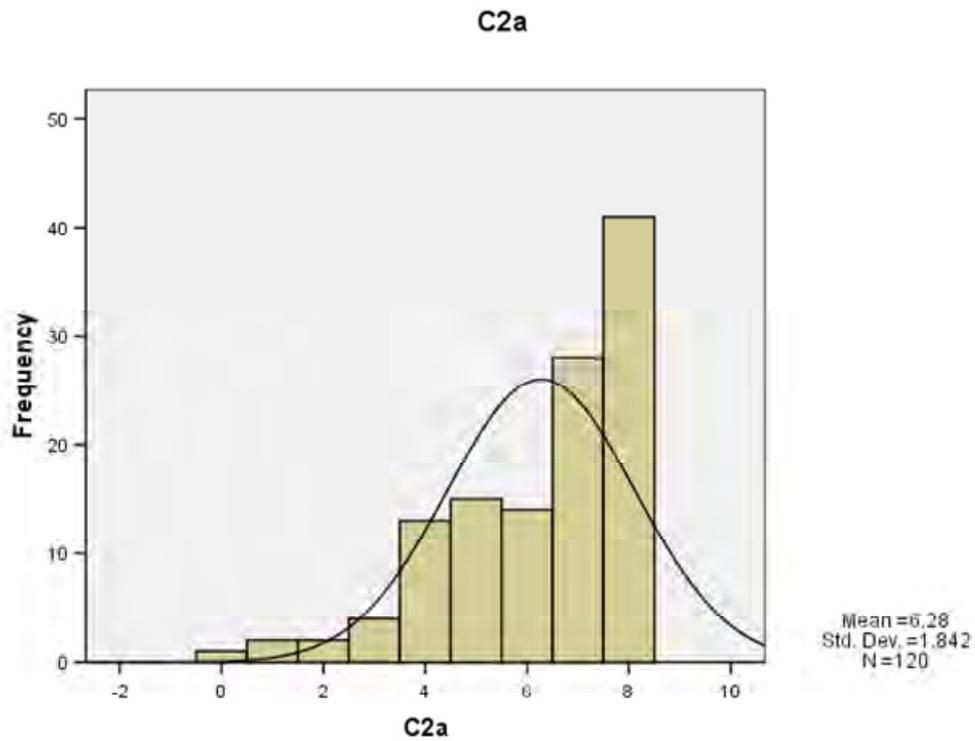


Question 63

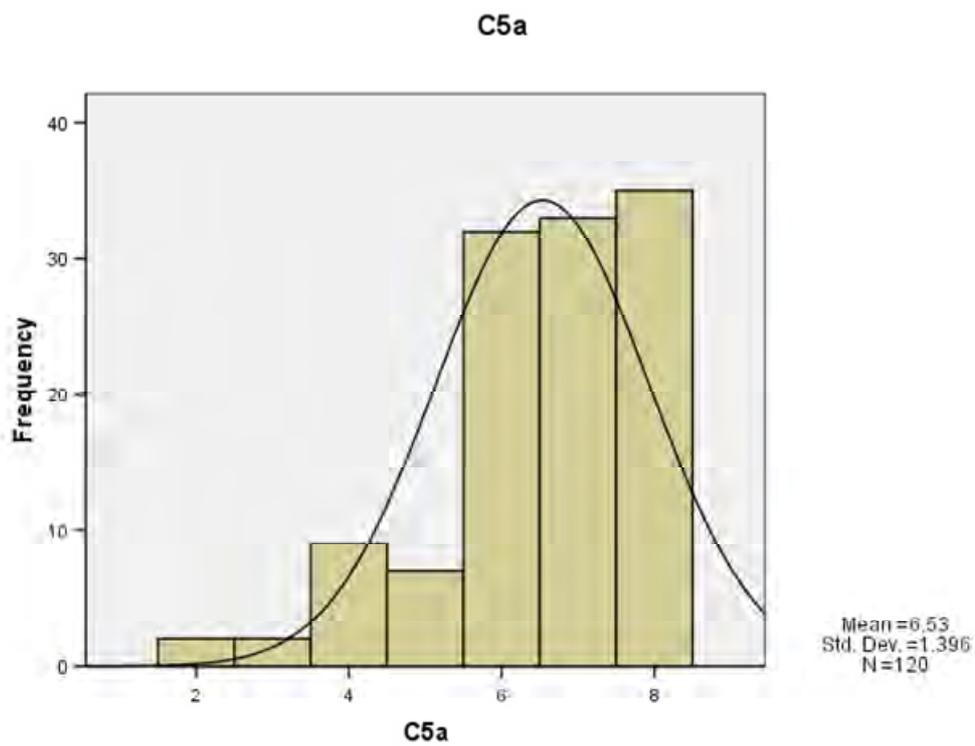
A2a



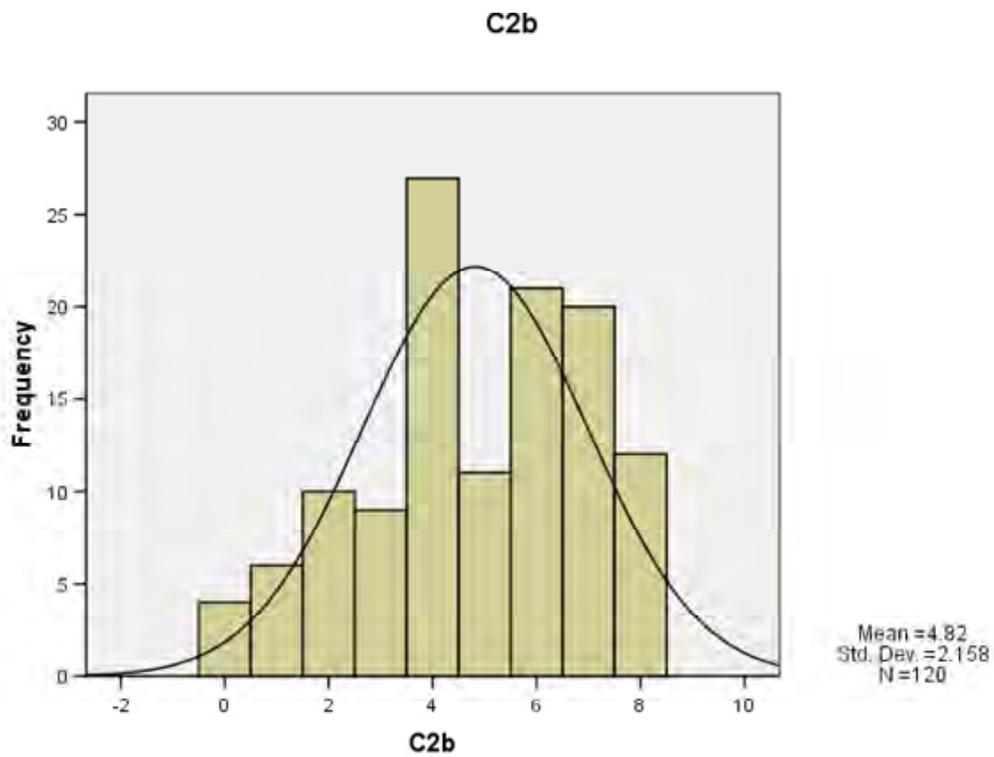
Question 5



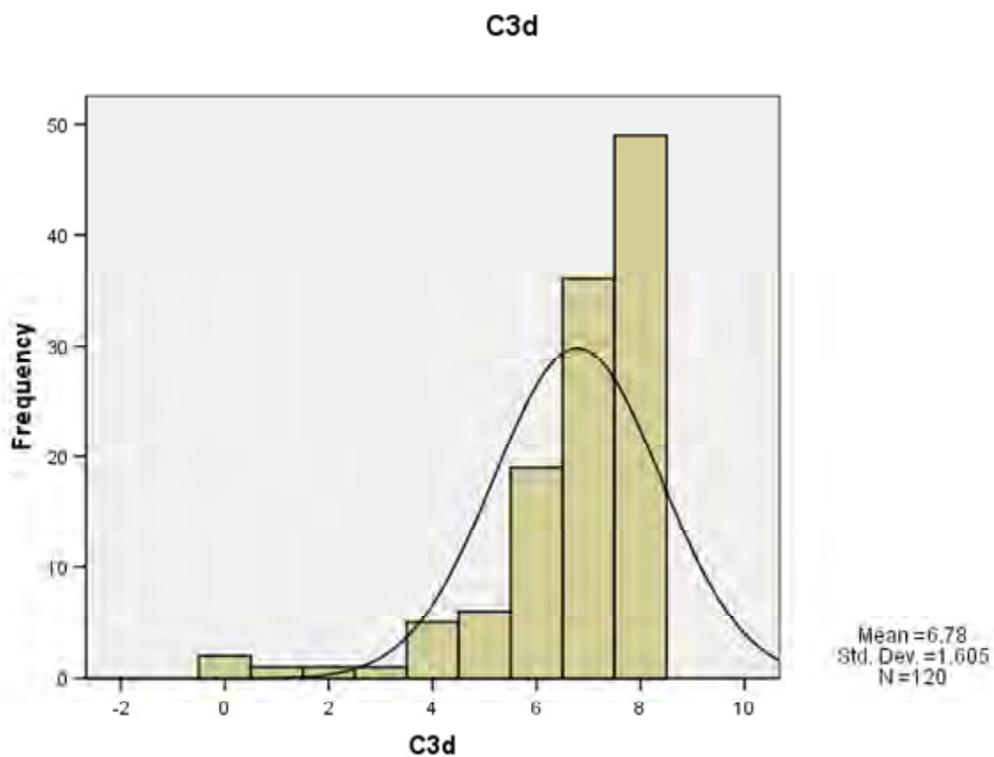
Question 10



Question 15



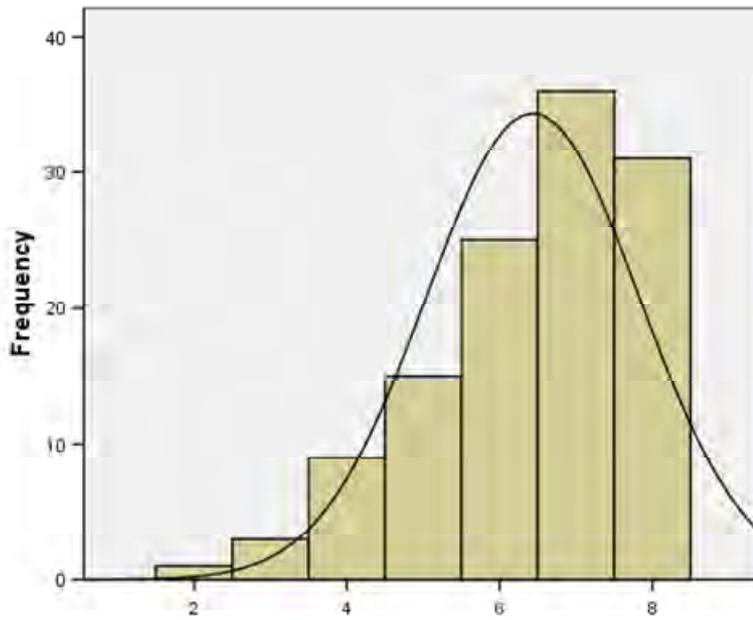
Question 20





Question 25

C4a

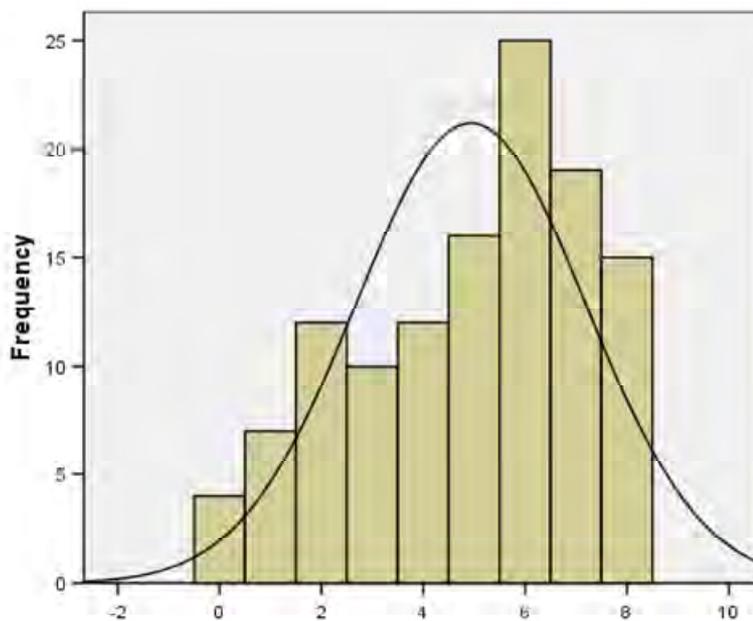


Mean = 6.43  
Std. Dev. = 1.395  
N = 120

C4a

Question 30

C5b



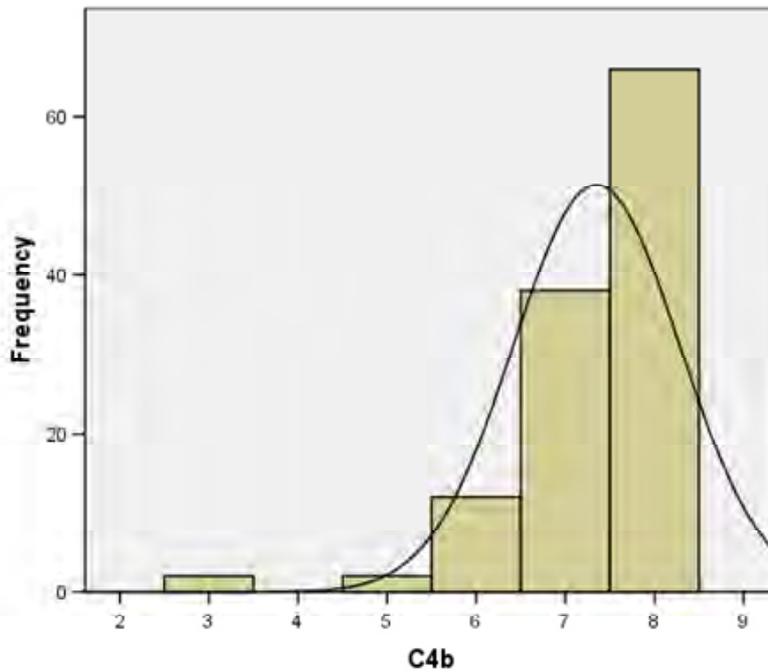
Mean = 4.93  
Std. Dev. = 2.259  
N = 120

