

Managers' Personality Traits and Employee Job Performance in the Telecommunication Industry

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The study examines the effect of managers' personality traits on employee job performance in the telecommunication industry in Ghana. A cross-sectional survey design was adopted using structured questionnaires to collect primary data from a sample of 350 employees and managers in four selected telecommunication firms. Correlation and regression techniques are used. The study discovered that the dominant personality trait of leaders' in the telecommunication industry in Ghana is open-minded with extraversion. Furthermore, there is a fairly strong significant positive relationship between each of the five leaders' personality traits and employee job performance. After controlling for demographic characteristics, it was revealed from the analysis that the personality traits of leaders have significant effects on employee job performance. Years of experience and age collectively were very significant to job performance. The study recommends among other things that formalized leadership training programs should be instituted in the telecommunication industry in Ghana to train leaders and employees on leaders' personality traits and its effect on employee performance.

Keywords: managers' personality traits, employee performance, telecommunication industry, Ghana

INTRODUCTION

Throughout the ages, communication has proved to be the bloodline of building resilient communities (Ampomah, 2012; Nanevie, 2012). In recent decades, telecommunication has further escalated the value of communications, developed into an industry that continues to be relevant in accelerating economic and social development of nations. In Ghana, the telecommunication industry has contributed immensely towards absorbing the unemployed, particularly the youth. Almost all sectors of society engage and benefit from platforms and services provided by the industry, including daily business transactions across sectors. Some of the most important impacts have been felt as how it aids decision-making, helps in providing feedback, promotes interpersonal and business relationships as well as exchange of information (Frempong & Henten, 2004). Kanwal, Parvez and Mahmood (2008), and Nanevie (2012) stated that, the telecommunication industry is a vital component of Ghana's economic growth in view of the global nature of the world. It makes the rest of the world more accessible to Ghanaians and vice versa.

The telecommunications industry in Ghana has been on a highly progressive journey since 1992 when the first mobile telephone service provider, Millicom Ghana Limited launched its service under the brand

name Mobitel (now AirtelTigo). Ghana Telecom Company was the only communication service provider for fixed line services. Telephone penetration in that period stood at 0.3% according to the World Bank country data statistics (Ahortor, 2003). In 1995, only 37 of the country's 110 administrative districts then had telephone exchange facilities, and there were only 35 payphones in the entire country, with 32 in Accra (Dankwa, 2013).

Certainly, in the last few years, competition has been intense in the mobile telecommunication industry involving various service providers: Scancom Ghana Limited (MTN), Airtel/Tigo Ghana Limited (Airtel/Tigo), Vodafone Group Plc (Vodafone), Espresso Telecom Limited (Espresso), and Glo Mobile Ghana Limited (Glo). With this increased competition comes the need for operators to redefine what success means to them as organizations maintain standards that promote same in order to keep up with the competition. Organizational researchers and administrators have asserted that, just like the role of leaders, employees also are relevant stakeholders in maintaining the competitiveness of organizations (Datta & Agarwal, 2004; Rad & Yarmohammadian, 2006; Uddin, Luva & Hossian, 2013).

This paper explores strategies to retain experienced employees by focusing on key measures that increase their retention such as improved job satisfaction which also has implication toward employee performance. According to the Path-Goal theory (Martins & Coetze, 2007), a favorable working environment is a significant determinant of employee performance and job satisfaction. Leadership style has been shown to have a positive and significant effect on employee performance (Tuffour, Abubakari & Tuffour, 2019; Tuffour & Martey, 2019). More in-depth analysis of the behavior of leaders has attributed the cause to their personality characteristics. That is, there are some innate characteristics within an individual manager that are responsible for what is observed on the outside (Judge & Bono, 2004; Brown & Heywood, 2005; Achua & Lussie, 2010; Brandt & Laiho, 2013; Brandt & Edinger, 2015; Toscano, Priceand & Scheepers, 2018). This assertion is yet to be verified in the Ghanaian telecommunication industry. The present study fills this gap. This study seeks to investigate this assertion in the light of employee job performance in the telecommunication industry in Ghana.

