

The Relationship between Personality Traits and Sales Force Performance: A Case Study of Eden Micro Finance

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Abstract

This paper explores the relationship between personality traits and sales force performance in the micro finance sector in Ashanti Region. Three specific objectives guided the study. Descriptive survey research design was adopted for this study. The study was carried out in Ashanti Region, Ghana and the population of the study was all the microfinance firms in the Region. As a result of the number of firms involved and the size of the entire population, the study focused on only “Eden” microfinance due to its manageable size. The sample for the study was 220 and convenience sampling technique was used for the selection. The instrument for data collection was the Questionnaire Guide (QG). The questionnaire items were subjected to face and content validation by three experts. Reliability of the questionnaire items was determined using Cronbach alpha method and a coefficient of 0.84 was obtained. A total of 220 copies of the questionnaire were administered to the respondents with the help of four research assistants. The research questions were answered using weighted mean and Improvement Need Index (INI). The study revealed that personality traits, organisational culture and motivation all affect the performance of the sales force. It was recommended that firms should strengthen their human resource departments so as to have appropriate recruitment policies in place to attract sales force with the right personality traits, internal marketing should also be taken seriously to improve the performance of the sales force.

Key words: Personality Trait, Sales Force, Sales Executive, Performance, Microfinance, Behaviour

1.0 INTRODUCTION

The Micro finance services sector of the Ghanaian economy is one of the industries experiencing an intense competition. As a result of this competition, some firms have resorted to recruiting Sales Executives to assist in mobilizing customers for their respective institutions. One can therefore state that the growth and success of any organization partly depends on the ability of the organization to sell its products to the consuming public or its target market. It is therefore not surprising to see these agents in our homes or work places. If that is the case, then, the Sales Executives performance cannot be skirmished aside if the business or the organization is to do well. Sales executives are experienced businesspersons who increase a company's profits by delivering to clients a wide range of products and services. They work in a variety of industries, such as computer technology, consumer goods and financial services. They help move the services and products of a company to the company's target markets. A Sales Executives will be able or will not be able to achieve a company's target when he or she has a good behaviour, charisma empathy and many others. Every organization will be very glad to employ a Sales Executive who has all or most of these good behaviours in boosting sales. It is an undisputable fact that the job of the Sales Executives is challenging. They are exposed to a high degree of rejection and failures by customers. Because employers' expectations are high, there is always pressure on the Sales Executives to excel in order to meet targets and deadlines of employers. However, some school of thought believes that whether the sales force will be able to perform well or not depends on his

or her personality traits. Yet, most research works on personality focus on general work performance of employees in the developed countries. Personality has been considered as an important factor in the personality related studies specifically for predicting the job performance. It is a behaviour which differentiates one person from another (Beer & Brooks, 2011) and provides acumen whether a person will do some specific job well, in comparison with others (Sackett et al., 2002). Moreover, the traits, relevant to personality, are considered to be stable and steady throughout the work life in a personality behaviour model (Dennison et al., 2011; Gerber et al., 2011; Myers, 1998). Hogan and Shelton (2006) pointed out that the personality theories examine the variances and similarities in a person. The similarities can be used to predict one's performance and behaviour, as they provide the collective attributes of human nature. Whereas, the variances provide the measures of individual's performance and are used to describe human performances and behaviours. Experts in the field of personality are of the view that the individuals in fact have a stable and long term traits that affects behaviours at work (Dennison et al., 2011; Gerber et al., 2011). With reference to research on personality, some scholars captured that personality is the effective tool that predicts job performance (Ozer & Benet-Martinez, 2006; Schulman, 2011). The technique is mostly adopted at the time of personnel selection procedure (Barrick & Mount 2000). However, there has not been much research work on personality traits and sales force performance even in the developed countries. There is also no evidence of any research on how personality traits affect the sales force performance in the microfinance industry in Ghana thereby creating a gap. It is in the light of this, that this study attempts to investigate how personality traits influence the performance of the Sales Executives in the financial service segment of the Ghanaian economy. This paper is divided into five sections; the introduction is followed by the review of related literature. Research methodology for the study follows the review of related literature and the next section is data analysis and discussion. The last section deals with the summary, conclusion and recommendations.