C5b



Question 35

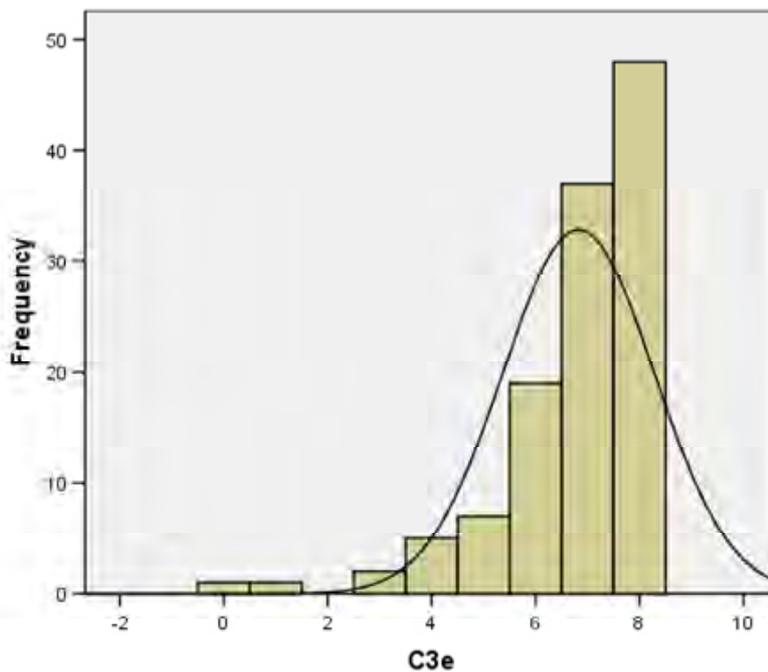
C4b



Mean = 7.35  
Std. Dev. = 0.932  
N = 120

Question 40

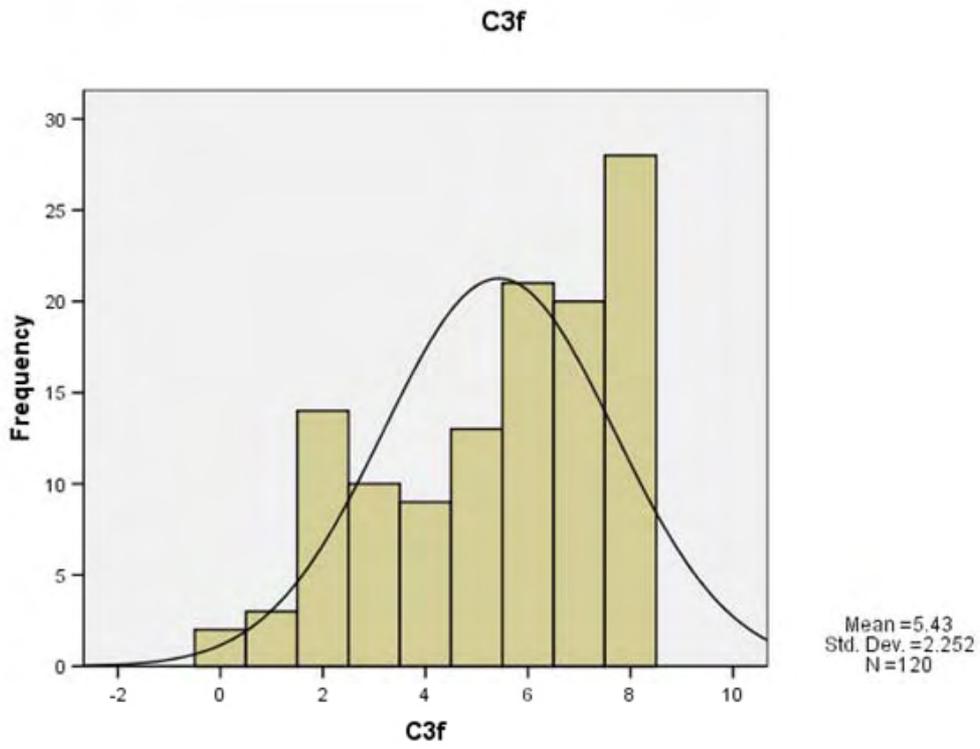
C3e



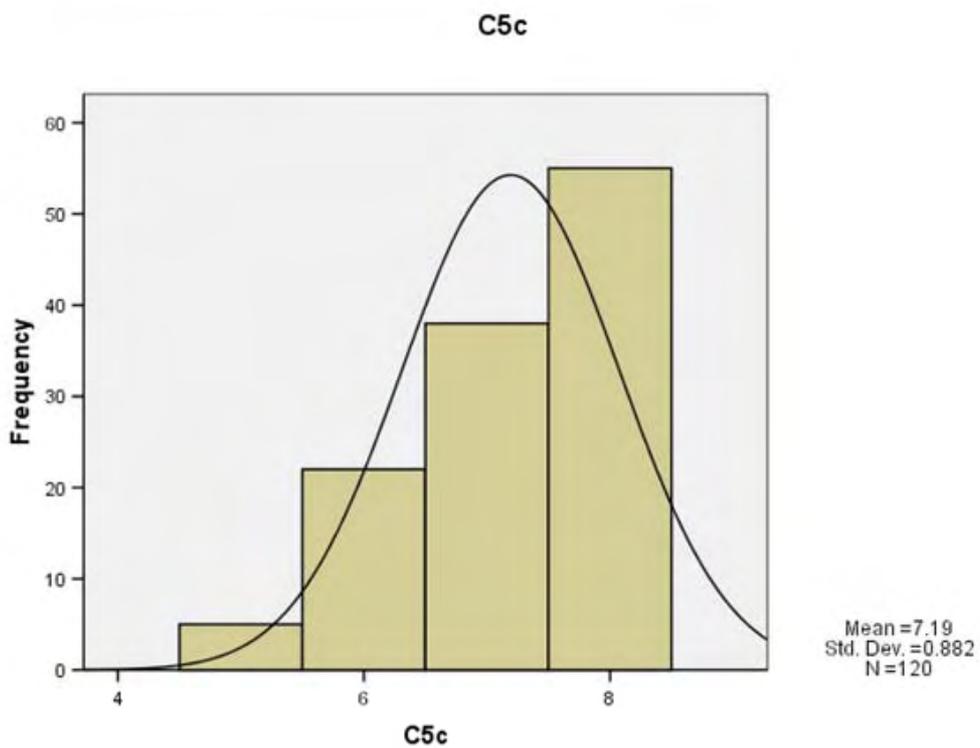
Mean = 6.82  
Std. Dev. = 1.459  
N = 120



