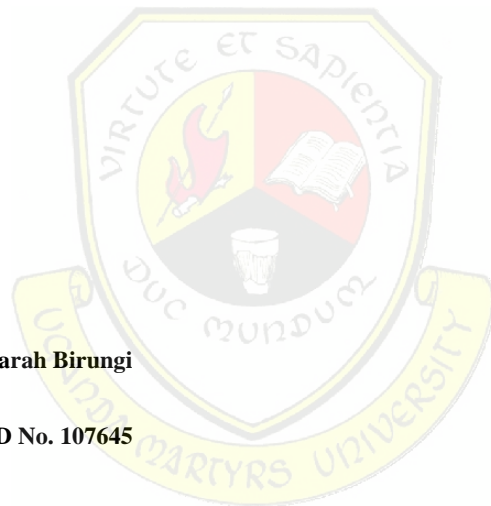


Personality Traits and Employee Motivation in Government Institutions

Case Study: Inspectorate of Government



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DEDICATION

This research work is dedicated to my dad Mr. Subi Birungi, my husband Mr. Daniel Kalibbala, sisters and brothers, my children and my friends for their time, support, encouragement and motivation that helped me throughout this research.

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ABSTRACT

The study examined the effect of personality traits on employee motivation. The study was based on the following research objectives; to establish the effect of Conscientiousness on motivation of employees, to find out the effect of Neuroticism on motivation of employees and to establish the effect of Extraversion on motivation of employees at the Inspectorate of Government.

The study adopted a case study design and a triangulation (quantitative and Qualitative) approach was used. In total, a sample of 148 respondents was used in the study. The data collection methods used were questionnaires, interview guide and documentary review. The data was analyzed using SPSS version 17.0, cross tabulation, descriptive statistics, correlation and regressions analysis.

The findings of the study reveal that there is a positive significant relationship between Conscientiousness and employee motivation at the Inspectorate of Government, it also establishes that there is a negative significant relationship between Neuroticism and employee motivation and lastly it was further established that there is positive significant relationship between extroversion and employee motivation.

The study concluded that there is a relationship between personality traits and employee motivation. Further still the study concluded that personality traits (Conscientiousness, Neuroticism, and Extroversion) affect employee motivation. The study therefore recommended that management at the Inspectorate of Government should always consider personality traits of their staff at recruitment, appraisal and when designing motivation packages.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Organisations are made up of individuals who are definitely different and come from different backgrounds. Irrespective of individual differences, individuals are a very important resource for any organization. Authors have opined that individual differences include factors such as personality, language aptitude, motivation, anxiety, attitude and learning styles, perspectives, attitudes and values (Dornyei, 2005, Ghapanchi *et al* 2011). When the differences among people are managed effectively, the organization will attain considerable benefits. However when poorly managed there is potential to severely limit the growth and viability of the organization (Mullins, 2010, Babatunde, 2015).

The individual members in any Organisation act either in isolation or as part of a group in response to the expectations of the organisation, or as a result of the influences of the external environment. When the needs of the individual and the demands of the organization are incompatible, this situation possibly can result in frustration and conflict. Thus it is the task of management to integrate the individual and the organization into one and to provide a working environment that permits the satisfaction of individual needs as well as the attainment of organizational goals (Mullins, 2010).

Hence Mukokoma (2008) states that for excellent organizational performance managers should be concerned with having productive, committed and enthusiastic workers. This can

possibly be attained when managers put motivation of employees at the centre of their operations.

Employee motivation plays a central role in any manager's job. This is because management objective is to get an organization's objectives achieved through the cooperation and collaboration of people, keeping their morale up is central to securing their commitment and enthusiasm (Bwire *et al* 2014). Therefore, employee motivation is significant in influencing employees to behave in certain ways that determine the success or failure of an organisation (Kim, 2006).

Akhtar and Salman (2014) while studying employee motivation found out that employee motivation is dependent upon a number of factors such as personality traits, financial rewards, job design, supervision and salary plan. Among the many factors identified by Akhtar and Salman this study investigated the effect of personality traits on employee motivation. This chapter explains the background to the study, research problem, objectives of the study, hypothesis, research scope, key terms of the study and the conceptual frame work.

1.1 Background to the Study

Personality as a concept is abstract and different experts have defined it differently. For instance Mullins (2010) defines it as the stable characteristics that explain why a person behaves in a particular way. He goes ahead to give examples of personality characteristics to include independence, Conscientiousness, agreeableness and self-control. According to Dehghanan *et al*

(2014), Personality deals with individual differences among people in behavior patterns, cognition and emotion.

Personality traits refer to the enduring personal characteristics that are revealed in a particular pattern of behaviour in a variety of situations (Ozer and Benet-Martinez, 2006). Individuals have different types of personality traits which are bold within their personality and make them distinctive in behaviour, habits, motivations and responses to a stimulus. Mount and Barrick (1995,p.160) noted that;

“...personality psychologists have reached consensus that five personality constructs, referred to as the Big Five are necessary and sufficient to describe the basic dimensions of normal personality....”

Further still, McCrae and Costa (1997, p.509) state that *“...Many psychologists are now convinced that the best representation of the trait structure is provided by the five –factor model....”*

Thus for better understanding and appreciation of the topic personality, the Big Five traits form a firm foundation. The Big five traits of personality as provided by the five factor model are; Conscientiousness, Emotional stability (Neuroticism), Extraversion, Agreeableness and openness to experience (Goldberg, 1992; Mount and Barrick, 2002). Three out of the Big five traits were studied and their effect on employee motivation examined in this study. The three traits studied are Conscientiousness, Emotional stability (Neuroticism) and Extraversion.