LITERATURE REVIEW

2.0 INTRODUCTION

Company administrators and Sales Managers are often aggravated by not being able to find great sales personnel who are consistently able to attain sales target even when there are foreseeable setbacks. The magnitude of this question is incontestably motivated by the very direct and short time of sight between the Sales Executives and the revenue volume.

2.1 DEFINITION OF PERSONALITY AND SALES EXECUTIVES

Most people, when they think of personality are actually thinking of personality diversity, types, traits and likes. The lesson of personality has a wealthy and varied history in psychology, with an abundance of theoretical traditions. There is no consensus on the description of personality in psychology. Most researchers and psychologists do not overtly recognize themselves with a definite perspective and often take electric approach.

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collective attributes of human nature. Whereas, the variances provide the measures of individual's performance and are used to describe human performances and behaviours. Experts in the field of personality are of the view that the individuals in fact have a stable and long term traits that affects behaviours at work (Denissen et al., 2011; Gerber et al., 2011). With reference to research on personality, some scholars captured that personality is the effective tool that predicts job performance (Ozer & Benet-Martinez, 2006; Schulman, 2011). The technique is mostly adopted at the time of personnel selection procedure (Barrick & Mount 2000).

Sales executives are experienced businesspersons who increase a company's profits by delivering clients a wide range of products and services. Many companies operate on a global scale, thus increasing the brands exposure to overseas markets and creating a broader base of potential clients and, ultimately, profits. Sales executives work in a variety of industries, such as computer technology, consumer goods and financial services. They help move the service and products of a company to the company's target markets. Businesses in Ghana were not into employing Sales Executives before to help in the movements of their products but in today's dynamic environment have made it possible for most organizations realize the essence of having a Sales Executives.

The Sales Executives as we all know can make an organization stand in a better or worse position in the market. Most organizations in Ghana exist to make profit so they turn out employing Sales Executives in order to help them boost their sales. A Sales Executives will be able or will not be able to achieve a company's target when he or she has a good behaviour, charisma empathy and many others. Every organization will be very glad to employ a Sales Executives who has all or most of these good behaviours in boosting sales. A Sales Executives who does not have that good behaviour can also switch to be like that since most business pay them based on their performance. Unethical behaviours by Sales Executives must be avoided to achieve a better outcome and also to avoid embarrassment. By the end of this project, one will be able to know more about personality traits of Sales Executives and the impacts it has on job performance.

Personality is thought to be determined largely by either generic or heredity, by environment and experiences, or by some combinations of the two. There is verification for all possibilities.

Contemporary research suggests that most personality traits are based on the joint influence of genetics and environment. Nevertheless, personality can be defined as a dynamic and organized set of distinctiveness possessed by a person that exclusively influences his or her cognitions, motivations and behaviours in various situations. Research has showed that, personality is made up of the characteristic patterns of thoughts, findings and behaviours that make a person unique. In addition to this, personality arises from within the individual and remains fairly unswerving throughout the life of the individual. Some of the elemental characteristic of personality includes;

- Consistency: there is commonly a recognizable order and regularity to behaviours. Essentially, people work in the same ways or similar ways in a diversity of situations.
- Psychological and physiological: personality is a psychological assemble, but research suggests that, it is also prejudiced by biological processes and needs.
- Collision behaviour and actions: personality does not just influence how we respond in our environment; it also causes us to act in certain ways.
- Multiple expressions: personality is displayed in more than just behaviour. It can also be seen in our thoughts, feelings, close relationships and other social interactions

2.2 DIMENSION OF PERSONALITY IN THE SELECTION CONTEXT

A very major issue for researchers is how the personality domain should be conceptualized and measured. There are quite a few typologies of personality traits at a high level of generality: the Big Five advocate

by Costa and McCrae (2001), Goldberg (2002), Mount and Barrick (2006), and second order factors by Cattell; the three typological factors of Eysenck (2004); the six factors used by Logan; and the nine categories Hough (2003); found necessary to organize previous research in the validity of specific traits for predicting job performance. Regardless of which typology is adopted as an overarching framework, a further issue arises in whether for prediction purposes, traits should be assessed at the highest and broadest level, in a more specific, traits should be measured and used as separate predictors.