Question 46

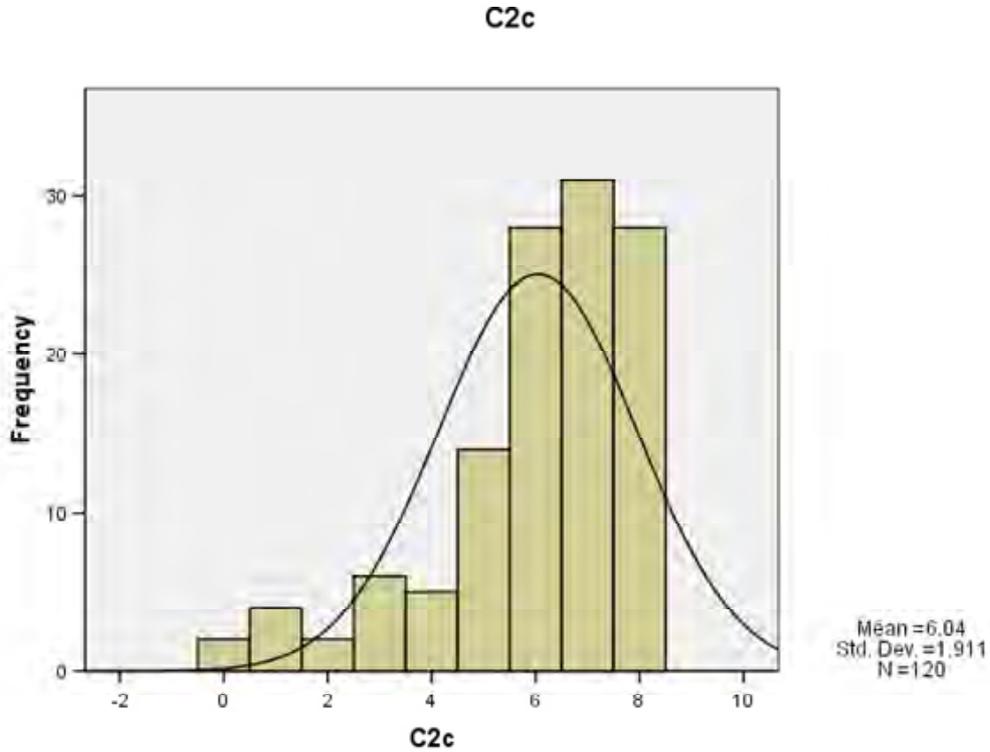


Question 52

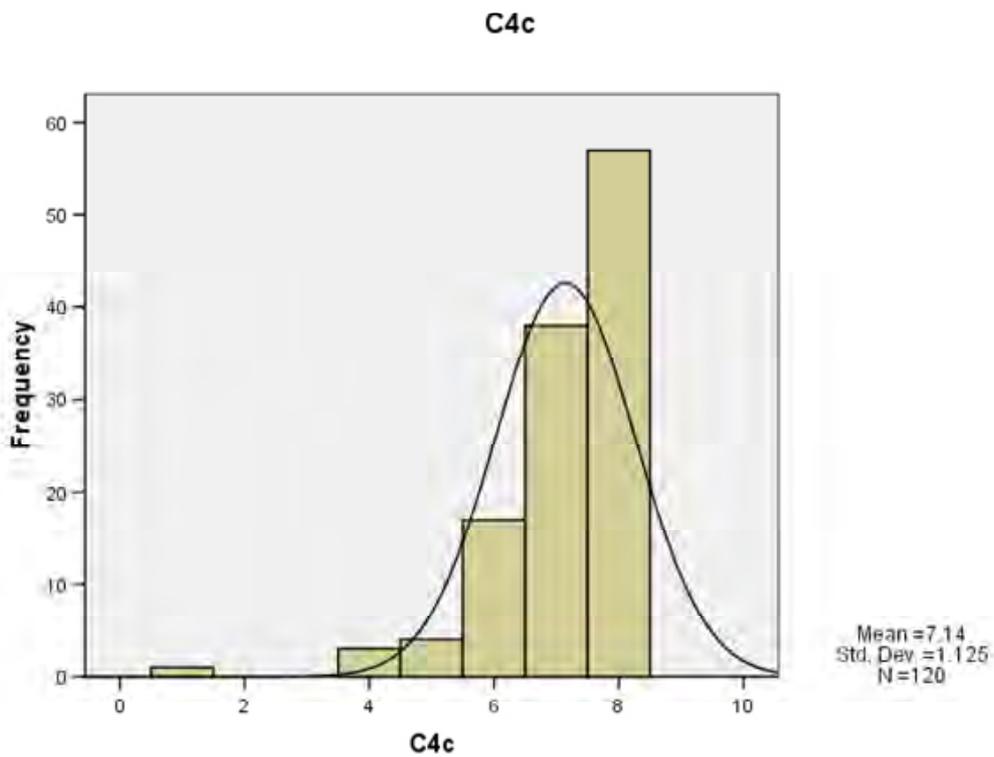




Question 58

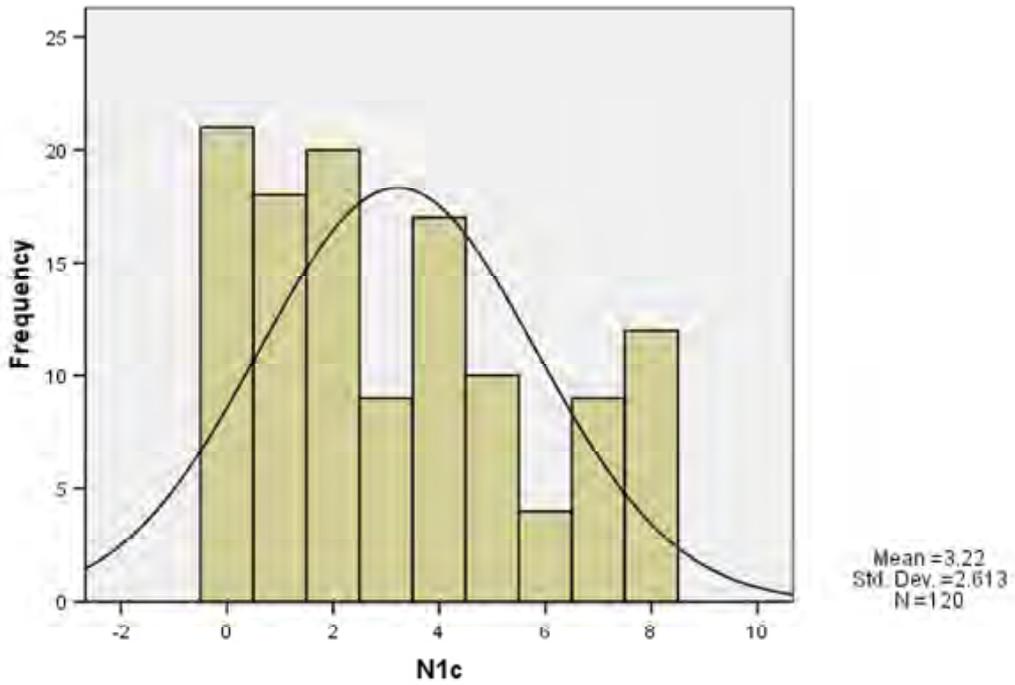


Question 64



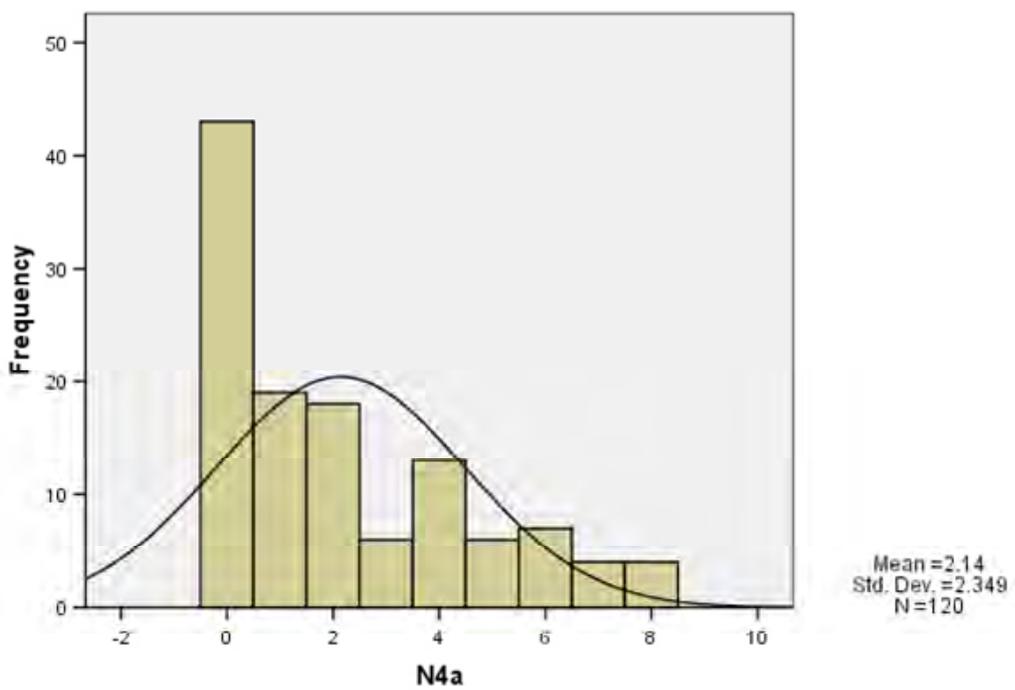
Question 1

N1c



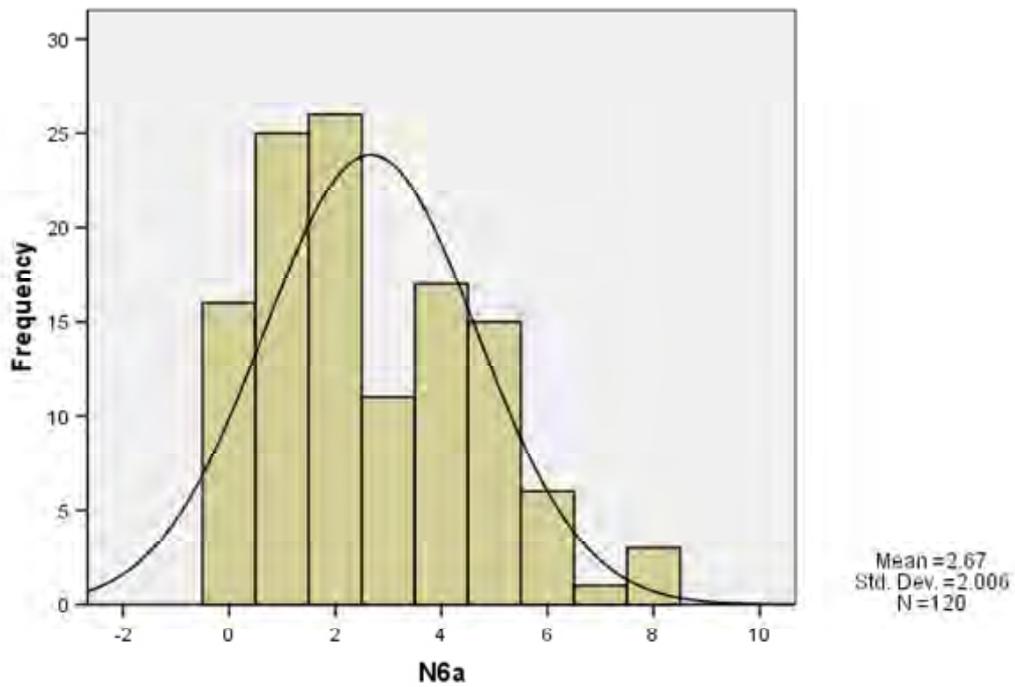
Question 6

N4a



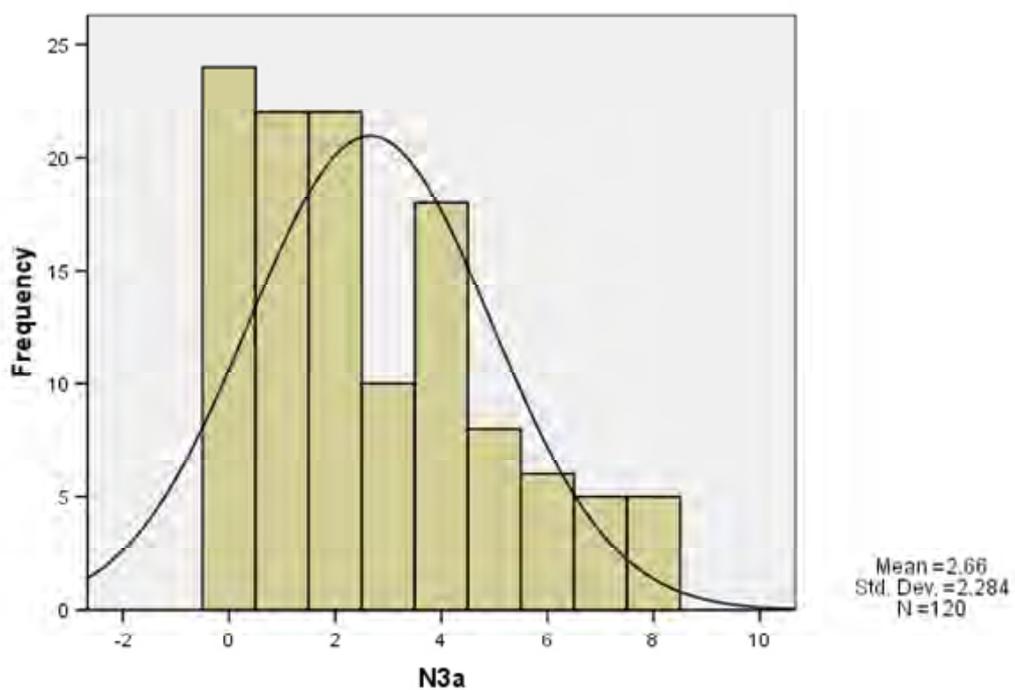
Question 11

N6a



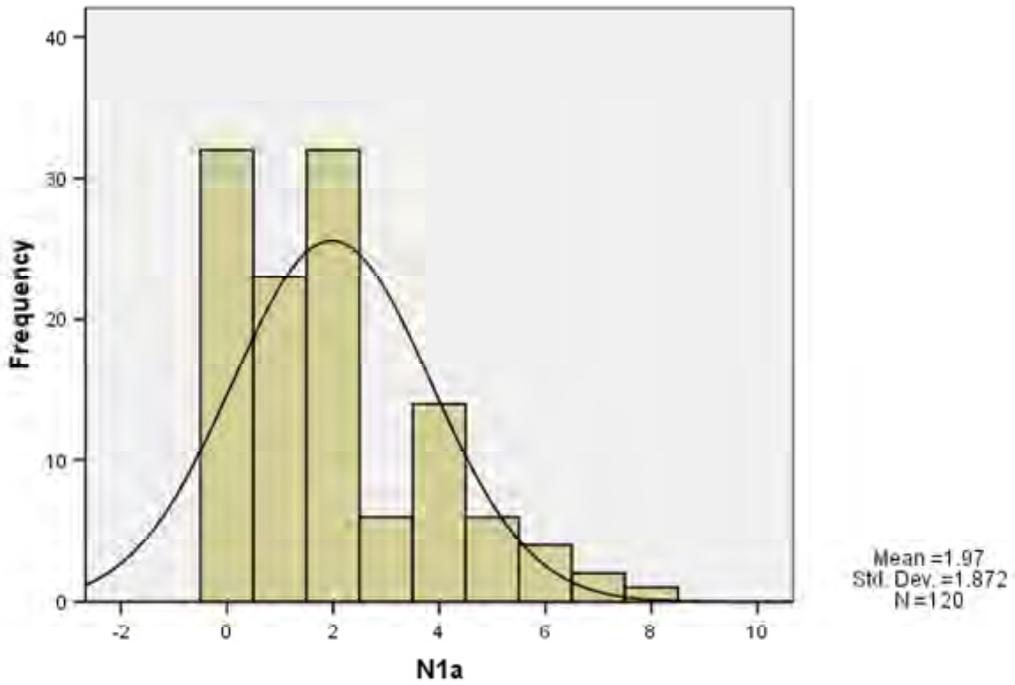
Question 16

N3a