On the other hand several writers have different definitions of motivation. For instance Miner (1988) stated that motivation in the field of organizational behavior means the process within an individual that stimulate behavior and channel it in ways that should benefit the organization as a whole. Pinder (1998) defines motivation as an energizing force that induces action while Armstrong (1999, p.106) states that “motivation can be described as a goal-directed behavior”. Mukokoma (2008, p. 8) a Ugandan writer posits that “motivation is a concept used to describe the factors within an individual that arouse, maintain and channel behavior towards a goal”. The definitions of motivation have in common the inner drive/force that stimulate or provoke behavior by an individual. Measurement of motivation is difficult and challenging. However some researchers (Fargus 2000, Symonds 2005 cited by Mukokoma, 2008) have tried to measure it by looking at the overall job satisfaction, employee loyalty and likelihood to stay on job.

Further still, Hooper (2014) describes employee motivation as the intrinsic enthusiasm and drive to accomplish activities related to work. Islam and Ismail (2008) stated that Employee motivation represents those psychological forces in the individual that determine the direction of a person's behaviour in an organisation, a person's level of effort and a person's level of persistence. Thus it can be re-affirmed that employee motivation causes an employee to pursue work tasks or goals (Touré-Tillery and Fishbach, 2014).

It can therefore be stated that employee motivation is that internal drive that causes an individual to decide to take action. According to Armstrong (1999), well motivated employees are those with clearly defined goals who take action that they expect will achieve those goals.

Well motivated employees are committed to their work, responsible, feel challenged, punctual, and loyal to their organisation and work, dedicate more time to their work and timely accomplish their assignments.

Contemporary scholars have established that there is a relationship between personality traits and employee motivation. For instance Parks and Guay (2009) concluded that personality indeed have meaningful relationships with performance, motivation, job satisfaction, leadership and other work outcomes. Klang (2012) established that individuals, who display high levels of Extroversion and Conscientiousness, as well as low levels of Neuroticism significantly, perform better, motivation implied. The traits therefore that largely relate with motivation are Conscientiousness, Neuroticism and Extraversion and these were the basis for this study in relation to employee motivation.

Globally employee motivation has been an issue of serious concern (Boxall and Macky, 2009). The notion of high-performance work systems has sparked widespread interest over the last 10–15 years. Countries like the USA, Germany and the UK have been pre-occupied with how to motivate their workers for higher performance. Academic work on high-performance work systems traversing the fields of labour economics, industrial relations, strategic Human Resource Management, organisational behaviour and operations management has been concentrated on (Boxall and Macky, 2009).

The European Union faced with a strong preference by a big portion of their employment population to retire early, combined with a long-term un-sustainability of pension schemes in

many member countries and overall pessimism about the future outlook, attracting employee motivation has become a major concern. This has thus made the European countries to get pre-occupied with establishing how firms and institutions can motivate their employees to stay in the labour force longer and improve their productivity (Habetinova, 2013).

On the hand Africa also faces the challenge of employee motivation. There has been much speculation about disappointing rates of socio-economic development in many African countries possibly caused by poor employee motivation, particularly in the Public sector. For instance there has been lack of motivation by employees to work hard to help their organisations attain excellent performance. Public servants often face a conflict between their private interests and the interests of the people they are hired to serve. In this situation, too great an emphasis on their own interests has led to inappropriate or corrupt behaviour, absenteeism, misappropriation of equipment and other resources (Burchell and Tumawu, 2014).

In Uganda there are very high concerns about low employee motivation (Opu, 2008, Mukokoma, 2008, Mwanje, 2010 and Edabu and Anumaka, 2014). National assessments have revealed that many districts are not meeting the minimum conditions for assessment because of de-motivated human resource in the public sector (Uganda Public Service Delivery Report, 2009). Kwandayi (2013) also noted that delivery of services in the public sector has not been effective as intended.

1.1.1 Background to the Case Study

The case of the study is the Uganda Inspectorate of Government. The Office of the Inspectorate of Government (IG) was first established in 1986 as a department in the Office of the President to help instill a culture of accountability, transparency, integrity and good governance, this was in accordance with Point No.7 of the NRM Ten point program. Under the IGG Statute No. 2/1998, it became a separate institution headed by the Inspector General of Government. With the promulgation of the Uganda Constitution in 1995, the Inspectorate of Government became an autonomous body as stipulated in Chapter 13 of the Constitution of the Republic of Uganda, which prescribes its mandate, functions and powers.

Under Article 225 of The Constitution of the Republic of Uganda the Inspectorate of Government is mandated to eliminate and foster the elimination of corruption and abuse of public office; and to promote and ensure adherence to the rule of law and justice in administration. The Inspectorate also has a responsibility of enforcing the Leadership Code of Conduct, which is critical in combating corruption. Activities of the Inspectorate of Government therefore centre on promoting and ensuring good governance in public offices.

The Inspectorate of Government has its headquarters at Kampala and regional offices in Arua, Jinja, Kabale, Moroto, Moyo, Mukono, Masaka, Mbale, Mbarara, Gulu, Lira, Soroti, Fort Portal, Hoima and Tororo District. The Inspectorate of Government performance appraisal results and reports (2008 - 2012) indicate that most Inspectorate of Government employees have turned out to be less motivated which in turn has affected personal discipline, team output and personal output.

There are cases of corruption by some staff of Inspectorate of Government, absenteeism, late coming and sluggishness in handling of cases which implies low motivation of staff. This contextual evidence implies that employees at the Inspectorate of Government are demotivated. However, there is no empirical evidence on employee motivation at the Inspectorate of Government.

Also important to note is whereas employees at the Inspectorate of Government have different personalities and come from different backgrounds, there has been no study to establish the impact of personality traits on employee motivation. This thus leads to the unanswered empirical gap as to what is the effect of personality traits on employee motivation among the employees of Inspectorate of Government Uganda.