It seems doubtful that measures at the macro level of extra version, neutralism and psychoticism would provide the fine-grained information needed to predict job success in specific operations, even though Eysenck typology is well supported in the personality literature, Mershon and Gorsuch (2001) have shown empirically that, more and more specific points provides better prediction than fewer general factors. They compared the use of all the 16 sales of the 16pf to the use of summary measures of the 16pf's, higher order factors and found that, the prediction of criteria such as salary, tenure, performance and occupation membership was nearly better when the individual traits were used. Measurement and validation at the level of specific traits is also expected to shed more light on a theory of the distinct aspects of performance (Schneider, Hough, and Dunnette, 2004). On the other hand, Ones and Viswesvaran (2001) make a convincing argument for the reliability and predictive validity of broad trait constructs, such as the Big Five, over the narrower traits that comprise each Big five construct. They argue both logically and empirically that, most job performance criteria are broad and multi-dimensional, necessitating to equally broad predictor construct.

2.3 SPECIFIC FINDINGS ON PERSONALITY/ PERFORMANCE RELATIONSHIPS

According to Hunter, (2001) if job performance is viewed as a multiplication function of ability (can do) and motivation (want to do), then both ability measures and stable dispositional factors indicative of motivation should be useful predictors of job success. The case for ability measures has already been made convincingly.

Research has shown that some personality attributes such as achievement orientation and conscientiousness, are probably good indicators of motivation and should be useful in predicting job success. In fact there is now an overwhelming body of evidence showing that measures of integrity, reliability, prudence, dependability, conscientiousness and achievement orientation are significantly related to contextual performance on many jobs (if Hanick and Mount, 2004; Mount and Barrick, 2001; Murphy, 2000, Ones et al, 2000; Sackett, and Callation, 2000 (In some cases, these types of personality constructs also significantly predict task performance or proficiency, but usually not as strong as they do contextual performance.

2.4 PERSONALITY TRAITS AS A SELECTION TOOL

Although the meta-analysis conducted by Churchill et al (2001) revealed a poor relationship between sales performance and such factors as personality and aptitude. Recent studies have indicated otherwise, Seymour (2004) afforded fresh view on the use of personality tests in the selection of sales people. It has been proposed that past research conducted on the determinants of sales performance produced poor result because of flawed research techniques adopting a "short-gun" approach (Segmnur 2000), and the past research did not account for the advance in research technologies in recent years.

This new perspective supports past propositions made by some academic regarding the effective role on individual's inner dynamics played in predicting sales performance (Greenberg and Greenberg 2006; Mayer and Greenberg 2000; McMurry 2001).

Lamount and Lundstrom (2000) adopted such an approach in their identification of successful industrial sales Executives through personality and personal characteristics. Lamount and Lundstom (2000) first identified the various personality traits, which were necessary for sales success through structured exploratory interviews with industrial sales Executives. In their study a variety of instruments were used to measure personality traits. It was found that endurance, empathy and ego strength effectively explained sales performance. Various other studies revealed consistent findings when adopting a sound theoretical base.

2.5 FACTORS THAT INFLUENCE THE SALES EXECUTIVES PERFORMANCE

A large number of factors come together to create a great Sales Executives. Their personal characteristics, knowledge, skills, ability and behaviour are part of understanding what makes a great Sales Executives the . It is not a definite label that applies all the time in all situations. For example, a highly competent, Sales Executives who is de-motivated may not perform well. A highly competent, motivated Sales Executives may not look as though they are performing well if their territory or portfolio is in decline, or under significant attack by competitor. Yet their performance may be outstanding compared to what other Sales Executives could achieve in the portfolio. And a high performing Sales Executives that does not get along with their manager or an environment that does not effectively reward their performance is not likely to perform at their best.

There are tremendous numbers of factors that contribute towards Sales Executives performance. In other to organize this into manageable categories, Churchill, Ford and Walker (1985) develop five (5) categories of the determinants of Sales Executives performance. Churchill, Ford, Dattley and Walker (2006) received this model into six categories of variables in their seminar data analysis, involving 11 articles;

- Personal factors
- Skills
- Role variables
- Aptitude
- Motivation and
- Organizational/environmental variables

These are listed in their order of importance as they influence the sales performance. Consequently, a skill was found to be the second most important determinant of sales performance following personal factors. Skills have now been broaded to the concepts of competencies, which is the sum of knowledge, skills and ability of the Sales Executives.