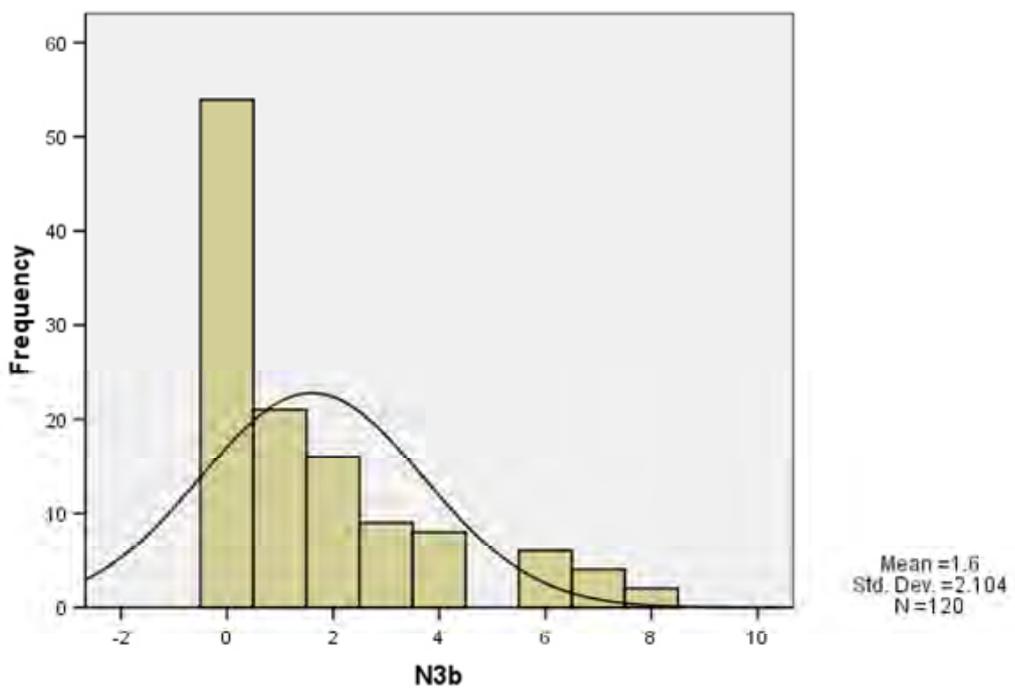
Question 21

N1a



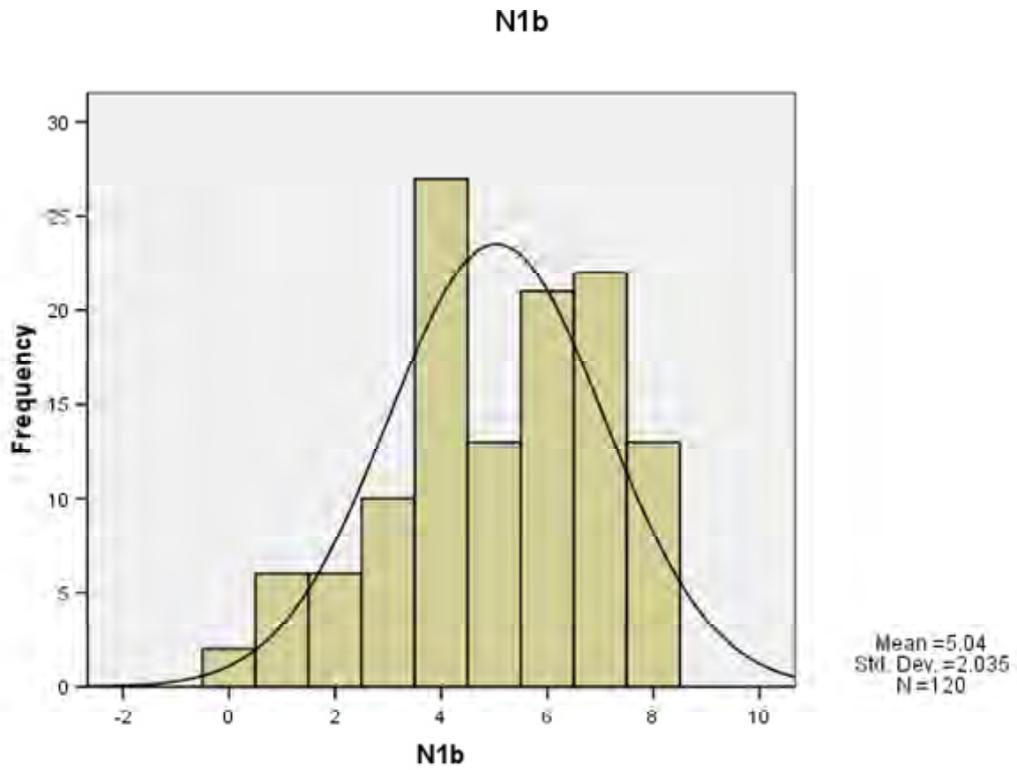
Question 26

N3b

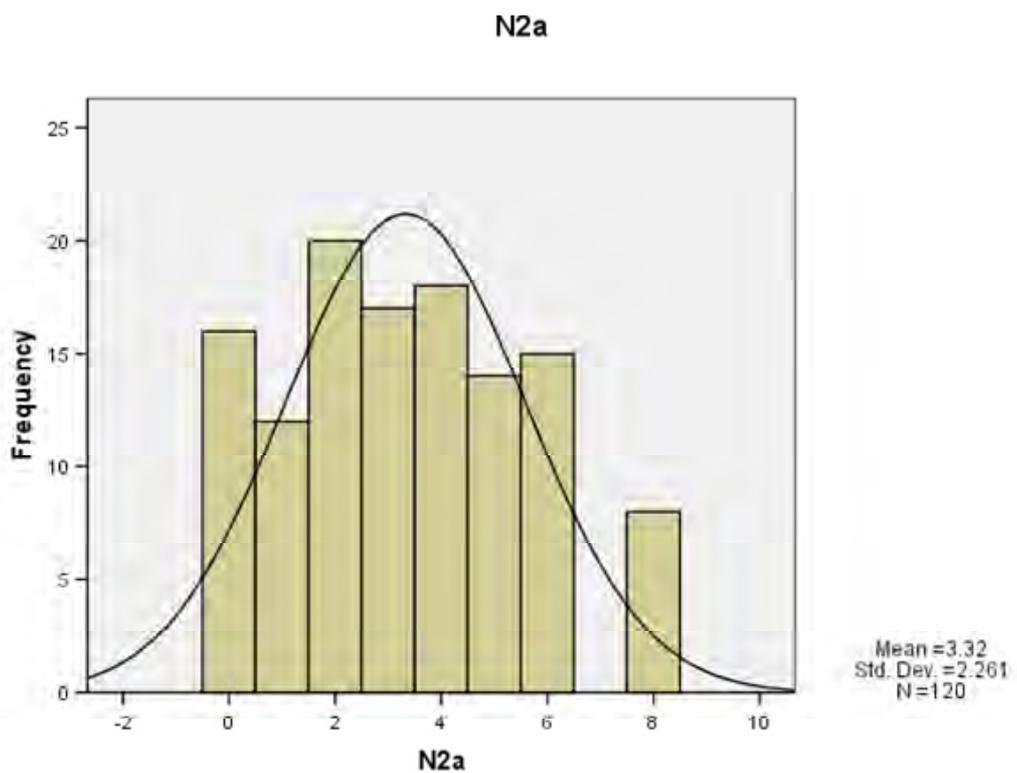




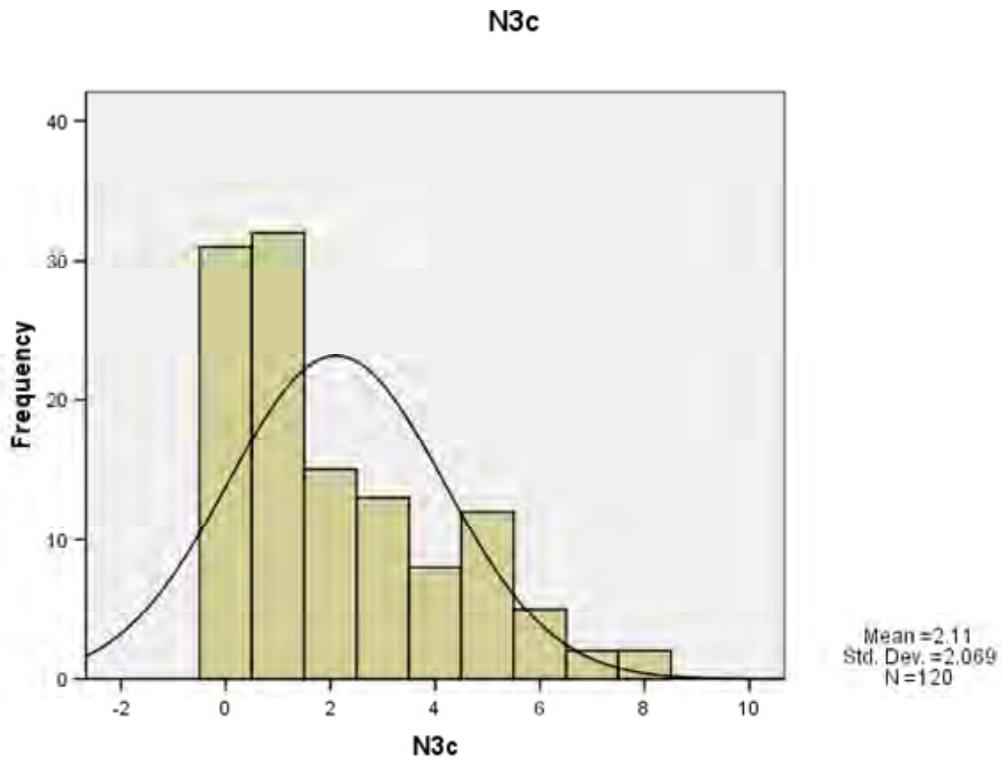
Question 31



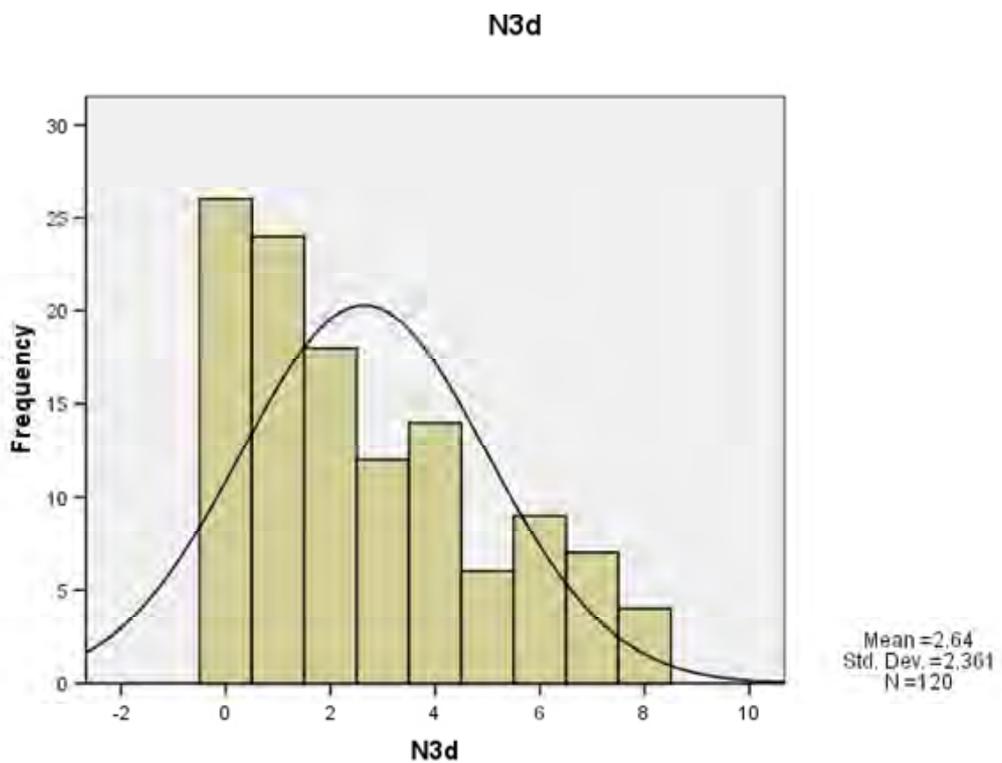
Question 36



Question 42



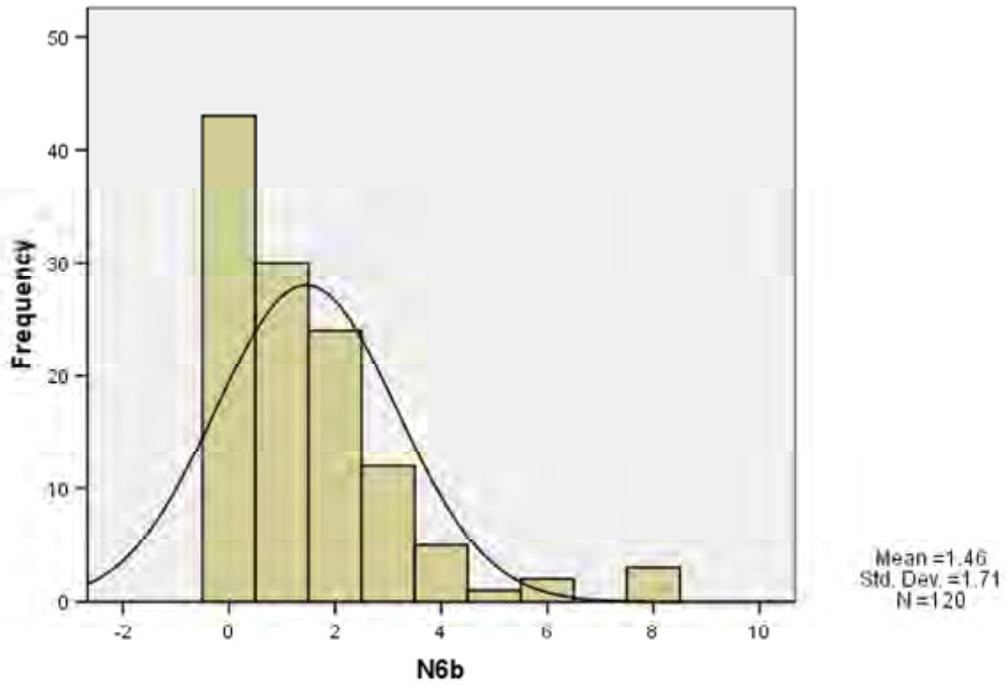
Question 48





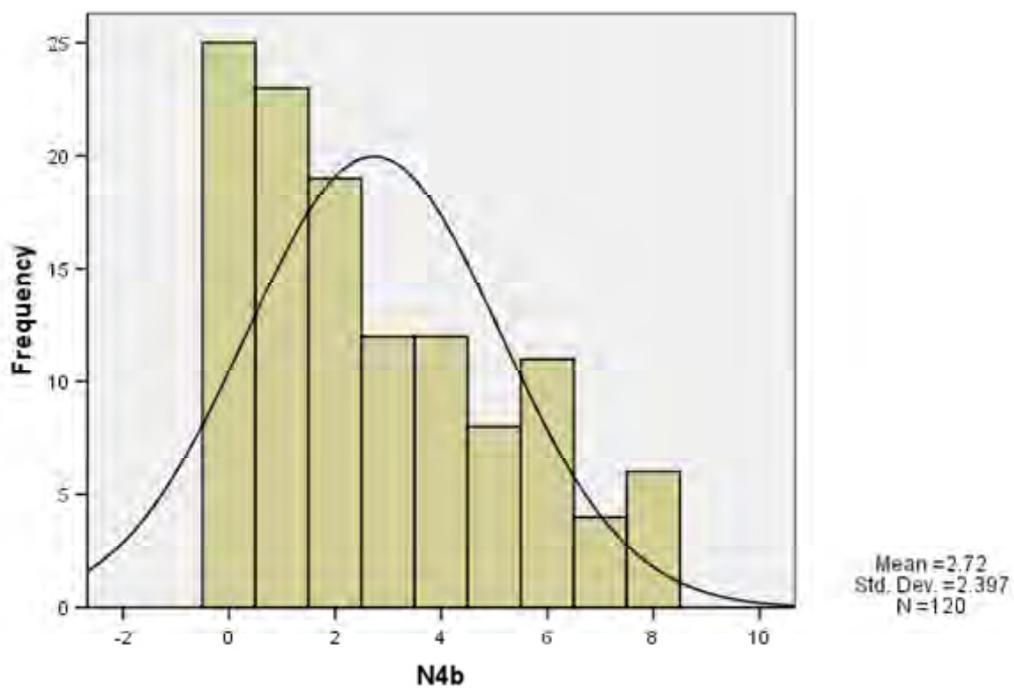
Question 54

N6b



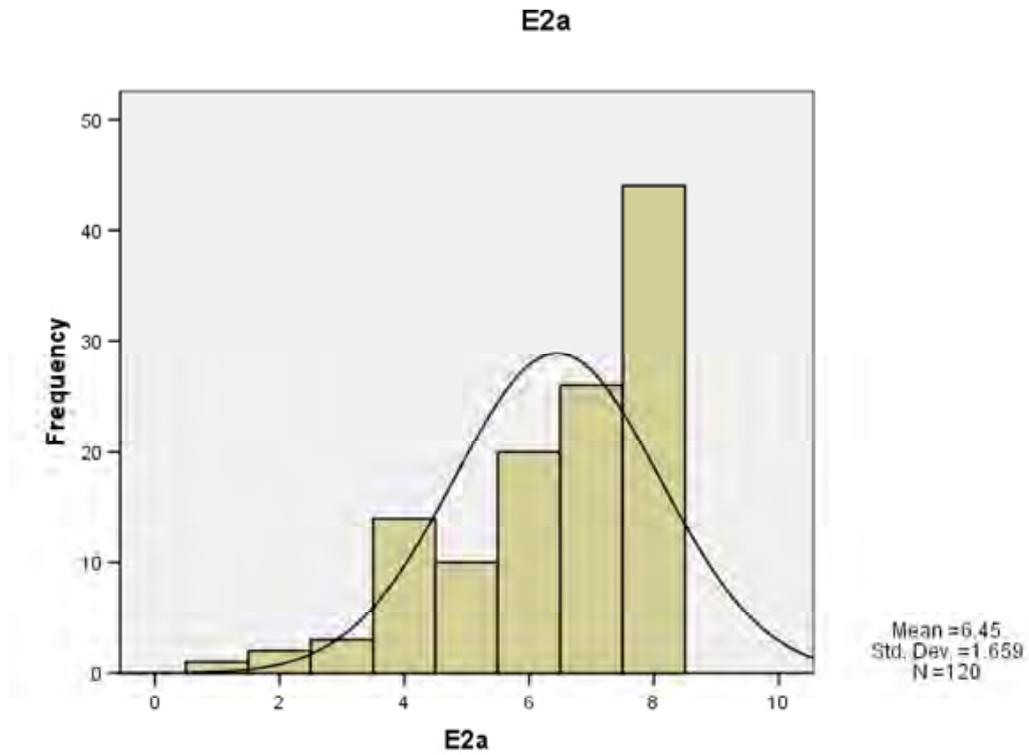