1.2 Statement of the Problem

The Inspectorate of Government employs individuals who are of different personalities and are from different backgrounds. These employees are expected to contribute to the effective execution of the Inspectorate of Government's mandate, vision, mission, goals, and policies. Among Government Institutions, the Inspectorate of Government is ranked among the best paying (rewarding) to her employees. Rewards/salary and benefits are known as one of the motivational factors (Babatunde, 2015). Low staff motivation is a big challenge in most Government Institutions in Uganda and the Inspectorate of Government is not exempted (Ministry of Public Service Delivery Report, 2008).

Despite efforts by Inspectorate of Government management to put in place good pay and reward system for the staff, employee motivation is still low (Inspectorate of Government Human Resource performance reports 2010 -2014). The reports indicate that some staff are; corrupt, absent themselves from duty, slow at handling cases, report late for duty and are not willing to put in more time to accomplish their assignments without extra pay, all indicators of de-motivated employees.

Therefore it is important to appreciate that different personalities are motivated differently (Judge and Ilies, 2002). Numerous studies carried out in settings different from that of Uganda have established that personality traits have an effect on employee motivation (Rothmann and Coetzer, 2003, Yahaya *et al* 2012, Perkins, 2014).

Most studies carried out in Uganda have only explained motivation in relation to other factors such as pay, work performance, management style and carrier development (Opu,2008, Mukokoma 2008, Mwanje 2010, Edabu and Anumuka 2014); leaving the contribution of personality traits to employee motivation unexamined. Hence, the need for a study on the effect of personality traits on employee motivation in Government institutions in Uganda and in this case the Inspectorate of Government.

1.3 Objectives of the Study

This section describes the major objective which is the overall objective and the specific or defined objectives of the study. The detailed information about each sub heading is given below.

1.3.1 Major Objective of the Study

The main objective of this study is to establish the effect of personality traits on motivation of the employees at the Inspectorate of Government in Kampala, Uganda.

1.3.2 Specific Objectives of the Study

The specific objectives of this study are;

- i. To establish the effect of Conscientiousness on motivation of employees at the Inspectorate of Government.
- ii. To find out the effect Neuroticism on motivation of employees at the Inspectorate of Government.
- iii. To establish the effect of Extraversion on motivation of employees at the Inspectorate of Government.

1.4 Research Questions

The study will be analysed along the following research questions;

- i. What is the effect of Conscientiousness on motivation of employees at the Inspectorate of Government?
- ii. What is the effect of Neuroticism on motivation of employees at the Inspectorate of Government?
- iii. What is the effect of Extraversion on motivation of employees at the Inspectorate of Government?

1.4.1 Research Hypothesis

Personality traits have a significant effect on employee motivation at the Inspectorate of Government.

1.5 Scope of the Study

The scope of the study gives the parameters within which this study was conducted. This study confined itself to include geographical, content and time scope.

1.5.1 Geographical Scope

The geographical scope will be within Kampala Capital City Authority. The study will be carried out at the headquarters of the Inspectorate of Government which is situated at Plot 14 Parliament Avenue, Jubilee Insurance Centre Building in Kampala. This area has been selected because all the core staff necessary for the performance of the functions of the Inspectorate of Government report for work and this group is relevant for the success of the study.

1.5.2 The Content Scope

The content scope of the study was the independent variable namely, personality traits and the dependent variable was employee motivation. Personality traits and employee motivation are broadly studied under the subject of organizational behaviour, human resource management and social psychology. Personality traits were studied in terms of Conscientiousness, Neuroticism and extroversion. These variables were studied because they form part of the “Big Five Personality traits that also include openness and agreeableness. Only the three, traits selected were studied because of time constraints to cover all the five traits.

Secondly the three traits out of five were studied to test the validity of the conclusions of the meta analytic review by Judge and Ilies (2002) who found out the three significantly affect employee motivation.

On the other hand, the dependent variable of motivation was studied in terms of Presence/absence from work, attitude towards work, team work / player, willingness to offer more time, job satisfaction and timely accomplishment of tasks.

1.5.3 Time Scope

The periodic scope of the study was the years 2010 - 2014. This period has experienced increased role of the Inspectorate of Government in investigations and prosecution of corruption cases. This period was sufficient enough to unravel the motivation of the employees of the Inspectorate of Government and how this has been related to individual employee personality traits. This study was carried out from July 2014 to September 2015.

1.6 Significance of the Study

The study and the findings hereof are very useful to different accounting officers, as a guiding tool on understanding the relevance of personality traits while formulating motivation models in their respective Government Institutions.

The empirical findings of the study have also made a contribution to the understanding of the effect of personality traits on employee motivation. The recommendations can be adopted by other Government agencies while handling employee motivation.

Furthermore, the findings of this study and its subsequent recommendations will provoke further research in related fields. This is because this study will contribute to the body of knowledge on employee motivation and personality traits.

1.7 Justification for the Study

Motivation of the labour force is of paramount importance to any organization if it is to compete and remain afloat in the industry. Motivation of employees leads to higher productivity (Kalburgi, 2010). However, Government institutions in Uganda face a problem of low motivation of employees which leads to low productivity (Uganda Public Service Delivery report, 2009). According to Asiimwe (2010), reports indicate that for every one Kenyan, an employer in Uganda has to employ six people to do a job that would be done by one Kenyan and one Tanzanian can do a job that is done by four Ugandans. Labour productivity for employee in Uganda is 39.94 percent while it is 143.3 percent for Malaysian Employees.