A common practice observed among telecommunication companies is to improve their competitiveness is the phenomenon of employee poaching. This is mainly spurred by the similarity of their products and services. The survival of a telecommunication firm is dependent on the performance of employees, and the performance of the employees has been shown to be influenced by the leaders' (managers') personality traits. Studies have shown that leaders' personality traits generally do make a difference in the performance of their organizations (Achua & Lussier, 2010; Northouse, 2010; Yukl, 2010). But this is not known in the Ghanaian telecom sector. In the light of this, there has been much interest in identifying the personality traits of individuals and how it relates to the overall effectiveness of an organization (Grant, Gino & Hoffman, 2011; Hambrick, 2007; Northouse, 2010; Yukl, 2010). Studies have shown that leader's personality plays a huge role in employee outcomes such as job performance (Achua & Lussier, 2010; Judge, Piccolo & Kosalka, 2009). However, the extent to which this applies in the telecommunication industry in Ghana is not known. In addition, no study to date has sought to examine the effectiveness of managers' personality traits as a driving force to elicit employee performance in telecommunication sector.

Poor leadership, irrespective of the level an organization has gotten to, can greatly affect the firm hence organizations need to know which personality traits of an individual manager augers well for successful leadership in an organization. The main focus of the present study is to examine the linkage between leaders' personality traits and subordinate job performance. The changing needs of a firm to survive in the industry, based on the performance of employees, and the different personality traits, leads to two questions: what is the dominant personality trait of leaders in the telecom industry and what is the effect of leaders' personality traits on employee job performance in the telecommunication industry? These lead to two main objectives for the study: a) examine the dominant personality trait of leaders in the telecommunication industry, and b) assess the effect of leaders' personality traits on employee job performance moderated by individual characteristics. The rest of the study is structured as follows. The literature review is in section two while the methods and materials are in section three. The results of the analyses are in section four while the conclusion and policy implications are in section five.

LITERATURE REVIEW

Theoretical Literature Review

Research has uncovered many variables of personality. However, Myers-Briggs model of personality traits and the Big Five model of personality traits are the most widely accepted ways to understand personality because of their strong research support and reliability across age, gender, race and language groups (Achua & Lussier, 2010; Ampomah, 2012; Donnelly, Iyer & Howell, 2012; Northouse, 2013). However, the big five model has received the most recent usage (Erjavec, Popovič & Trkman, 2019), serving as the basis of the present study.

The Big Five personality traits or the five-factor model of personality traits came in as effort to find a smaller number of broadly defined categories that would simplify the development of traits theories, as a result of the proliferation of personality traits identified over the past years in describing leaders in terms of their individual profile (Northouse, 2013; Yukl, 2010). The Big Five model has conscientious, extraversion, agreeableness, adjustable and open-minded (see Table 1) as the personality traits. Conscientious leaders tend to be disciplined in pursuit of goal attainment, efficient and have a strong sense of direction (Bono & Judge, 2004; Brandt & Edinger, 2015). These leaders are detailed-oriented, deliberate in their decision-making, and polite in most interpersonal interactions (Brandt & Laiho, 2013). Thus, it is proposed that:

Conscientious trait has a significant positive effect on employee job performance

People who are strong in extraversion more commonly called dominance-personality traits want to be in charge. Their dominant behavior ranges from interest in getting ahead and leading through competing and influencing. Extraverts or extrovert are outgoing, like to meet new people, assertive, willing to confront others, active, energetic, upbeat, talkative and optimistic individuals (Northouse, 2010; Yukl, 2010). Unlike surgency behavior which is to get ahead of others, the agreeableness personality dimension includes traits related to getting along with people. Such leaders also manifest in modesty and altruistic behavior. Agreeable individuals are described as both trusting and trustworthy (Abdolzahra *et al.*, 2014; Abdullah, 2013) leading to the predictions that:

*Extraversion trait has a significant positive effect on employee job performance,
Agreeableness trait has a significant positive effect on employee job performance*

Emotional stability refers to self-control, being calm under pressure, secure and positively-praising others, whilst the emotionally unstable (also called neuroticism) is out of control nervous, negative, and hostile-criticizing others (Achua & Lussier, 2010; Northouse, 2013; Yukl, 2010). Those high in openness to experience are intellectually curious (Timothy, Judge, Bono, Ilie & Gerhardt, 2002; Mayer, Bardes & Piccolo, 2008) and have the tendency to be creative, innovative, introspective, imaginative, resourceful and insightful (Achua & Lussier, 2010; Northouse, 2010), regularly engaged in patterns of divergent thinking (Yukl, 2010). These lead to hypotheses as:

*Emotional stable trait has a significant positive effect on employee job performance
Open-minded trait has a significant positive effect on employee job performance*

Table 1 shows the Big Five-Factor Model of personality traits.