Question 60

N4b

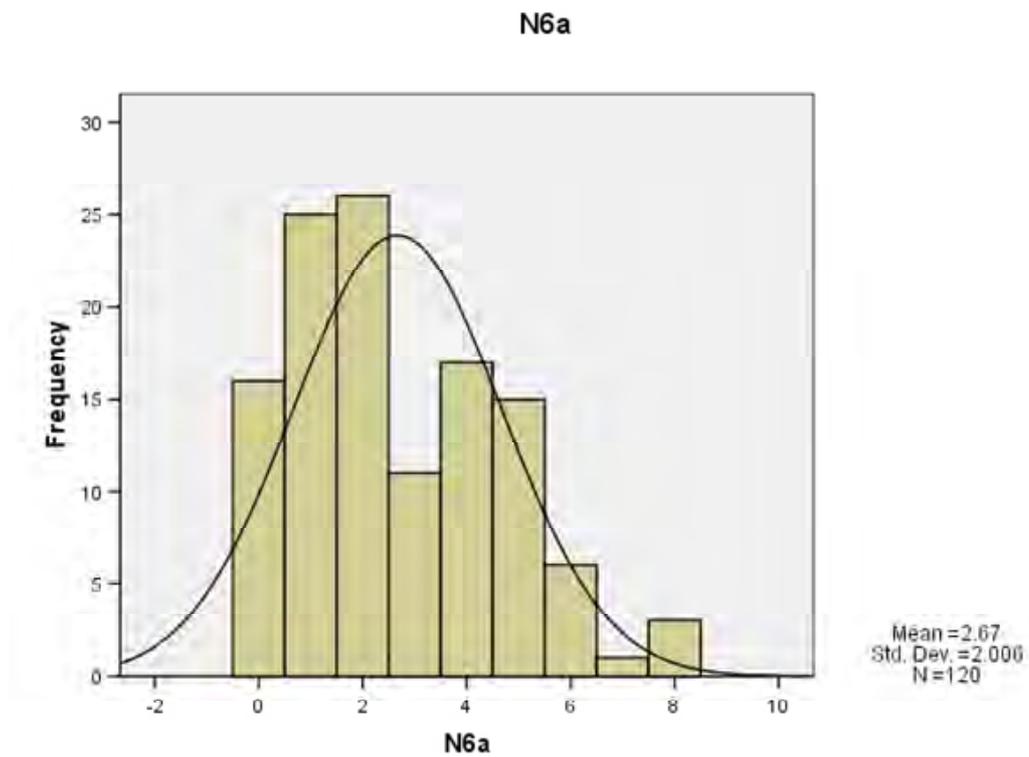




Question 2



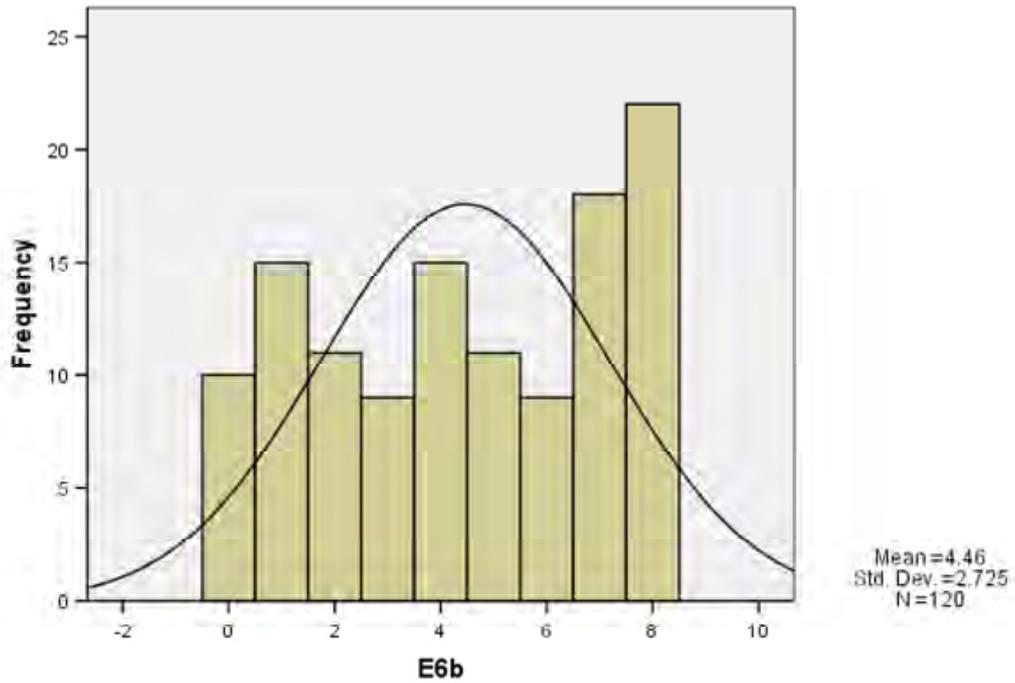
Question 7





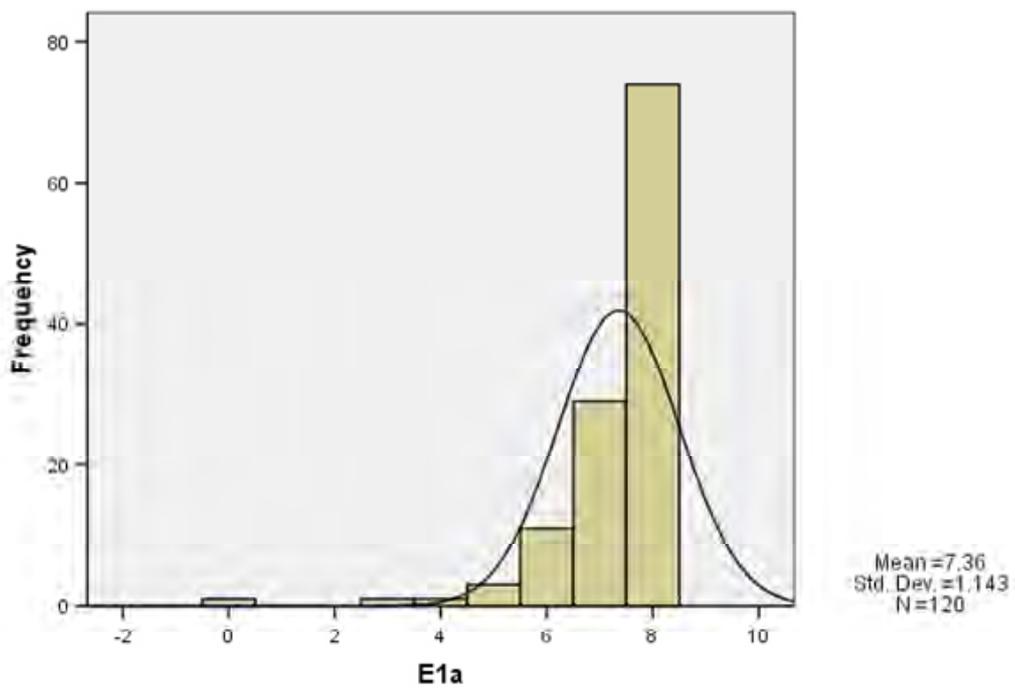
Question 12

E6b

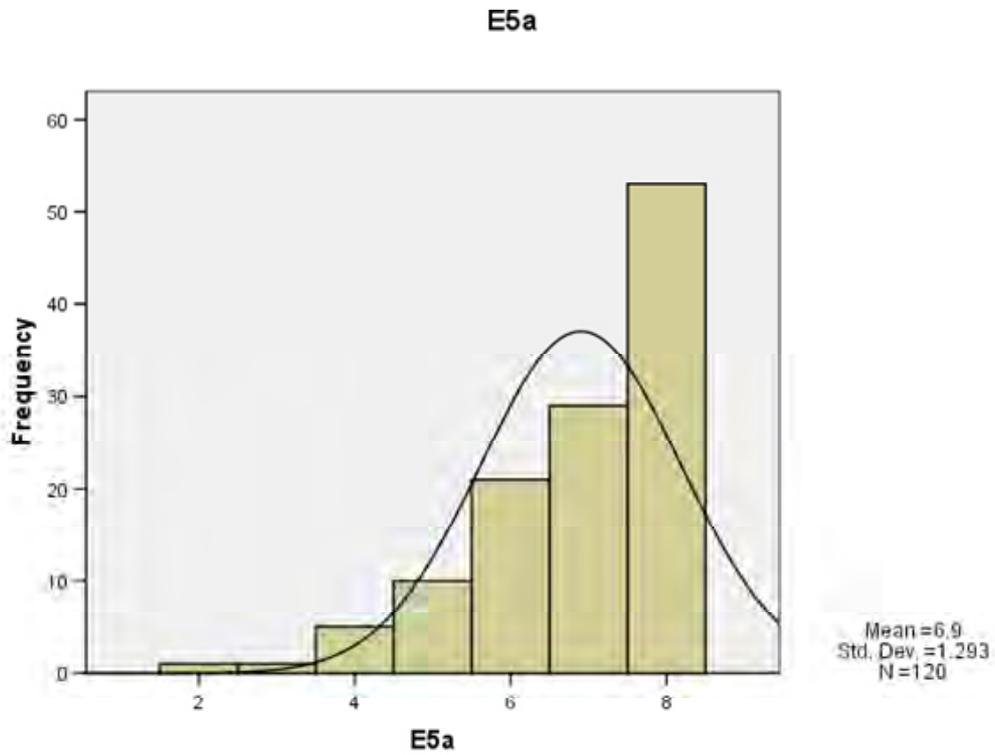


Question 17

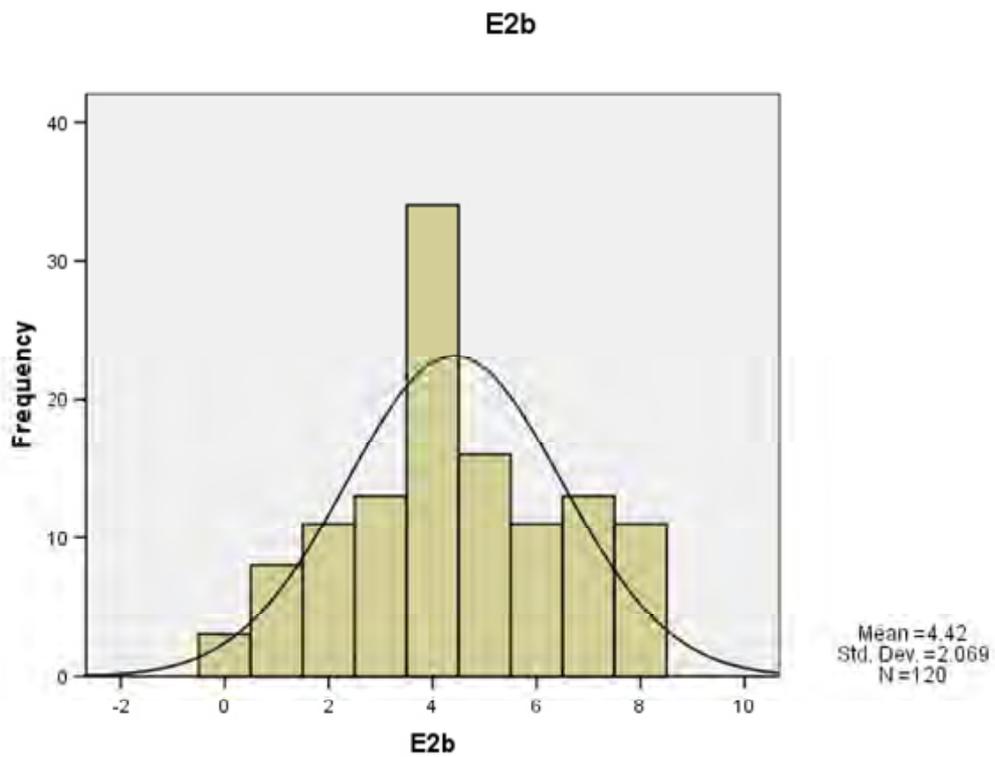
E1a



Question 22

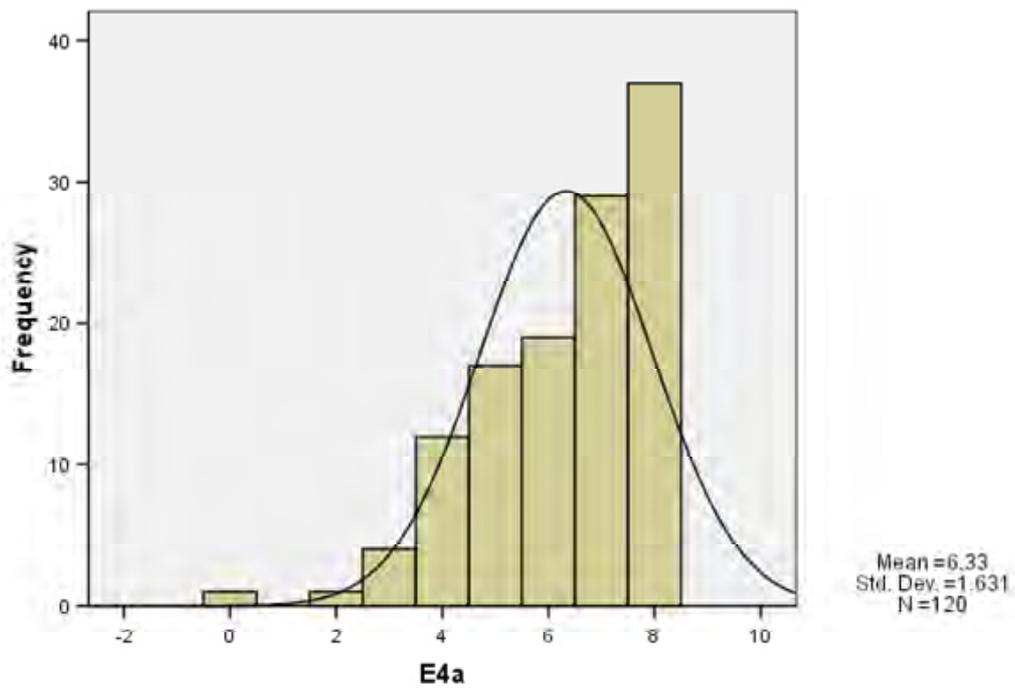


Question 27



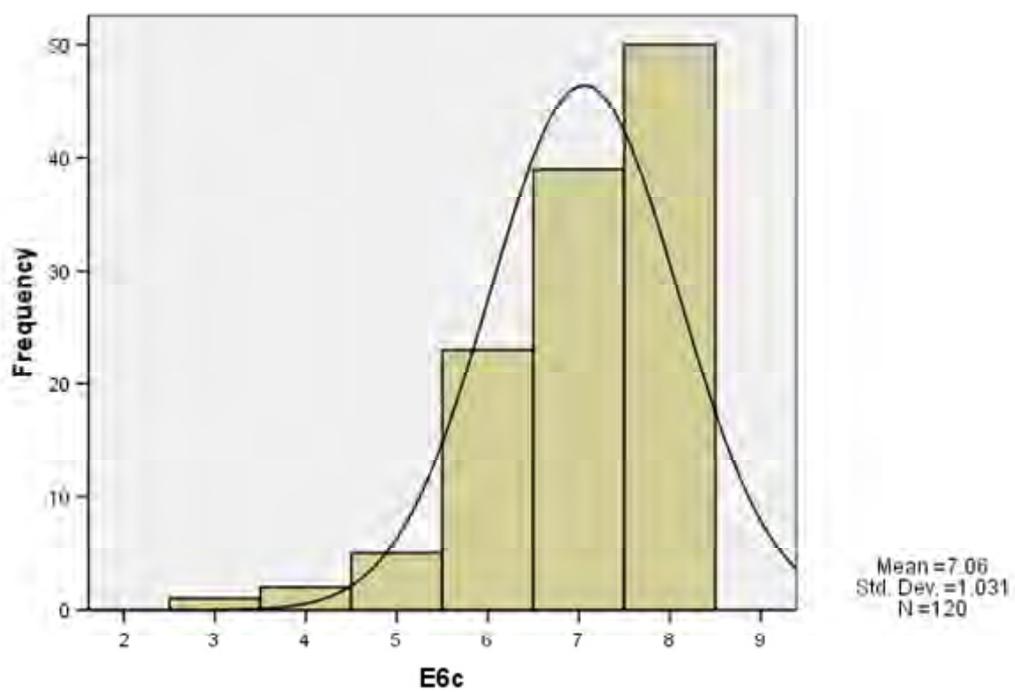
Question 32

E4a