Between 2010 and 2014 motivation of Inspectorate of Government staff through salary and allowances increment was undertaken by management. Despite such arrangement the Inspectorate of Government still suffers human resource capacity problems that include absenteeism, late coming, corruption by some staff and sluggishness in handling of cases (Inspectorate of Government staff performance reports, 2010-2014), which all indicate low motivation. This study sought to find out the effect of personality traits on employee motivation.

At the recruitment stage which has increased greatly during the time of study, the Inspectorate of Government only subjects applicants to aptitude tests and Oral interviews which

test competence and values that an individual upholds. Job Applicants were not undertaking personality tests. The researcher therefore deemed it necessary to carry out this study to establish the impact of personality traits on employee motivation.

1.8 Definition of Key Terms and Concepts

Personality Trait: This refers to the enduring personal characteristics that are revealed in a particular pattern of behavior in a variety of situations (Ozer and Benet-Martinez, 2006).

Employee motivation: Hooper (2014) describes employee motivation as the intrinsic enthusiasm and drive to accomplish activities related to work. On the other hand, Touré-Tillery and Fishbach (2014) state that employee motivation causes an employee to pursue work tasks or goals.

The study considers employee motivation as the psychological forces in the individual that determine the direction of a person's behaviour in an organisation including a person's level of effort and level of persistence (Islam and Ismail, 2008).

Conscientiousness: Having high regard for achievement, organised and love challenging work (Taylor and De Bruin, 2006).

Neuroticism Emotional stability, insecure, anxious and easily depressed (Yahaya *et al.*, 2012).

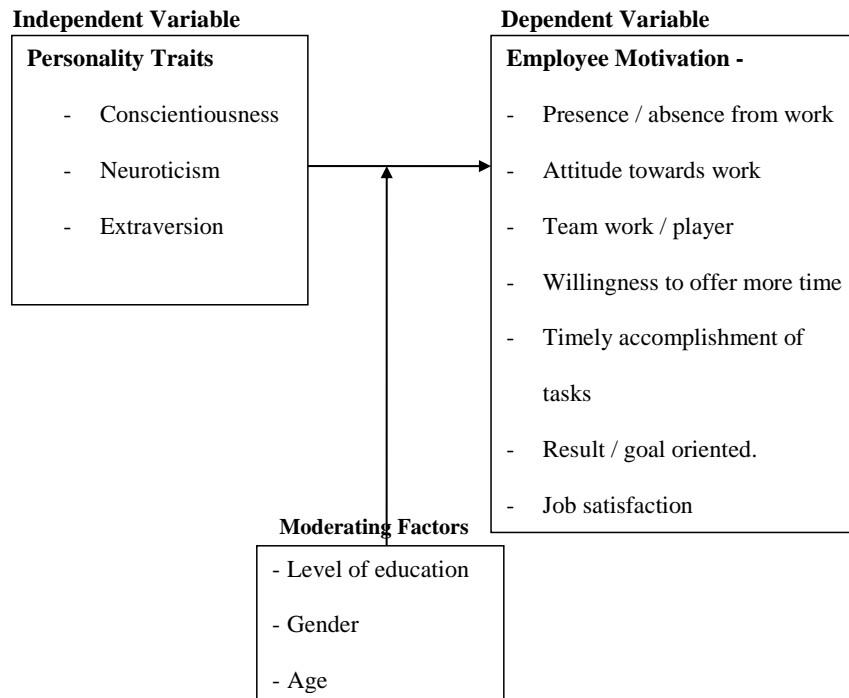
Extraversion Extraversion is a personality trait, which refers to the degree to which people possess joy of living, self-esteem, are looking for

social situations and interactions, and feel comfortable in these situations (De Vries, *et al*, 2009).

1.9 The Conceptual Framework

There is a relationship between personality traits and portfolio employee motivation. Figure 1.1 provides a framework relating the two variables. This study conceptualised personality traits in terms of Conscientiousness, Neuroticism and Extraversion (Judge and Ilies, 2002). On the other hand employee motivation is conceptualised in terms of Presence / absence from work, attitude towards work, team work / player, willingness to offer more time, job satisfaction and timely accomplishment of tasks. The Conceptual Framework is presented in Figure 1.

Figure 1: Conceptual Framework



Source: *Constructs adopted from Judge and Ilies (2002) as modified by the researcher.*

The Conceptual Framework shows that there is a relationship between personality traits and employee motivation. Employee motivation is a variable dependent on personality traits. Three traits of the five personality traits (the independent variable), that is, Conscientiousness, Neuroticism and Extraversion were used to explain the extent to which personality traits affects employee motivation. The same dimensions were used to formulate questionnaires and the interview guide.

This framework shows that personality traits are related to employee motivation in terms of job satisfaction, employee attitude towards work, presence /absence of employees at work, timely accomplishment of tasks, result/goal oriented, team player and employee willingness to offer more time to work. There are also moderating variables that would influence the relationship between personality traits and employee motivation like gender, age and level of education.

Conclusion

In conclusion, this chapter reveals that there is a relationship between personality traits and employee motivation. The chapter shows that the independent variable being personality traits include Conscientiousness, Neuroticism and Extraversion. While the dependent variable of employee motivation is shown to include; presence/absence from work, attitude towards work, good team worker/player, willingness to offer more time, timely accomplishment of tasks and result /goal oriented.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter is a review of existing literature on personality traits and employee motivation. The literature presents theories that will help relating personality traits and employee motivation. The review of related literature is based on the study themes following the order of the research objectives. The Personality trait themes on which literature review is based are Conscientiousness, Neuroticism and extroversion. The review is in accordance and in the order of presentation of the objectives.

This literature reviewed contributions, weaknesses and existing gaps in relation to the dependent and independent variable. However, for a thorough understanding of the relationship between personality traits and employee motivation, the researcher first reviewed literature on the independent variable of personality traits and the dependent variable of employee motivation.