TABLE 1
THE BIG FIVE-FACTOR MODEL OF PERSONALITY TRAITS

Big Five Personality Traits	Specific Traits
Conscientiousness	Dependability, integrity, Need for achievement,
Extroversion	Surgency, Assertiveness, Outgoing, dominance, Energy
Agreeableness	Cheerful, Optimistic, Nurturance, Sympathetic, Need for affiliation, Helpful
Adjustment	Emotional stability, Self-esteem, Self-control, locus of control
Open-minded	Curious and inquisitive, Intelligence, Open-minded or Open to experience, Learning oriented

Source: Achua and Lussier (2010), Northouse (2013), Yukl (2010)

Employee Job Performance Concept

Hakala (2008) stated that, measuring employee job performance is an important total quality management practice in most organizations not excluding telecommunication industry. Özer and Günlük (2010) and Javed, Balouch and Hassan (2014) viewed job performance from the perspective of Hersey and Blanchard (1993) as the level of achievement of business and social objectives. Brown and Heywood (2005) defined job performance as the job related activities expected of a worker and how well those activities are executed. Job performance can also be looked at as the total expected value to the organization of discrete behaviors that an individual carries out over a standard period of time (Clark, 2005; Obisi, 2011). Based on this premise, employee performance has been argued by some researchers as a function of their relationship with their leaders which is borne out of certain leader characteristics (Judge *et al.*, 2002).

There are many measures of employee performance, which depends on the organization's mission but this study is limited it to the measures used by United State Personnel Management (2011), which have been cited by other researchers including Javed *et al.* (2014) and Obisi (2011). These measures include effectiveness, efficiency, quality, quantity, timeliness, productivity and safety. Northouse (2013) added adherence to policy guideline, absenteeism and creativity or innovation as other measures of job performance.

Empirical Literature Review

According to Bono and Judge (2004), several studies have been conducted on leader's personality traits, employee job satisfaction, job performance, and turn over intention of business administrators, chief executives and subordinate employees. Tenkorang-Ansong (2012) examined personality trait, job satisfaction and staff morale of Kasapa Telecom Limited to identify the effects of low staff morale and job dissatisfaction on productivity. The findings of the study revealed that, staff were satisfied with their current job. The study organization by Tenkorang-Ansong (2012) was the telecommunication firm in Ghana with the lowest market share. Thus, it is not clear whether this result is application to other market players with larger market shares.

Rothmann and Coetzer (2003) studied the relationship between personality dimensions and job performance using cross-sectional survey design for a sample size of 159 employees of a pharmaceutical company. The results showed that emotional stability, extraversion or introversion, openness to experience, sensing, feeling, judging, perceiving and conscientiousness were related to job performance and creativity of employees. Three personality dimensions, namely emotional stability, openness to experience and agreeableness explained 28% of the variance in participants' performance. This current study examines these issues from the perspective of Ghana.

A similar study by Awadh and Ismail (2013) on the impact of personality traits and employee work-related attitudes on employee performance in Saudi Arabia found that, personality traits and work-related attitudes such as job involvement and organizational commitment have direct positive and significant

relationships with employee work performance. Abdolzahra, Elham, Hosseini and Morteza (2014) studied the personality aspects of adaptive job performance among governmental hospital nurses. The results showed that, there is positive and significant relationship between two personality traits of self-efficacy and openness to experience with adaptive performance. Moreover, the results of multiple regressions showed that openness to experience had the maximum effect in explaining adaptive performance variance.

Studies by Northouse (2013) and Yukl (2010) found that a leader's responsiveness correlates positively with employees' job satisfaction and performance. Abdolzahra *et al.* (2014) and Abdullah (2013) studies revealed that, leader's extraversion has a role to play in the leadership as it positively influences the leader's behavior towards employees. Research has shown that introverted leaders can elicit better employee performance results as well as job satisfaction (Judge *et al.*, 2002).