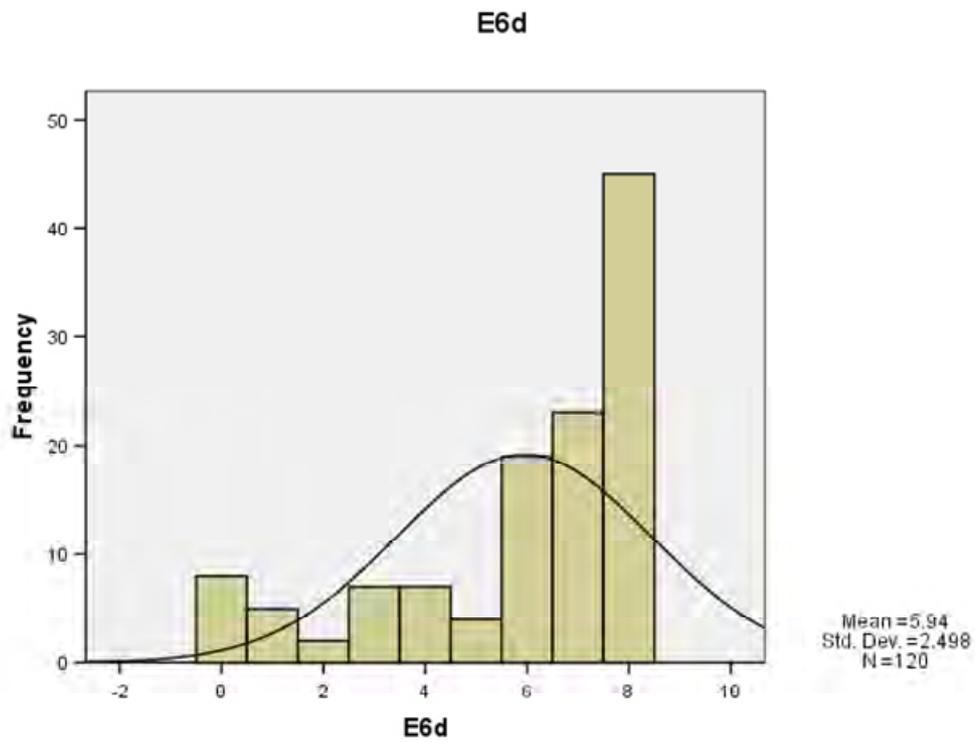


Question 37

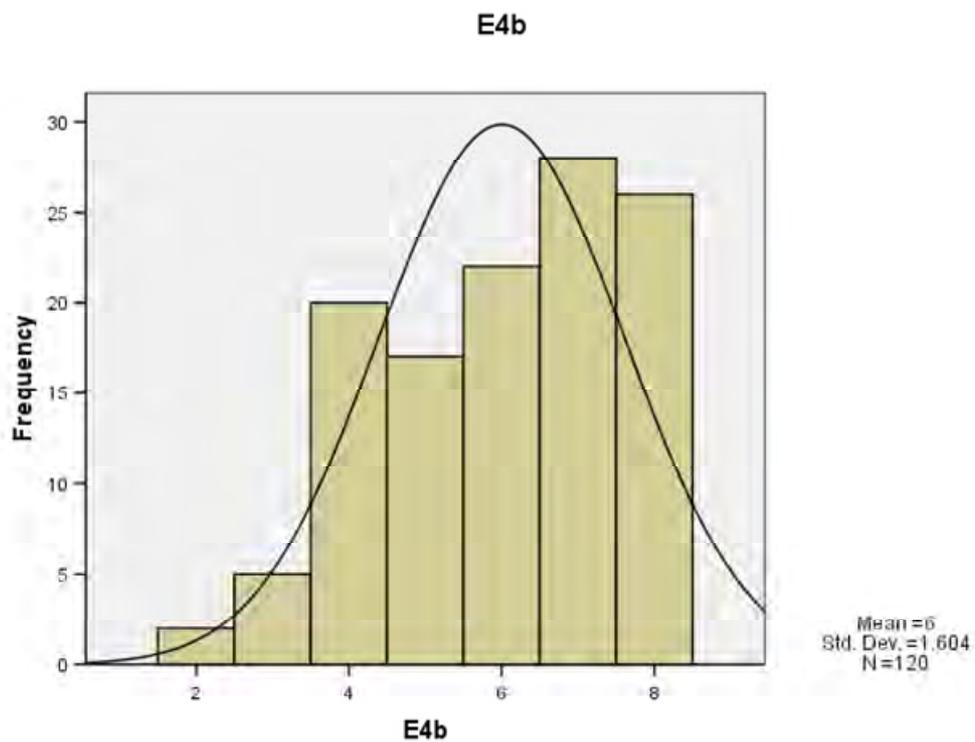
E6c



Question 43

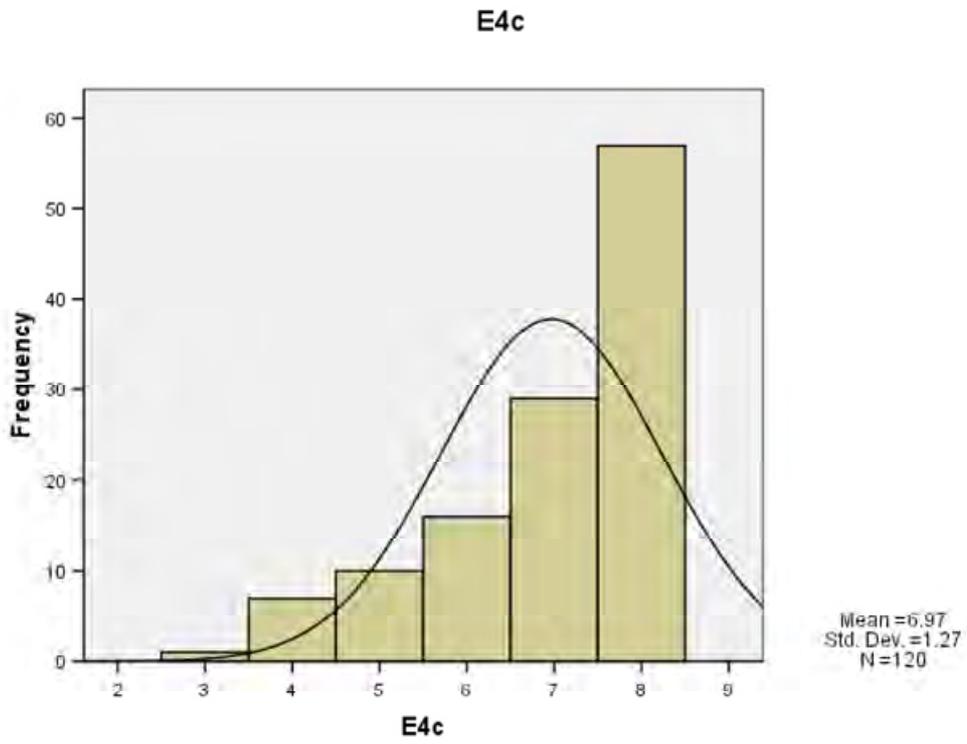


Question 49

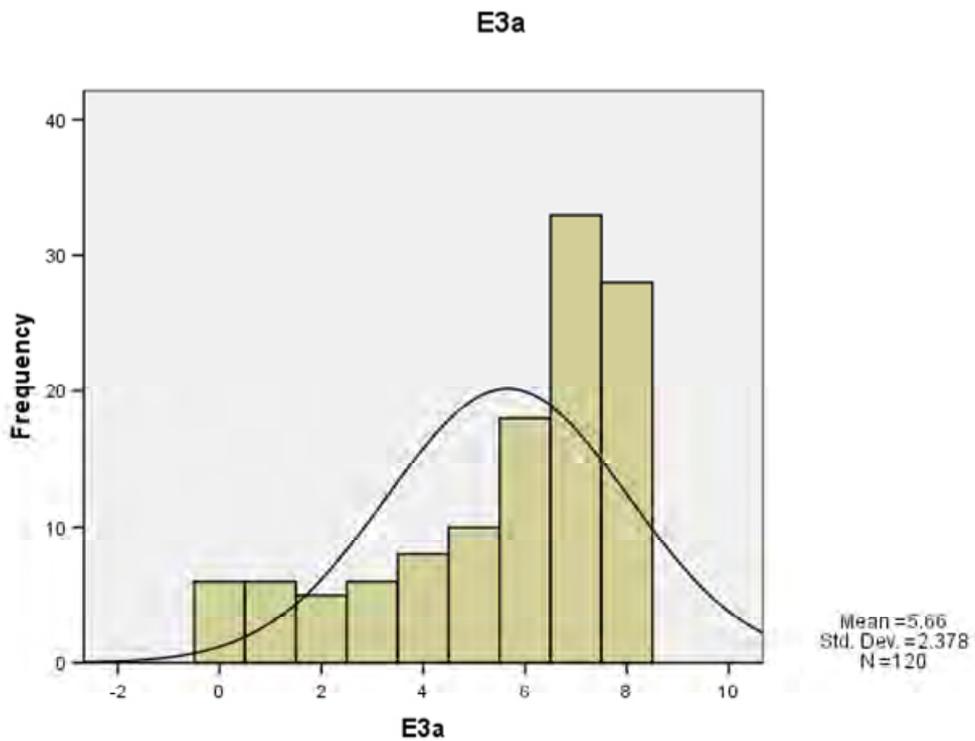




Question 55

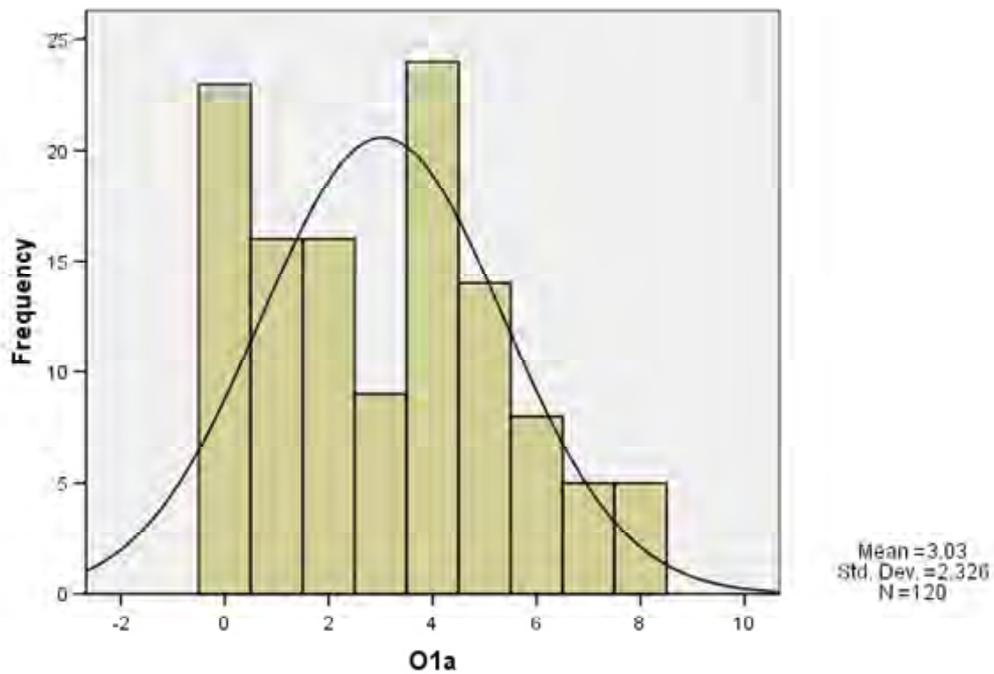


Question 61



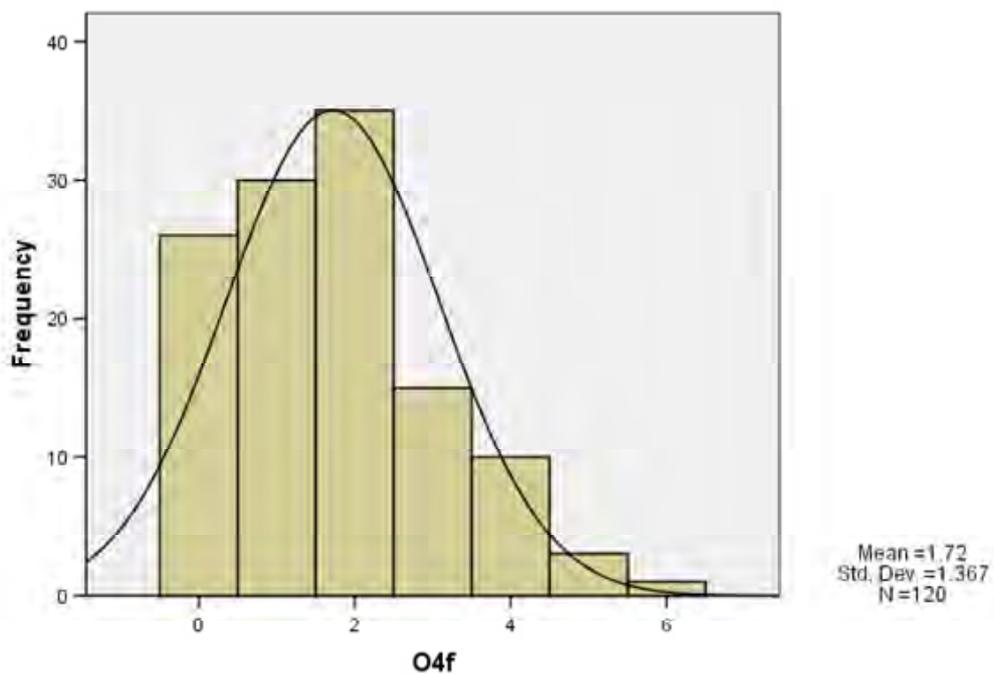
Question 3

O1a



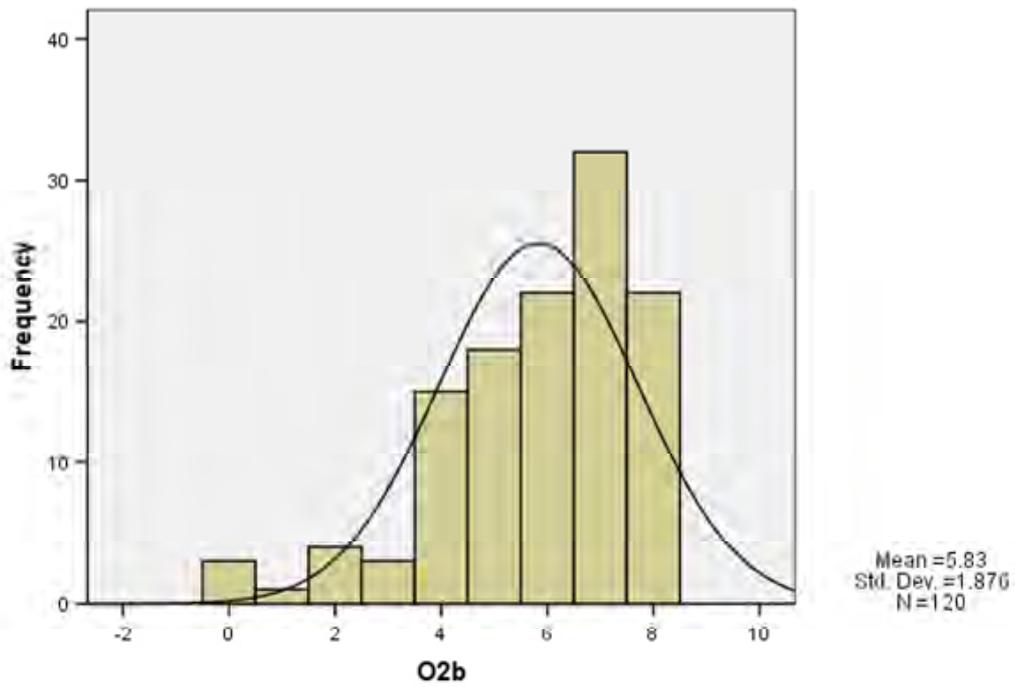
Question 8

O4f



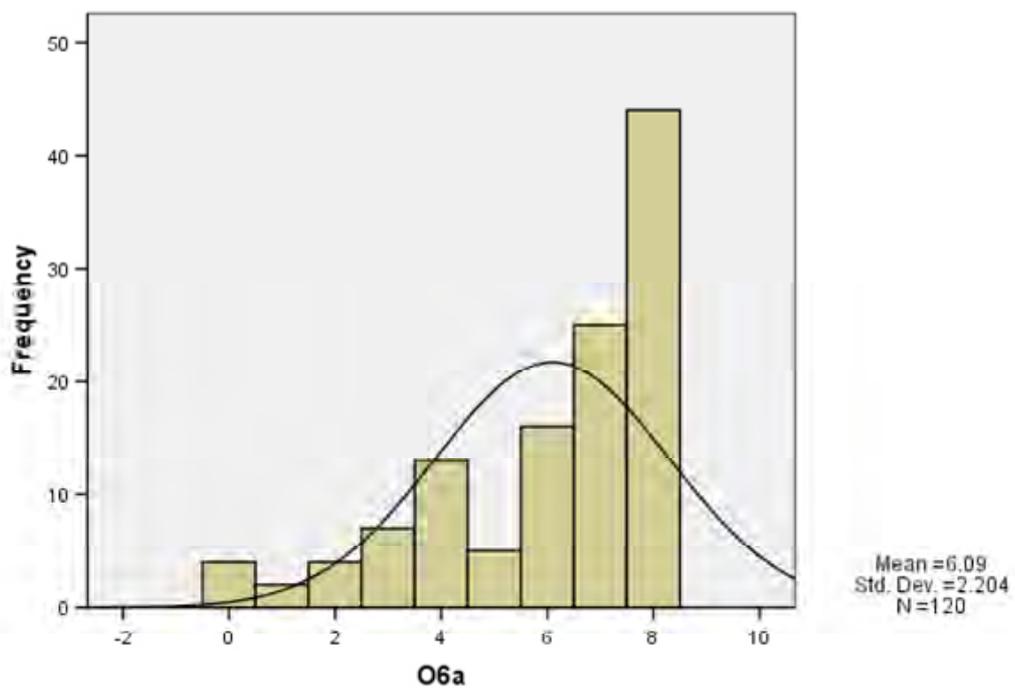