2.1 Personality

Personality as a concept is abstract and different experts have defined it differently. Dessler (1998) noted that one way to define personality is in terms of traits, since traits will generally influence how someone will act in a given situation. According to Allport (1961), Personality is an interpersonal dynamic structure which includes physical and psychological systems and the component provides individuals thoughts and behavior characteristics.

On the other hand Dessler (1998) defines personality as the characteristic and distinctive traits of an individual, and the way the traits interact to help or hinder the adjustment of the person to other people and situations (Dessler, 1998). From the different definitions, personality is a combination of thoughts, emotions and motivation of individuals.

Studies on personality have been divided into two main approaches that is nomothetic and idiographic (Mullins, 2010). According to Armstrong, (1999) Nomothetic approach is the measurable and specific perspective that looks at the identification of traits and personality as a collection of characteristics: Idiographic approach is the holistic and dynamic perspective which insists that managers take into account a whole understanding of the individual at work.

According to McLeod (2014) the idiographic view assumes that each person has a unique psychological structure and that some traits are possessed by only one person. The idiographic view assumes that each person has a unique psychological structure and that some traits are possessed by only one person; there are times when it is impossible to compare one person with others. The nomothetic view, on the other hand, emphasizes comparability among individuals.

2.2 Personality Theories

Dessler (1997) identified three theories of personality which are stated as psychodynamic, traits and humanistic (state). According to Mc Leod (2014) Trait theories of personality imply personality is biological based: State theories emphasize the role of nurture and environmental influence: And the psychodynamic theory of personality assumes there is an interaction between nature (innate instincts) and nurture (parental influences).

2.2.1 Psychodynamic Theory

The psychodynamic theory was developed by Sigmund Freud. The theory emphasises two issues that is psychic determinism, (the idea that all thoughts, feelings and actions are determined by events that happened to the individual in the past): And unconscious motivation (which accounts for present thoughts and behaviours by linking them to thoughts and feelings buried deep in the person's unconscious mind) (Dessler 1997).

2.2.2 Traits Theory

According to Mullins (2010), psychologists like Eysenck Hans, Raymond Cattell and Gordon Allport describe an individual's personality in terms of unique set of personality traits. Dessler (1997) stated that the psychologists hold that someone's traits are a function of both genetic factors and learning. Hence Mcleod, (2014) concluded that traits approach to personality assumes behavior is determined by relatively stable traits which are fundamental units of one's personality. Mc Leod (2014) further emphasizes that traits predispose one to act in a certain way regardless of the situation which means that traits should remain consistent across situations and over time, but may vary between individuals. Below is a further presentation of the traits theories according to different psychologists.

2.2.3 Eysenck's Trait Theory

Eysenck (1947) found that people behavior could be represented by two dimensions: Introversion / Extroversion (E) and Neuroticism / Stability (N). Eysenck called the two dimensions second-order personality traits (Mc Leod, 2014). Mullins (2010) states there are the two dimensions of Neuroticism (stable vs. unstable) and introversion-extroversion which

combine to form a variety of personality characteristics. Mullins further states that the two dimensions are result into four personality types namely;

(a) Stable extraverts (sanguine) with traits such as being talkative, responsive, easy going, lively and care free;

(b) Unstable extraverts (choleric) with traits such as being impulsive, changeable, excitable and restless;

(c) Stable introverts (phlegmatic) with traits such as being calm, even tempered, peaceful and thoughtful;

(d) Unstable introverts (melancholic) with traits such as being anxious, moody reserved and pessimistic.

Eysenck also developed an instrument to measure personality type called Eysenck's Personality Questionnaire. According to Mullins (2010). Eysenck's approach has gained popularity among managers in organizations who are concerned with predicting the future behavior of their employees either for selection or promotion.

2.2.4 Cattell's Trait Theory

Unlike Eysenck, Cattell used traits as his main descriptor of personality and identified two main types of personality traits; (a) surface traits that seem to cluster together consistently and are observable in behavior such as assertiveness; (b) Source traits such as self-discipline that can only be inferred and seem to underlie and determine the traits which are likely to surface into behavior (Mullins 2010). Cattell regarded source traits as more important in describing personality than surface traits and identified 16 factors common to all people (McLeod, 2014).

2.2.5 Allport's Trait Theory

Allport's theory (1936) of personality emphasizes the uniqueness of the individual and the internal cognitive and motivational processes that influence behavior. For example, intelligence, temperament, habits, skills, attitudes, and traits. He believes that personality is biologically determined at birth, and shaped by a person's environmental experiences (McLeod, 2014). This theory emphasizes that individuals are different and react differently in response to their surrounding environment. Allport categorized traits into three major traits as follows;

- **Cardinal traits**- being traits that dominate an individual's entire life, often times this individual would become known for these traits.
- **Central traits**- being the general characteristics that form the basic foundation for personality. They are traits that many people would use to describe other individuals such as "intelligent, honest, and shy."
- **Secondary Traits**- Basic Traits related to attitudes or preferences and often appear only in certain situations or under certain events. Some simple examples of this trait would be getting anxious when speaking to a group or impatient when waiting in line.

This theory is helpful in as far as it emphasizes uniqueness of individuals.

2.2.6 State (Humanistic) Theories

Psychologists/ researchers under this category would always take into account the social circumstances of the person in particular the relationships with others, family life and social conditions (Mullins, 2010). For instance Carl Rogers' theory claims that personality is embedded within personal relationships. Carl Rogers emphasized that what he called fulfillment

–an inborn tendency driving people to actualize their inherent nature and attain their potential is the main driving force in personality development. Abraham Maslow propounds that people are motivated by the desire to fulfill the potential they see themselves as having (Dessler 1997). Hence the Humanistic theories are applicable whenever one is addressing motivation in relation to personality.