Research into competencies of highly effective sales Executives has generally identified 3 or 4 categories; selling skills, General management or Business skills, Technical skills or interpersonal skills, involving a deeper process of analysis, reasoning and responding.

A recent Australian study also found the sales performance and emotional intelligence to be positively related.

In a qualitative study, using in-depth interviewer with higher performing sales Executive was found that these sales Executives often and unknowingly used EI to be creative. For example, all the high performing sales people they interviewed reported using the ability to empathies their customers, with some indicating that it was important to put themselves in their customer's shoes. Another use of EI was in their seeing that importance of preserving others emotions as influencing how they adapt their approach to specific customers and sales calls.

Although no one's personality profile exists for the ideal Sales Executives, successful sales executives are hard workers and smart workers. They are highly motivated, dependable, ethical, knowledgeable good communicators, flexible, creative and emotionally intelligent.

- **Motivated**

Most sales Executives work in the field without direct supervision. Under these conditions they may be tempted to get up late, take long lunch breaks and stop work early. But successful sales Executives do not succumb to these temptations.

They are self-starters who do not need any supervision to get them going in the morning or to keep them working hard all day. Finally, successful sales Executives are motivated to learn as well as work hard. They must continually work at improving their skills by analyzing their past performance and using their mistakes as learning opportunities.

- **Dependability And Trust Worthiness**

Customers develop long-term relationships only with sales executives who are dependable and trustworthy. When sales Executive say the equipment will perform in a certain way, they had better make sure the equipment performs that way, if it doesn't, the customer will not rely on them again.

- **Ethical Sales Behaviour**

Honesty and integrity are important components of dependability. Over the long run, customers will find out who can be trusted and who cannot. Good ethics is good business.

- **Customer And Product Knowledge**

Effective sales executives need to know how businesses make purchase decisions and how individuals evaluate product alternatives. In addition, effective sales Executives need product knowledge – how their products work and how the products' features are related to the benefits customers are seeking.

- **Communication Skills**

The key to building strong long-term relationships is to be responsive to a customer's needs. To do that, the Sales Executives needs to be a good communicator. But talking is not enough, the Sales Executives must also listen to what the customer says, ask questions that uncover problems and needs and pay attention to the responses.

- **Flexibility**

The successful Sales Executives also realizes that the same sales approach does not work with all customers. It must be adapted to each selling situation. The Sales Executives must be sensitive to what is happening and flexible enough to make those adaptations during the sales presentation. Only personal selling provides the opportunity to be truly adaptive in making presentations. Consequently, selling effectiveness hinges on the Sales Executives ability to produce adaptive selling and exploit this unique opportunity.

- **Creativity**

Successful sales Executives use their creative juice to build bridges to their customers, gain long-term commitments and effectively manage relationships. Creativity is the trait of having imagination and inventiveness and using it to come up with new solutions and ideas. Sometimes it takes creativity in order to get an appointment with a prospect. Or it takes creativity to develop a long-remembered presentation in the buyers' mind. Or it takes creativity to solve a sticky installation problem after the product is sold.

- **Emotional Intelligence**

To cope with conflicting company and customers objectives, rude customers and indifferent support staff members, effective selling requires a high degree of emotional intelligence. Emotional intelligence is the ability to effectively understand and use one's own emotions and the emotions of people with whom one interacts. Emotional intelligence has four aspects;

- 1) Knowing one's own feeling and emotions as they are experienced.

- 2) Controlling one's emotions to avoid acting impulsively
- 3) Recognizing customers' emotions called empathy
- 4) Using one's emotions to interact effectively with customers.

On the other hand, Anita Setnor Byer identified the following as the characteristics:

▪ **Sales Executive Rarely Perceive Obstacles**

Obstacles always exist, but a Sales Executives will typically charge through the obstacle, rarely causing to take not of its challenge. A Sales Executives is inspired by obstacles and doesn't contemplate the challenge for too long.