Question 13

O2b



Question 18

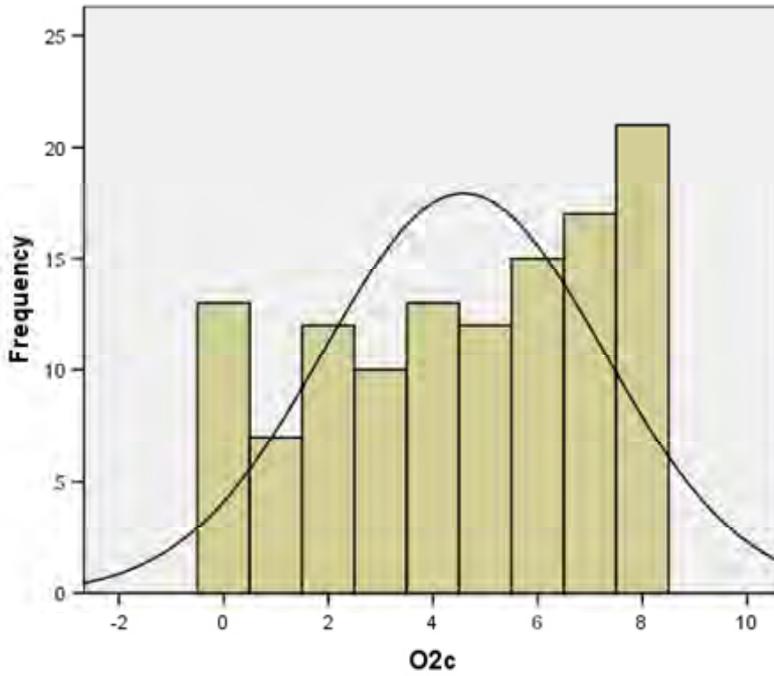
O6a





Question 23

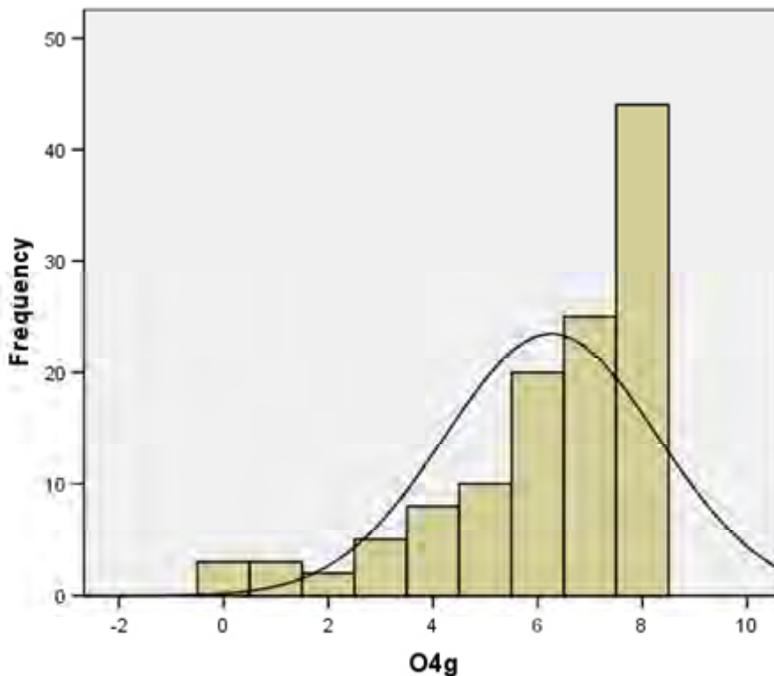
O2c



Mean = 4.58  
Std. Dev. = 2.671  
N = 120

Question 28

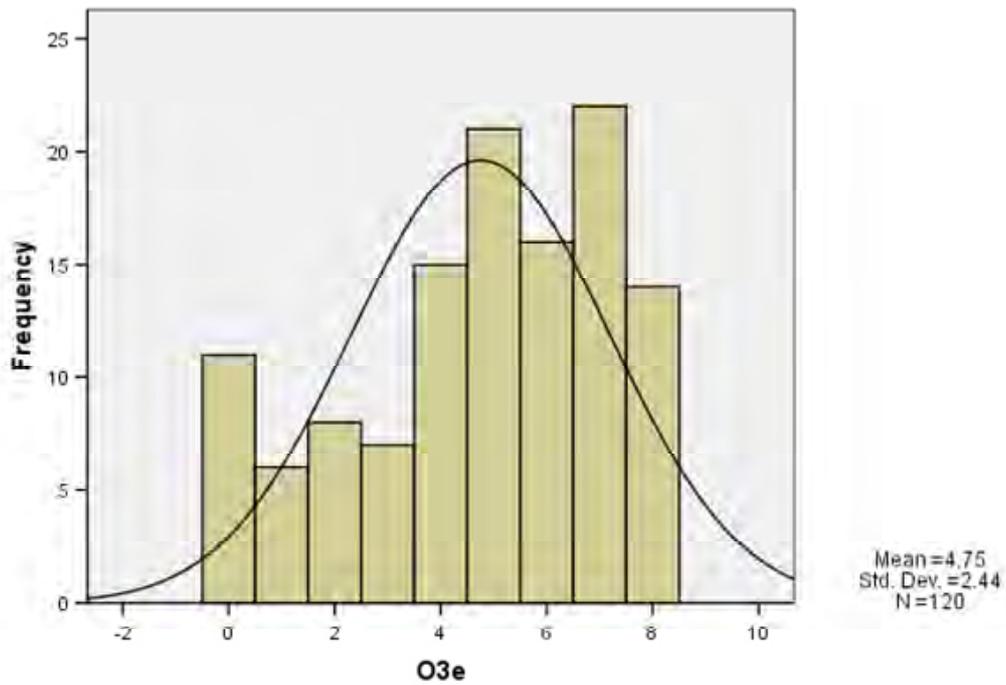
O4g



Mean = 6.26  
Std. Dev. = 2.04  
N = 120

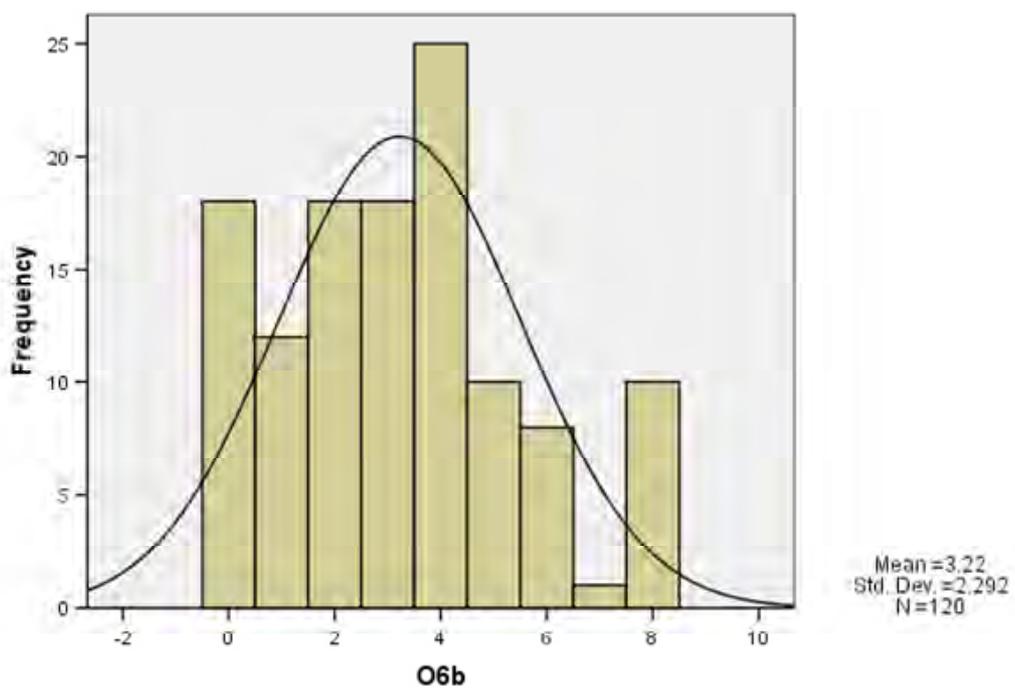
Question 33

O3e



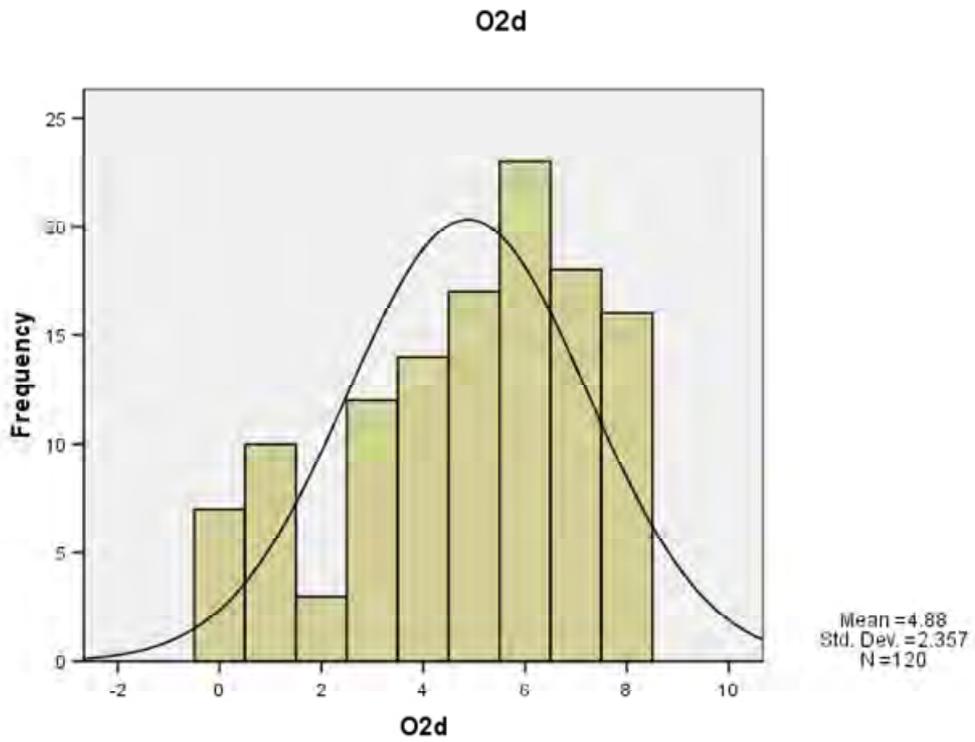
Question 38

O6b