Abdolzahra *et al.* (2014), Judge *et al.* (2009) and Northouse (2010) reported that there is a significant relationship between employee job performance and conscientiousness. Judge *et al.* (2000) hypothesized a positive relationship between neuroticism and employee job satisfaction which influence job performance as neuroticism is link to openness to experience. These are necessary traits for an individual to be able to take risks and set high standards, as well as to motivate followers to take risks and achieve those standards. The reviews lay the foundation for the methodology of the present study.

METHODOLOGY

Design and Approach

The study used a quantitative methodology based on cross-sectional survey. The design involves correlation and regression analyses. According to Alabi (2009), Arthur (2012) and, Asamoah-Gyimah and Duodu (2007), correlational design is used to gather opinions of a population by studying a sample of the population to determine whether, and to what extent a relationship exists between two or more quantifiable variables and then generalize findings to the population. The present study evaluates the opinions of management (i.e., managers) and employees (i.e., subordinates) of the telecommunication industry, within the context of identifying the dominant personality traits of leaders and the effect of leaders' personality traits on subordinate job performance whilst controlling for age, gender, years of experience, educational level and marital status, as hypothesized and used in previous studies (Achua & Lussier, 2010; Yukl, 2010; Donnelly, Iyer & Howell, 2012; Tuffour, Akuffo & Barnor, 2015; Tuffour, Abubakar & Tuffour, 2019).

Sampling

The population of the study was leaders and subordinates of the telecommunication industry with headquarters and sub-offices in the Accra Metropolis. The study is based on four ranked firms. These firms were purposively sampled based on their previous rankings by the National Communication Authority (NCA) in 2018 with respect to the leading four telecommunication firms with the highest customer base. These firms have over the past four years been in the first four rankings of the NCA. In all, 350 supervisors and subordinates (employees) were sampled. This was in line with the recommendations of Tabachnick and Fidel (2007) who opined that, for a study that intends to utilize a regression analysis, the minimum sample size should not be less than 60 cases, hence the choice of 350 more than satisfies the analysis to be performed.

Variables and Data

Personality traits are operationalized as presented in the Big Five model. On the other hand, job performance in this study is operationalized as performance in the context of the key performance indicators (KPI) of the telecommunication industry where an individual must reach or exceed the given target.

Demographic variables are an essential part of how personality traits and employee performance interact. While leaders' personality traits and employee performance have various degrees of relationship,

many other factors may also contribute to influencing these correlations. Mullins (1999) highlights that, the factors influencing job performance of workers included individual factors such as personality, education, intelligence/abilities, age, marital status, gender, and so on. In conformity with literature, the control variables (age, gender, years of experience, educational level and marital status) are included in the present study.

Instrumentation and Data Collection

The leaders' personality trait is measured using the Big Five personality traits elements. The instrument provides a framework for assessing the similarities and differences among personality traits (Opt & Loffredo, 2003). The scores were obtained by adding the marks. The items on the questionnaires were rated on a five point Likert-type rating scale of 'Strongly Disagree', 'Disagree', 'Undecided', 'Agree', and 'Strongly Agree' which were coded 1, 2, 3, 4 and 5 respectively. The interpretation of the scores for personality traits is based on averages, such that a combination of the scores for the various items representing each trait determine what one's dominant trait is.

Job Performance Scale (JPS) is used to rate the performance of respondent employees in this study by their supervisors. The measure included 21 items and these items are measured on a five-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). The scale involved the use of all 21 items with the summary scores ranging from 21 to 105. That is, a respondent is an underperformer when the scores ranges from 21 to 46, a satisfactory performer when the score ranges from 47 to 77 and a high performer when the score ranges from 78 to 105. The reported Cronbach's alpha is 0.90 (Yousef, 2000).

Ethical measures such as informed consent (Alabi, 2009; McMillan & Schumacher, 2010), safeguarding against manipulation of participants (Arthur, 2012; Kusi, 2012), confidentiality and anonymity (Johnson & Christensen 2008; Kusi, 2012; Neutens & Robinson, 2010) were adhered to in the data collection. As a result, respondents in the study were briefed on their right to take part in the study or withdraw from the study at their own volition. The respondents were also provided with detailed instructions on how the questionnaires were to be completed. The reason behind providing clear instructions and assuring confidentiality of information provided was to significantly reduce the likelihood of obtaining biased responses (Alabi, 2009; Kusi, 2012).