▪ **Sales Executive Overcome Rejection**

Rejection does not deeply wound a Sales Executives. Their emotional response is more akin to the testing associated with an act of dishonor. After all, a good Sales Executives knows the client or prospect made the judgment in error. This is not to say that sales Executives do not have hearts. They have hearts but they are selective in which they respond to.

▪ **Sales Executive Live To Persuade**

Their desire to persuade will not be misunderstood as simple persistence. These are people who have a belief and passion for their position. Their self-esteem is derived largely from the sample and events they inspire to action.

▪ **Sales Executive Must Be Able To "Read And Relate" To The Prospect**

Experiencing the feeling, thoughts and attitudes of others permits the Sales Executives to form self presentation and responses to the prospect's verbal and non-verbal language represent the basis of all sales efforts.

▪ **Sales Executive Have To Have A Definite Lifestyle Goal**

Even with the best of Sales Executives traits, no one will achieve great economic success unless they are driven to be wealthy. As code as it may seem, working hard at a job that yields 'money for effort' requires a distinct and passionate commitment to money or to the power security and influence that money can buy.

2.7 THEORIES OF PERSONALITY

There are a number of different theories about how personality develops. Different schools of thought in psychology influence many of these theories. Some of these major perspectives on personality include:

- Type theories: they are the early perspectives on personality. These theories suggested that there are a limited number of "personality types" which are related to biological influences.
- Trait theories. These viewed personality as the result of internal characteristics that are genetically based.
- Behavioural theories suggest that personality is the result of interact between the individual and the environment. Behavioural theorists study observable and measurable behaviours, rejecting theories that take internal thoughts and feelings into account. Behavioural theorists include B.F Skinner and John Watson.
- Humanist theories emphasize the importance of free will and individual experience in the development of personality. Humanist theorists include Carl Rogers and Abraham Maslow.

According to the Diagnostic and Statistical manual of the American Psychiatric Association personality traits are "enduring patterns of perceiving, relating to and thinking about the endorsement and oneself that are exhibited in a wide range of social and personal contexts".

They are generally assume as

- 1) Traits are relatively stable over time,
- 2) Traits differ among individuals
- 3) Traits influence behaviour

According to Dr. C. George Boeree, a trait is what we call a characteristic way in which an individual perceives, feels, believes or acts. When we casually describe someone, we are likely to use trait terms. Psychologists, especially personologists are very interested in traits. They are especially interested in finding which traits are broad and possibly genetically based, as opposed to ones that are rather peculiar and can change easily. One of the earliest trait theories was introduced by a colleague of Sigmund Freud's by the name of Carl Jung. Jung was never completely sold on Freud's ideas, and soon develops his own theory. One aspect of the theory concerned traits that Jung felt was inborn.

These inborn, genetically determined traits are usually called temperaments. Later, two students of Jung's theory named Myers and Briggs – mother and daughter developed a personality test based on Jung's temperaments called the Myers-Briggs Type Inventory or MBTI. The traits are seen as opposites, and the first set is introversion and extroversion. Introversion refers to a tendency to prefer the world inside oneself. Extraversion is the tendency to look to the outside world, especially people, for one's pleasures. Nevertheless, it seems that introversion- extraversion is a very significant and fairly stable trait. Hans Eysenck was the first psychologist to make this trait or temperament business into something more mathematical, he gave long lists of adjectives to hundreds of thousands of people and used a special statistics called factor analysis to figure out what factors that is trait dimensions carry the most weight. He took the results of this work and created a test called Eysenck personality Questionnaire (EPQ). His first trait dimension was extraversion-introversion, the second was neuroticism and the third was psychoticism. His research gets a great deal of respect and most psychologists see his theory as on the right track.