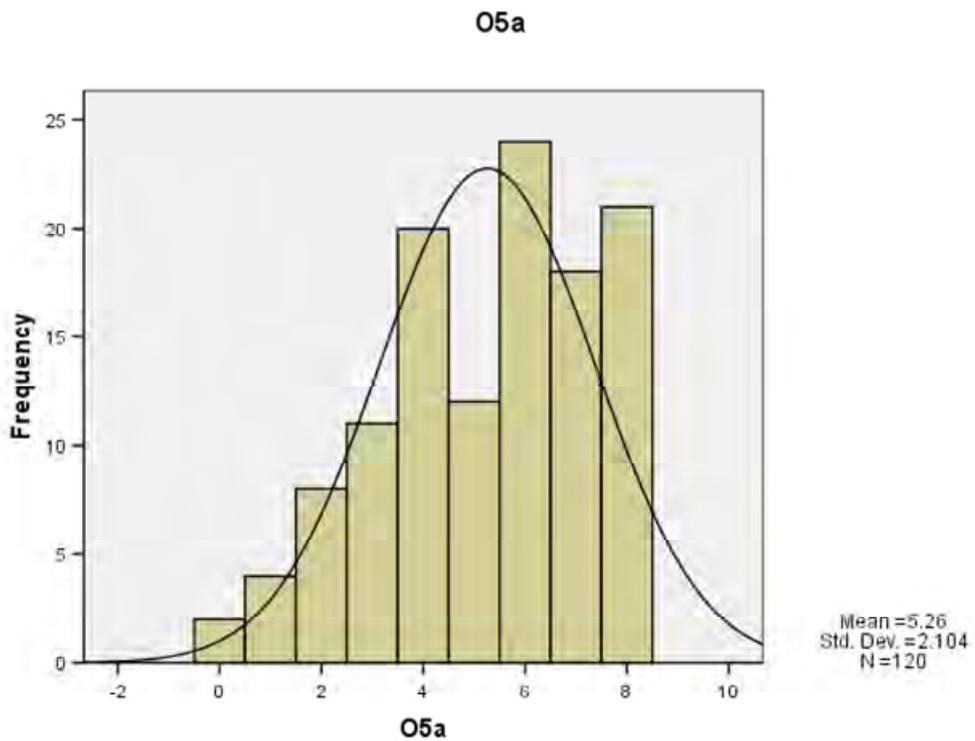




Question 44



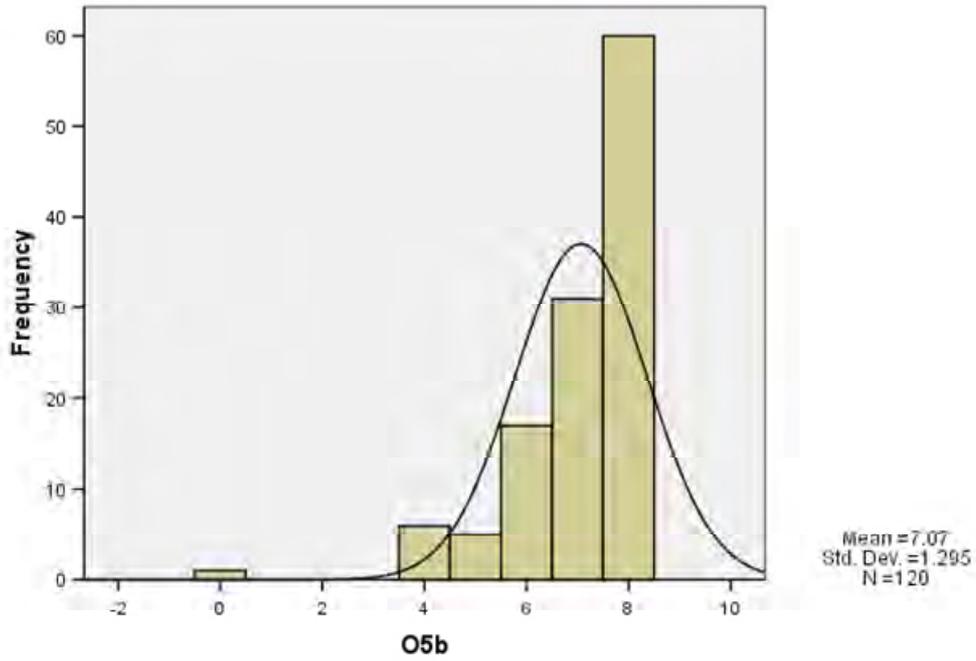
Question 50





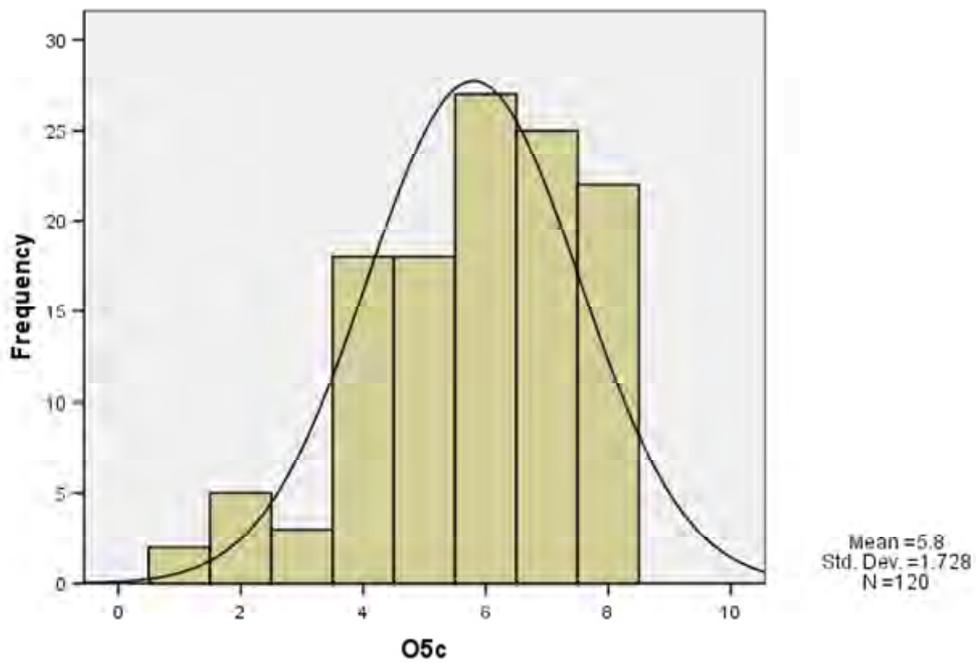
Question 56

O5b



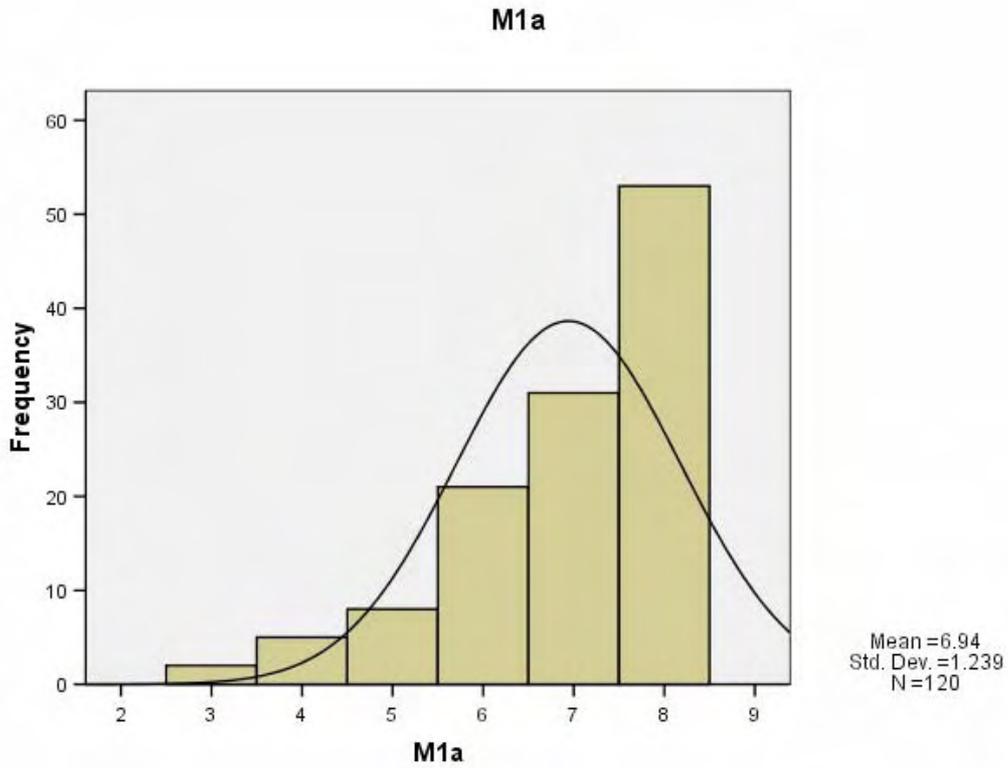
Question 62

O5c

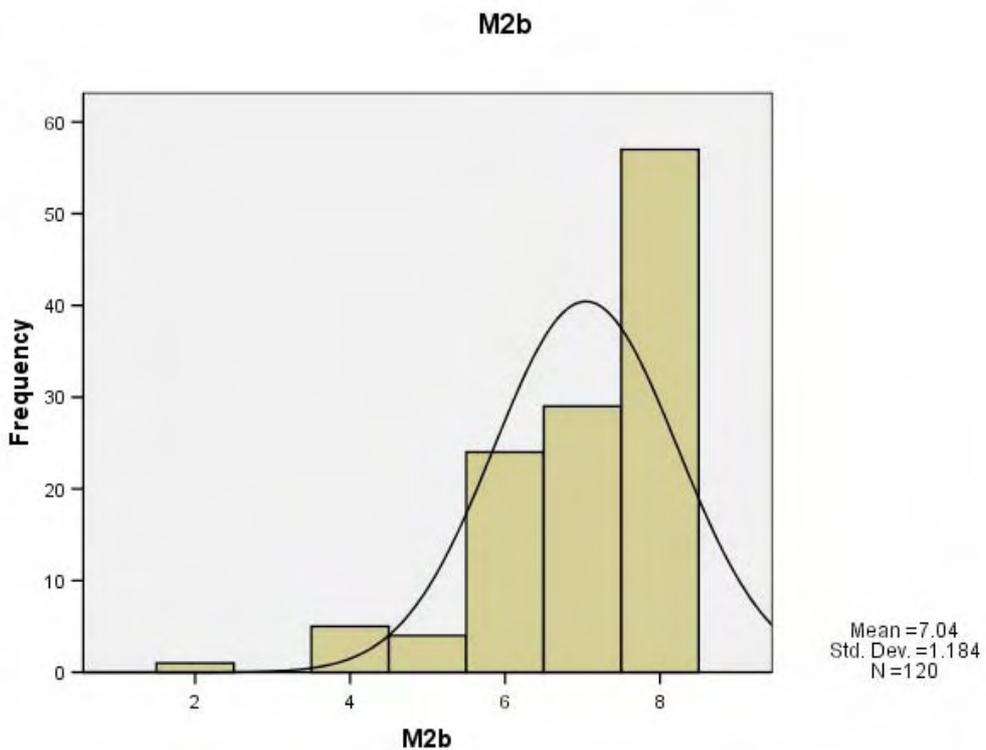




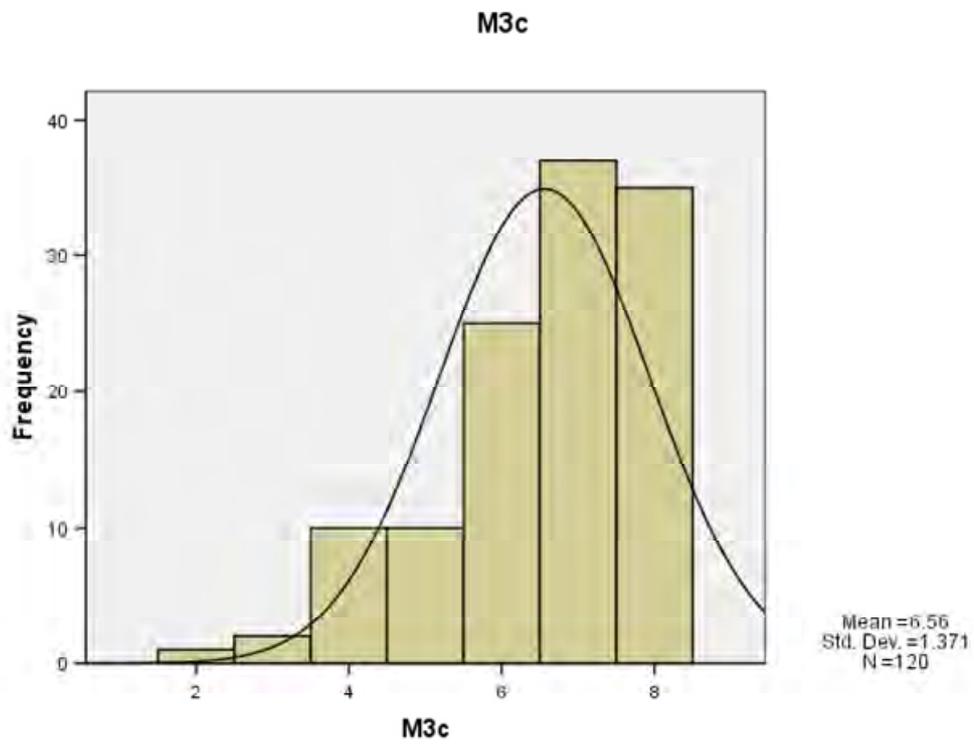
**Question 41**



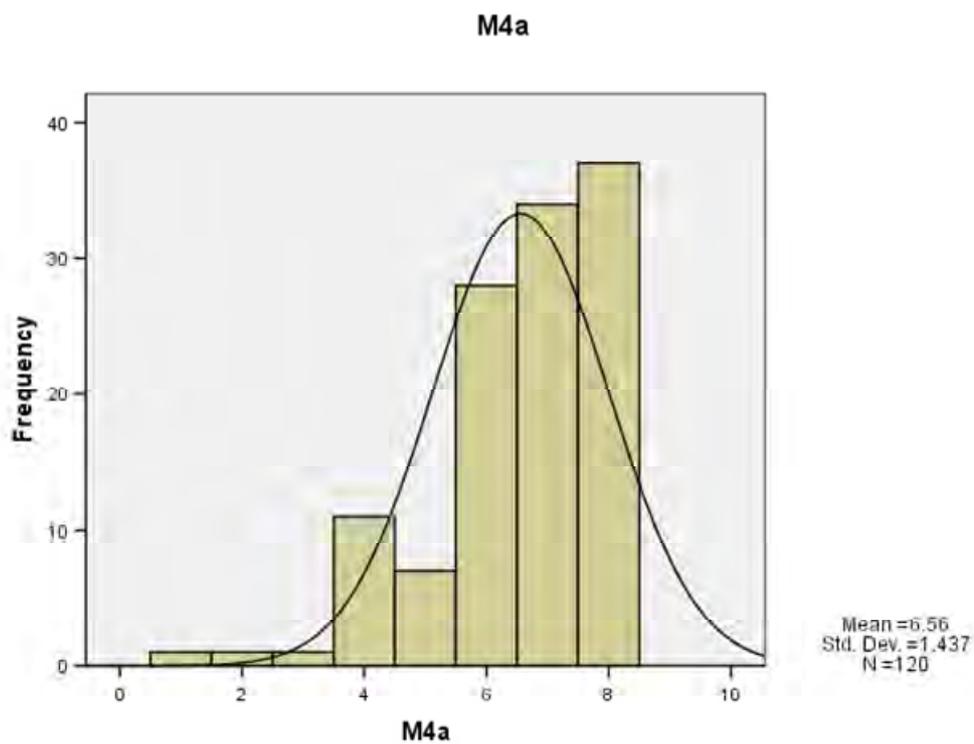
**Question 47**



Question 53



Question 59





Question 65

M5a