The instrument was self-administered by the researchers and four representatives who were employees of the various telecommunication firms. The representatives were briefed on their main role of giving out the questionnaire to respondents and collecting completed questionnaires. The rationale for each telecommunication network company having a representative was to enhance the administration and collection of completed questionnaires. The questionnaires were given out to the respondents at their work places, and in most cases were collected two days after distribution to allow time for full completion due to respondents' work demands. The data was collected over a 2-week period. A total of 400 questionnaires were administered with 350 fully completed and retrieved, representing 87.5% return rate. This is higher than the 30% anticipated in most researches (Sekaran, 2003).

Job Performance Model Specification and Data Analysis

The preliminary data exploratory examination was conducted (prior to the main analysis) in a two-stage process. First, was the cleaning of the data to ensure that only correctly completed questionnaires are used. Second, the responses were coded appropriately and entered into a SPSS software for analysis. With respect to the objectives of the study, correlation and regression analyses were used to establish the relationship and effect respectively. Based on literature review, personality traits affect the extent of employee performance. Within this framework, the regression model is specified as:

$$P_t = \beta_0 + \beta_1 PT_t + \beta_2 X^*_t + \varepsilon_t \quad (1)$$

where:

P_t = employee job performance

PT_t = Personality trait

X^*_t = a set of control variables (gender, age, marital status, experience and level of education of subordinates)

ε = Random error term

β_0 , β_1 and β_2 are the coefficients of regression, it is expected that $\beta_1 > 0$; $\beta_2 > /< 0$.

DATA ANALYSIS AND DISCUSSION OF RESULTS

Demographic Background of the Respondents

The gender distribution of respondents shows that 57% were males whereas 43% were females. The relatively young industry has relatively youthful employees. About 233 of the respondents were youth (18 to 39 years, based on the definition of the National Youth Policy of Ghana. Those who are 40 years and above constitute 33% of the respondents. Education is one of the most significant characteristics that influences personality trait of individuals [i.e. the way of thinking, interaction and comprehension in relation to social phenomena (Naamia, Behzadia, Parisaa & Charkhabib, 2014)]. It was noted that all the respondents were educated, with 43% holding undergraduate degrees and 12% hold master's degree and above.

Marriage is one of the most significant social institutions in Ghana and has been accorded much respect since time immemorial. As such, it is believed that marital status can transform married couple's perceptions and attitudes toward situations in life and make them more responsible, matured in comprehension and responsible (Smith, Carson, & Alexander, 1984). In this light, marital status was investigated. Two hundred and forty (240) of the respondents representing 69% of the employees in the telecommunication industry were married. A total of 29% were unmarried whereas 2% were widowed, separated or divorced.

Distributions of the respondents show that 63% have been in the telecommunication industry from one to five years. One hundred (100) of the respondents representing 29% percent have worked in the telecom industry from six to ten years while 8% of the employees have been in the telecom industry from 11 years and above. Toth (2014) posited that, there is a significant positive relationship between leader's personality trait as a reflection of years of experience and subordinates job performance.

Validity and Reliability of the Instruments

In order to assess the validity of the measuring instruments, a face validity of the instruments (Yukl, 2010) was conducted. That is, the questionnaire was presented to two experts who made reviews of the items to ascertain whether they measured the exact constructs they were supposed to measure. The comments of the experts were incorporated into the instruments. The experts concluded that all instruments were valid for use in the study.

To ensure reliability of the instruments, a test re-test technique was employed. A pilot study was also done by administering the questionnaires to 30 respondents in Ashanti regional branch office of the four telecom companies to serve as basis to review the instruments. The Cronbach alpha for the personality traits and job performance are 0.83, and 0.81 respectively (see Table 2). Nunnally (1978) recommended that instruments used in basic research should have reliability of about 0.70 or better.

It is expedient to examine data collected from the field in order to ensure whether the data meets standard criteria for further analysis (Hair *et al.*, 2010). For normality, Pallant (2013) opined that, due to the large sample size, more than 200, issues of normality should not be of a major concern. However, the study conducted normality test to satisfy the requirements for a regression analysis. From table 2, skewness and kurtosis values were within the range of +1.96 to -1.96, implying that the data set satisfied the normality assumption (Hair *et al.*, 2010).