2.7.2 FIVE FACTOR MODEL OF PERSONALITY IN THE WORKPLACE

The five factor model is comprised of five personality dimensions: openness to experience, conscientiousness, Extraversion, Agreeableness and Neuroticism (**OCEAN**). The five dimensions are held to be a complete description of personality. A trait is a temporally stable, cross-situational individual difference. Currently the most popular approach among psychologists for studying personality traits is the five-factor model or big five dimensions of personality. The five factors were derived from factor analyses of a large number of self- and peer reports on personality- relevant adjectives and questionnaire items. The following are some of the important characteristics of the five factors. First, the factors are dimensions, not types, so people vary continuously on them, with most people falling in between the extremes. Second, the factors are stable over a 45 year period beginning in young adulthood (Soldz and Vaillant, 2002). Third, the factors and their specific facts are heritable that is genetic at least in part (Jang, McCrae, Angleitner, Reimann and Livesley, 1998; Loehlin, McCrae, Costa and John, 2001). Fourth, the factors probably had adaptive value in a prehistoric environment (Boss 2000). Fifth, the factors are considered universal, having been recovered in languages as diverse as German and Chinese (McCrae and Costa, 2001).

Sixth, knowing one's placement on the factors is useful for insight and improvement through therapy (Costa and McCrae 2002).

Saucier and Goldberg (2004) presented evidence that nearly all clusters of personality, relevant adjectives can be subsumed under the Big Five. Paurionen and Jackson (2000), however, argued that this study used too loose a criterion for inclusion in this Big Five.

3.0 RESEARCH METHODOLOGY

Descriptive survey research design was adopted for this study. Cohen, Manion and Morrison Ukonze (2010) viewed descriptive survey research design as a situation in which the researcher uses self completion questionnaire and attitude scales to gather large scale data from a representative sample of the population. The study was carried out in Ashanti Region, Ghana and the population of the study was all the microfinance firms in the Region. As a result of the number of firms involved and the size of the entire population, the study focused on only “Eden” microfinance due to its manageable size. The sample for the study was 220 and convenience sampling technique was used for the selection. The instrument for data collection was the Questionnaire Guide (QG). The questionnaire items were subjected to face and content validation by three experts. Reliability of the questionnaire items was determined using Cronbach alpha method and a coefficient of 0.84 was obtained. A total of 220 copies of the questionnaire were administered to the respondents with the help of four research assistants. The research questions were answered using weighted mean and Improvement Need Index (INI). The data collected was analysed using Statistical Package for Social Science (SPSS). Statistical analysis include descriptive Statistics, one-sample Statistics and Anova Multiple Regression.

4.0 QUANTITATIVE ANALYSIS OF FIELD DATA

This section covers the quantitative and qualitative analysis of field data and the discussion of results of the survey conducted through the administration of questionnaires. Each item on the questions was carefully analysed and inferences made from the data gathered. In all 220 respondents were interviewed.

Table 1: demographic factors of the respondents

Variable	Measuring Group	Frequency (220)	Percentage (%)	Valid Percent
Gender	Male	180	81.18	81.18
	Female	40	18.18	18.18
Qualification	HND	173	78.6	78.6
	First degree	37	16.8	16.8
	First and Professional Certificate	3	1.4	1.4
	Second degree and Professional Certificate	4	1.8	1.8
	Professional Certificate	3	1.4	1.4

Source: Field Work, June 2013

From the above table, it can be observed that, males represented 81.1% and Females represented 18.18%. This depicts that Eden Micro finance employ the services of males’ staffs than females’ staffs due to the stressfulness of the work. This indicates that there is gender inequality. In addition, it observed that, 78.6% of the staffs of Eden are HND & Professional certificate holders, 16.8% first degree & Professional certificate holders, Second degree & Professional certificate holds 1.4% and other certificates holds 1.8%. This shows that no staff will be employed with only one certificate in Eden Micro finance limited.

Table 2: The Effect of Organizational Culture on Personality Traits and Sales Executives' Performance.

Model Summary of multiple regressions

Model the estimate	R	R square	adjusted R Square	std of error
Organisation Culture 0313 Sale performance Personality traits	0.448	0.020		-0.053

Note. Dependent Variable: organizational culture:

Predictors: (Constant), sale performance, personality traits

The *R* square (coefficient of determination) is a portion of the total variation in the dependent variable that is explained by the variation in the independent variables. According to the model summary, *R* square is equal to 0.448, which is less than 1. This indicates that there is a relationship between organization culture and sale performance, personality traits. Approximately 44.8% of organization culture can significantly explain sale performance, personality traits relationship.