The above theories notwithstanding, contemporary Psychology suggests that there are five basic dimensions (clusters) of personality, often referred to as the Big 5” personality traits that serve as the building blocks of personality (Lehnen, 2015). The clusters are; Openness/close minded, Conscientiousness/heedlessness, Extraversion/introversion, Agreeableness/hostility and Neuroticism/stability. These clusters form the standard personality questionnaires that determine positive or negative scores for each score (Mullins 2010). Lord and Rust (2003, pp15-18) cited by Mullins (2010) concluded that;

“...indeed the five factor model has become the linchpin that holds personality assessment together at least within the work contest. Without it, how would we generalize with confidence from the validity of one work- based instrument to that of another?....”

According to Parks and Guay (2009), the emergence of the Five Factor Model led to increased activity in the study of personality with the conclusion that personality does indeed have meaningful relationships with performance, motivation, job satisfaction, leadership and other work outcomes.

To confirm or disprove what previous studies have established that personality traits have meaningful relationship with employee motivation this study was conducted. This study looked at the effect of three out of the “Big 5” personality traits on employee motivation at the Inspectorate of Government.

2.3 Motivation

Several writers have defined motivation differently. For instance Miner (1988) stated that motivation in the field of organizational behavior means the process within an individual that stimulate behavior and channel it in ways that should benefit the organization as a whole. Pinder (1998) defines motivation as an energizing force that induces action. Further Armstrong (1999, p.106) states that “motivation can be described as a goal-directed behavior”. According to Mullins (2010) motivation is the driving force within individuals by which they attempt to achieve some goal in order to fulfill some need or expectation.

The definitions of motivation have in common the inner drive/force that stimulate or provoke behavior by an individual to achieve something. The numerous motivation theories that have been developed over the years (1943, 1957-64, 1962, 1964, 1968, 1972) can be divided into two basic groups, namely content theories and process theories. Below is a discussion of the different theories under each category.

2.3.1 Content Theories of Motivation

According to Shajahan and Shajahan (2004), content (or static) theories of motivation focus on internal or intrapersonal factors that energize, direct, sustain and or prohibit behaviour. These theories explain forces of motivation by focusing on individuals' needs.

In the attempt to identify the specific forces which motivate people, content theories focus on both intrinsic (needs and motives) and extrinsic motivators (such as money and status) which can motivate people (Coetsee, 2003). Content theories of motivation includes Abraham Maslow's hierarchy of needs theory, Alderfer's ERG theory of motivation, Herzberg's two-factor theory and McClelland's learned needs theory.

2.3.2 Maslow's Hierarchy of Needs Theory of Motivation

Maslow (1943) stated that people are motivated to achieve certain needs. When one need is fulfilled a person seeks to fulfill the next one, as indicated in the needs pyramid that he developed. Maslow's (1943, 1954) hierarchy of needs has five motivational needs. These are often depicted as hierarchical levels within a pyramid as indicated in the figure below.

Figure 2: Maslow's Hierarchy of Needs



Source: *Mullins (2010)*

Maslow separated his hierarchy of needs into higher and lower order needs. Dessler (1998) described the needs at the different levels in the pyramid as follows;

1. Physiological needs that people are born with certain physiological needs which are the most basic and they include food, drink and shelter.
2. Safety needs (the desire for job security) that once a person has enough to eat and drink, personal security, safety and protection motivate their behavior.
3. Social needs also referred to as the desire for affiliation and acceptance. Once you feel reasonably secure and have had enough to eat and drink, social needs begin to drive your behavior. The needs in this stratum include the need for people to have affiliation, for giving and receiving affection and for friendship.
4. The Self esteem needs, needs that relate to oneself esteem needs for self confidence, independence, achievement, competence and knowledge. The needs at this level relate to one's reputation, needs for status, recognition, appreciation and the deserved respect of others. According to Maslow self esteem needs only begin to motivate behavior when the lower-level needs have been fairly well satisfied.

Maslow further postulates that self actualization needs only begin to dominate a person's behavior once all lower- level needs have been reasonably satisfied. At the self actualization level there is need for fulfilling life and fulfillment of one's potential. McLeod, (2014) opined that every person is capable and has the desire to move up the hierarchy toward a level of self-actualization. Unfortunately, progress is often disrupted by failure to meet lower level needs.

Relating Maslow's need theory to work situation has been found to have limitations and managers have been advised to cautiously apply the theory. According to Mullins (2010), the limitations among others include;

1. People do not necessarily satisfy their needs especially higher level needs just through the work situation they satisfy them through other areas of their life as well. Therefore a manager would need to have a complete understanding of people's private and social lives not just their behavior at work.
2. Due to individual differences, people place different values on the same need, for instance people within the same level of the hierarchy will have different motivating factors. There are many different ways in which people may seek satisfaction.
3. Lastly that Maslow viewed satisfaction as the main motivational outcome of behavior but job satisfaction does not necessarily lead to improved work performance.

Managers are therefore advised that when formulating motivation packages for their employees they should not limit their ideas to what Maslow stated but consider also other factors and ideas put across by other theorists.

2.3.3 ERG Theory of Motivation

The ERG theory is another important needs theory of motivation that was developed by Clayton Alderfer, a Yale psychologist. This theory is regarded as an extension and refinement of Maslow's hierarchy of needs theory. The ERG model condenses Maslow's five levels of need

into only three levels based on the core needs of existence, relatedness and growth (Mullins, 2010), these needs can be summarized as follows:

Existence needs – are concerned with sustaining human existence and survival and cover physiological and safety needs of material nature.

Relatedness needs – are concerned with relationships to the social environment and cover or belonging, affiliation and meaningful interpersonal relationships of a safety or esteem nature.