TABLE 2
NORMALITY AND CRONBACH ALPHA TEST FOR STUDY INSTRUMENTS

Variables	Kurtosis	Skewness	Cronbach's Alpha	Mean	S.D
Personality Traits	-0.071	-0.701	0.831	3.53	1.68
Employee Job Performance	-0.924	-0.027	0.810	2.66	1.79

Source: Authors' Calculation

Dominant Personality Trait of Leaders in the Telecommunications Industry

In order to identify the most dominant personality trait present in the sampled leaders, mean distribution was used. The personality trait structure of the leaders has been tabulated in Table 3.

TABLE 3
PERSONALITY TRAITS OF LEADERS

	Mean	Std. Deviation
Agreeableness	1.46	0.69
Conscientiousness	1.99	0.75
Adjustment	2.90	1.44
Extraversion	3.32	1.03
Open-minded	3.45	1.11

Source: Authors' Calculation

From Table 3, the most dominant personality trait exhibited by the leaders is open-mindedness, with a mean value of 3.45. In this case, the managers exhibit openness to experience, open mind to learn, and are curious and inquisitive about what is happening to employees. This trait must be worked on alongside extraversion (the second dominant personality trait) because leaders must be outspoken, outgoing and sociable (Javed, Balouch & Hassan, 2014). The extraversion trait (with an average value of 3.32) indicates that managers are more of outgoing and assertive with lots of energy. Leaders' adjustment state follows with an average value of 2.9. This is an indication that, the managers have some level of emotional stability, self-esteem and self-control. The personality traits that followed are conscientiousness and agreeableness. The least exhibited personality trait-agreeableness is dependability and integrity related behaviors.

Correlation Matrix of Variables

There are significant positive correlations between leaders' personality traits and employee job performance (see Table 4). This means that when leaders portray positive leadership behavior to employees, it invariably creates an atmosphere for subordinates to perform well (Achua & Lussier, 2010; Ampomah, 2012; Northouse, 2010; Yukl, 2010). Specifically, conscientiousness has the highest significant positive correlation statistic with employee job performance. This is followed by adjustment which is also significant and has positive correlation with job performance. Open-mindedness has the least personality trait correlation with employee job performance.

TABLE 4
PEARSON CORRELATIONS FOR LEADER'S PERSONALITY TRAITS AND
JOB PERFORMANCE

	Conscientiousness	Extraversion	Agreeableness	Adjustment	Open-minded	Job Performance
Conscientiousness	1	0.017	0.272**	0.168**	0.107*	0.486**
Extraversion		1	0.298**	0.232**	0.070	0.213**
Agreeableness			1	0.192**	0.191**	0.227**
Adjustment				1	0.036	0.321**
Open-minded					1	0.151**
Job Performance						1

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

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

Source: Authors' calculation

Effect of Leaders' Personality Traits on Employee Job Performance

From Table 5, years of experience and age are significant contributors to job performance and both are positively related to employee job performance. Also, males are more likely to perform better than females. This corroborates the fact that, married females are hindered to perform better. The effect of personality trait of conscientiousness on job performance is positive and significant. Relatively, conscientiousness has the largest coefficient. Extraversion is also significant as it has positive effect on employee job performance.

Although agreeableness has positive effect on job performance, it is not significant. As managers become more adjustable and open-minded, the more employees become effective in their job performance. From Table 5, both adjustment and open-minded traits have significant positive effects on employee job performance.

TABLE 5
REGRESSION OF LEADERS PERSONALITY TRAIT ON EMPLOYEE JOB PERFORMANCE

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.307	0.448		2.919	0.004
Age	0.007	0.004	0.084	1.877	0.061
Education	-0.051	0.073	-0.031	-0.704	0.482
Experience	0.157	0.062	0.125	2.539	0.012
Marital	0.047	0.099	0.021	0.479	0.632
Gender	0.256	0.131	0.104	1.949	0.052
Conscientiousness	0.577	0.072	0.391	8.003	0.000
Extroversion	0.152	0.050	0.142	3.019	0.003
Agreeableness	0.035	0.079	0.022	0.442	0.659
Adjustment	0.145	0.035	0.189	4.087	0.000
Open-minded	0.095	0.045	0.096	2.136	0.033