ANOVA of multiple regression results

Org Culture	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	0.054		1	0.027	0.276
.001(a)						
Sale performance	Residual	2.64	219	0.098		
Personality traits	Total	2.700	220			

Source: Field Work, June 2013

Note ^a Predictors: (Constant), organization culture

^b Dependent Variable: Sale performance Personality traits

This coefficient table is another important table to explain the relationship between the impact of organization culture on Sale performance and Personality traits. Based on the significance (Sig.) in the below table, the *p*-value for each strategy is less than 0.05; therefore, we can conclude that there is statistically significant relationship organization culture and sale performance and personality traits. This indicates that organisation culture have effect on sales executive performance.

The relationship between sales executives' personality traits and sales performance and work related attitude

Table 3: Multiple regressions

Coefficients								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
	B	Std. Error	Beta			Lower Bound	Upper Bound	
(Constant)	.907	.082		11.062	.000	.746	1.069	
work related attitudes	.023	.019	.079	1.179	.240	-.015	.061	
sales performance	.063	.020	.207	3.080	.002	.023	.103	

a. Dependent Variable: personality traits

Source: Field Work, June 2013

Work performance = 0.907 + 0.023 work related attitudes + 0.063 sales performance.

From the model, it is observed that there is a relationship between personality traits (sale executive) and sales executives' performances and work related attitudes. It shows that personality traits would increase by 0.907, if work related attitudes increases assuming the personality traits remains constant. With regards to, *Sig (2-Tailed)* value 0.240, it can be concluded that there is no statistically significant correlation between work related attitudes of sales executives' and personality traits. In other words, there is less probability for this to be happening in the long run. In addition, there is statistically significant relationship between sales executives' personality traits and sales performance. Similarly, there is 98% likelihood that, this result will be occurring by chance in the long run.

How motivation, communication skill and experience of sale executive contribute to work performance

Table 4: One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Motivation	220	1.6682	1.12420	.07579
communication skill	220	1.7545	1.02647	.06920
Experience	220	1.9682	1.13229	.07634

Source: Field Work, June 2013

Table 5: One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Motivation	22.010	219	.001	1.66818	1.5188	1.8176
communication skill	25.353	219	.001	1.75455	1.6182	1.8909
Experience	25.782	219	.002	1.96818	1.8177	2.1186

Source: Field Work, June 2013

With respect to how motivation, communication skill of sale executive and their experience contribute to work performance of organisation, most of the respondents agree that these factors contributes to the performance of sale executive as shown mean (1.6682, 1.7545 and 1.9682) respectively. However, it significantly affects work performance of sale executive as indicated (*Std. Dev*= 1.124, 1.026, 1.132) respectively. This could have happened due to the standard error obtained (*t* 22.010, 25.353 and 25.782,) which indicates 219 degrees of freedom is significant at the 001 level. From these results it can be concluded that these factors contribute to work performance.

5.0 SUMMARY, CONCLUSION AND MANAGERIAL IMPLICATIONS

In summary, the research identified that personality traits are important in measuring the performance of the Sales Executives. Personality traits such as timidity, nervousness, conservation and sloppiness do not enhance the performance of the Sales Executives. The research also identified that there is a statistical significant relationship between sales executives' personality traits and sales performance with a coefficient correlation analysis $r = 0.223$. There is no statistical significant correlation between work related attitudes of sales executives' and sales performance with regards to, *Sig (2-Tailed)* value which is 0.212. There is a weak linear relationship between organization culture and sale performance, personality traits with an approximately regression value of 44.8% or *R square* is equal to 0.448, which is less than 1. But based on the significance (*Sig.*) column table, the *p*-value for each strategy is less than 0.05. It was concluded that there is statistical significant relationship between organization culture and sale performance and personality traits. Based on the findings above, it can be said that personality traits alone cannot contribute to sales forces performance but rather organizational culture, experience, communication skills and motivation of sales force also contribute to sales performance. This implies that sales managers should not only focus on their recruitment processes to attract and recruit sales force with the right personality traits but they should also create the enabling organizational culture and environment that facilitate and motivate performance. In as much as personality traits alone cannot ensure sales forces performance.

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