Growth needs – are concerned with the development of potential and cover self- esteem and self actualisation.

This theory is relevant and can be applied in a work environment since the three needs categories it proposes are some of the issues employees look for in an organization. The satisfaction of the needs idea is consistent with other motivational theories.

Apart from only being concerned with three needs instead of Maslow's five needs, the ERG theory also suggests that these needs are more continuum than hierarchical levels. More than one need may be activated at the same time. ERG theory states that an individual is motivated to satisfy one or more basic sets of needs. Therefore if a person's needs at a particular level are blocked, attention should be focused on the satisfaction of needs at the other levels (Mullins, 2010).

2.3.4 Herzberg's Two-factor Theory

Dessler (1998) stated that Herzberg divided Maslow's hierarchy of needs into a lower-level (physiological, safety, social) and higher level (ego, self actualization) set of needs.

Hertzberg says the best way to motivate someone is to offer to satisfy the person's higher – level needs. Hertzberg identified two different sets of factors affecting motivation and work as; hygiene and motivating factors (Mullins, 2010). He believes that hygiene factors that can satisfy lower level needs are different from motivators that can satisfy a person's higher level needs. He believes that hygiene factors which are outside the job itself such as working conditions, salary and supervision are inadequate, employees will become dissatisfied.

On the other hand motivating factors that are intrinsic to the work itself like opportunities for achievement, recognition, responsibility and more challenge can motivate employees (Dessler 1998). Thus according to Hertzberg, the best way to motivate employees is to build challenge and opportunities for achievement into their jobs.

However this theory has been criticized for its limited application to 'manual' workers who often present management with the biggest problem of motivation and that the theory is methodologically bound (Mullins 2010).

2.3.5 McClelland's Learned Needs Theory

McClelland work originated from investigations into the relationship between hunger needs and the extent to which imagery of food dominated thought processes (Mullins 2010). McClelland identified three needs as especially important and these are the needs for affiliation, power, and achievement (Dessler 1998).

According to Mullins (2010) the three needs correspond roughly to Maslow's self actualization, esteem and love needs with the relative intensity of the needs varying between individuals and different occupations; Managers appearing to be higher in achievement motivation than in affiliation motivation.

McClelland proposes the use of Thematic Apperception Test (TAT) to gauge an individual's motivation. He gives the characteristics of people who are high in the need to achieve as having to include; a preference for moderate task difficulty, a preference for personal responsibility for performance, the need for feedback and innovativeness.

Dessler, (1998) stated that whereas people with strong need for power desire to influence others directly by making suggestions giving their opinions and evaluations and usually try to talk others into things, people with a strong need for affiliation are highly motivated to maintain strong, warm relationships with friends and relations.

Mullins (2010) while analyzing McClelland's theory stated that people who rate highly in achievement motivation are challenged by opportunities and work hard to achieve a goal, to them money is not an incentive but may serve as a means of giving feedback on performance thus high achievers seem unlikely to remain with an organization that does not pay them well for good performance.

However, according to Erasmus (2008) Wyk individuals with a high need for achievement generally do not make good managers, especially in large organisations. The best managers are people with a high need for power and low need for affiliation.

2.3.6 Process Theories of Motivation

Process theories also referred to as extrinsic theories attempt to identify the relationships among the dynamic variables that make up motivation and the actions required to influence behavior and actions (Mullins, 2010). According to Dessler (1998) process approaches to motivating employees explain motivation in terms of the decision-making process through which motivation takes place.

Griffin and Moorhead (2000) point out that process-based perspectives are concerned with how motivation occurs rather than attempting to identify motivational stimuli. Process perspectives focus on why people choose certain behavioural options to satisfy their needs and how they evaluate their satisfaction after they have attained their goals. This study was not based on the extrinsic motivators but rather intrinsic drive/ stimuli within individuals.

Under the process theories of motivation there are Adams Equity theory, Locke's Goal theory and Vroom's Expectancy theory which are explained below.

2.3.7 Adam's Equity Theory

Adam's Equity theory (1965) assumes that people have a need for and therefore value and seek fairness at work. Adam opines that people are strongly motivated to maintain a balance

between what they perceive as their inputs or contributions and their rewards, (Dessler, 1998). The Equity theory is emphasizes equitable input and rewards. In other words it is about people's feelings of how fairly they have been treated in comparison with the treatment received by others. The theory states that if a person perceives an inequity, a tension or drive will develop in the person's mind, and the person will be motivated to reduce or eliminate the tension and perceived in-equity.

Mullins (2010, pp. 275-276) states that Adam identified six broad types of possible behavioural consequences of inequity. They are outlined below.

Changes to inputs – by increasing/decreasing the levels of input by improving the quality of work, working extra hours or increasing absenteeism.

Changes to outcomes – by attempting to improve the outcome without changing the input by requesting for increment or extra benefits from his or her manager.

Modification of perception of self – by distorting the perception of individual's inputs or outputs to adjust to realities.

Modifying the perception of others – by changing the original perception of others with whom the comparison was made.

Changing the object of comparison – by changing the person with whom the comparison was made with someone who is considered more appropriate.

Leaving the field – by attempting to find a new situation with a more favourable balance, for example, by absenteeism, resigning from the job and joining a new organisation.

Mullins (2010) state that the equity theory is unfortunately not capable of predicting which of the alternatives an employee will select when they experience equity tension, but it can assist managers to understand the reason why employees act in a certain way, by presenting a limited set of alternatives. Mullins further states that the manager in reaction to any of the above behaviours shall have only two courses of action under his/her control either increase the pay, improve the working conditions or instigate a person leaving the field through transfer, resignation or dismissal.