a. Dependent Variable: Job Performance

Adjusted R square = 0.608, F-statistic=21.188

Source: Authors' calculation

These observations by respondents have been supported by Achua and Lussier (2010), Northouse (2010) and Yukl (2010) when they posited that leaders' personality traits have effects on employee job performance. For instance, leaders' ability to be firm, reflective, self-controlled, internally focused, future oriented, sociable and outgoing with employees would enable subordinates to feel good or contented about the job thereby enhancing organizational performance. Also, the leaders' capability to be focused on the needs of employees and tasks at hand as well as being dependable are significant predictors of employee job performance (Ampomah, 2012; Audit Commission, 2002). Bartone, Eid, Bjorn, Laberg and Snook (2009), Beechler and Woodward (2009) added that leaders' learning oriented behavior (that is, having the patience to learn from the employees) contributes positively to employee performance as this gives room for employees to be creative and innovative.

Discussion of Results

Dominant Personality Trait of Leaders

The study discovered that the dominant personality traits of leaders' in the telecommunication industry in Ghana are open-minded and extraversion. Achua and Lussier (2010) Northouse (2013), and Myers and Myers (2015) supported this view that being open-minded is a personality trait of leaders. However, this trait must be worked on alongside extraversion because leaders must be outspoken, outgoing and sociable (Dulewicz *et al.*, 2005; Eddleston, 2009; Hakala, 2008; Javed *et al.*, 2014). This is exactly the case as revealed by the results of the present study, confirming some results of previous studies.

Relationship Among Leader's Personality Traits and Job Performance

The study found significant positive relationship between leaders' personality traits and employee job performance. There are significant positive association between leaders' personality traits and employee job performance. This means that, when leaders portray positive leadership behavior within them to employees, it would create an atmosphere for subordinate to perform well as earlier revealed by Achua and Lussier (2010), Ampomah (2012), Northouse (2010) and Yukl (2010). This suggests that when leaders create room in their organizations for improved working conditions, implement promotions, offer training and educational opportunities, offer career developments, provide job security, institute good communication between leaders and subordinates, employees or subordinates are bound to be satisfied with the leaders and the job as indicated by other researchers (Aydin & Ceylan, 2009; Bhatti & Qureshi, 2007; Sageer *et al.*, 2012) thereby increasing employee productivity. However, Hejazi and Irvani (2003) found no significant relationship between personality trait and job performance.

Effects of Leader's Personality Trait on Employee Job Performance

After controlling demographic characteristics, it was revealed from the analysis that, the personality traits of leaders have significant effect on employee job performance confirming the hypotheses. Years of experience and age collectively were very significant to employee job performance. Furthermore, there is a significant positive effect of each of the five personality traits on employee job performance.

This conclusion has been supported by Achua and Lussier (2010), Lounsbury, Foster, Carmody, Kim, Gibson and Drost (2012) and, Lounsbury, Loveland, Gibson and Levy (2014). They observed that, the personality traits of the leaders improve employee job performance in many respect when positively used. For instance, leaders' sociability, extraversion, outgoing attitude, dependability, emotional stability and self-control positively increase productivity of subordinates.

CONCLUSION AND POLICY RECOMMENDATIONS

Based on the findings, the study concludes that the leaders in the telecommunication industry in Ghana possess open-mindedness and extraversion as their dominant personality traits. The study revealed that leader's personality traits have positive effects on employee performance even after demographics such as age, gender, years of experience, level of education and marital status were controlled. On the other hand, some demographic factors such as age and experience make a meaningful impact on the personality of the leader. This implies that, first, the personality traits of individuals are considered as the underlying factors for a lot of their actions and inactions in organizations. The study based on its objectives and findings recommends that leaders and employers of telecommunication industries in Ghana should have formalized leadership training programs for leaders. Second, firms' managers should reform their managerial behavior to reflect open-mindedness and outgoing attitude to secure the trust of employees. Third, leaders need to be aware and circumspect of their leadership behavior as it can either boost employee job performance and reduce employee turnover intention or mar the relationship between the leader and the employees which would result in low productivity.

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