According to Bagraim *et al* (2007) cited by Wyk 2011 equity theory is important because it highlights the fact that people are concerned with not only the absolute amount of the rewards that they receive, but also with the rewards that they receive relative to the rewards that other people receive.

2.3.8 Locke's Goal Theory of Motivation

This theory is premised on the fact that people's goals or intentions play an important part in determining behavior. According to Dessler, (1998) the theory assumes that once someone decides to pursue a goal, the person regulates his or her behavior to try to ensure the goal is reached. From another perspective a person's goals provide the mechanism through which unsatisfied needs are translated into action.

However, Locke pointed out that goal setting is more appropriately viewed as a motivational technique rather than as a formal theory of motivation (Mullins 2010 p.277). That

comment notwithstanding, Mullins highlights the practical implications of the Goal theory to a manager as follows:

1. Individuals lacking in motivation often do not have clear goals. Specific performance goals should systematically be identified and set in order to direct behavior and maintain motivation.
2. Goals should be set at a challenging but realistic level. Difficult goals lead to higher performance however if set too high they can lead to stress and performance will suffer.
3. Complete accurate and timely feedback and knowledge of results is associated with high performance.
4. Goals can be determined either by superior or by individuals themselves. Employee participation in setting goals may lead to higher performance.

Mullins, (2010) concluded that the goal setting theory is very useful in providing a useful approach to work and performance.

This study is instead looking at personality traits and employee motivation not performance and motivation thus not applicable to the study.

2.3.9 Vroom's Expectancy Theory of Motivation

Mullins (2010) states that Vroom was the first person to propose an expectancy theory aimed specifically at work motivation. Vroom's work is based on three key variables which are; expectancy- people anticipate feelings of satisfaction should their preferred outcome be achieved. Instrumentality which represents the perceived relationship between successful

performance and obtaining the reward. And valence which represents the perceived value the person attaches to the reward (Armstrong 1999).

According to Robbins et al (2009) cited by Wyk 2011, Vroom's Expectancy theory is one of the most widely accepted explanations of motivation despite the critics. Wyk (2011) in reference referring to Coetsee (2003) states that the expectancy theory is based on the assumption that people are motivated by the attractiveness (both in a positive and a negative sense) of the consequences (outcomes) of their efforts. In other words, people are motivated by the attractiveness of the expected results of their efforts or actions.

Vroom's expectancy model has been modified by other researchers like Porter and Lawler who came up with a model which goes beyond motivational force but considers performance as a whole. Their work was further developed by Lawler to come up with Lawler's revised expectancy model (Mullins, 2010).

Going by the operational definition of motivation in this study the needs theories of motivation and expectancy theory are more related to the study undertaken and the researcher kept drawing inferences from them.

2.4 Relationship between Personality Traits and Employee Motivation

Studies have revealed that there is a relationship between personality traits and employee motivation. For instance, Furnham and Chamorro-Premuzic (2009) in their study that related personality traits and employee motivation found out that out of the Big Five Traits,

Conscientiousness was the significant predictor of employee motivation. Also Barrick, Mount, and Strauss (1993) found that Conscientiousness was related to the tendency to set and be committed to goals.

Further emotional stability has been shown to relate to motivation in the study that was conducted by Kanfer and Heggstad (1999) where they postulated that the trait anxiety (similar to low Emotional stability) prevents individuals from effectively controlling the negative emotions that cause distractions, inhibiting the self –regulatory processes involved in goal striving motivation.

Klang (2012) revealed that individuals, who display high levels of Extroversion and Conscientiousness, as well as low levels of Neuroticism significantly, perform better, motivation implied. Therefore, the traits that largely relate with motivation are Conscientiousness, Neuroticism and Extraversion and these will be the basis for this study in relation to employee motivation.

2.5 Theoretical Review

Various theories have been advanced by scholars trying to establish the relationship between personality traits and employee motivation. The study focused on the Socio Analytic Theory and the self efficacy theory.

2.5.1 Socio-Analytic Theory

The Socio-analytic theory was developed by Hogan in 1983. The theory was modified further in 1991 and 1996. The Socio-analytic theory is rooted in interpersonal psychology and

explains individual differences in career success. The theory is based on two notions relevant to organisational behaviour i.e.: people always live (work) in groups and; groups are always structured in terms of status hierarchies. These notions suggest the presence of two broad motive patterns that translate into behaviour designed to get along with other members of the group and to get ahead or achieve status vis-a-vis other members of the group (Hogan and Holland, 2003).

Socio-analytic theory specifies that personality should be defined from the perspectives of the actor and the observer. Personality from the actor's view is a person's identity, which is defined in terms of the strategies a person uses to pursue acceptance and status; identity controls an actor's social behaviour. Personality from the observers' view is a person's reputation, and it is defined in terms of trait evaluations—conforming, helpful, talkative, competitive, calm, and curious.

Reputation is the link between the actor's efforts to achieve acceptance and status and how those efforts are evaluated by observers. Reputation describes a person's behaviour; identity explains it (Hogan and Roberts, 2004).

From the lexical perspective, the Big Five personality factors represent the structure of observers' ratings. These factors are a taxonomy of reputation and are labelled as follows: Factor I, Extraversion or Sur-gency; Factor II, Agreeableness; Factor III, Conscientiousness; Factor IV, Emotional Stability; and Factor V, Intellect–Openness to Experience. Because reputations are a rough index of the amount of acceptance and status a person enjoys and because reputations are

encoded in Big Five terms, it follows that the Big Five factors are also evaluations of acceptance and status.

The Socio analytic theory suggests that people seek acceptance and status in the workgroup, and their behaviour reflects these efforts. Individual differences in performance criteria can be organized in terms of the themes of getting along and getting ahead. The Big Five factors can also be interpreted in terms of efforts to gain approval and status (Hogan and Brent Holland, 2003).

The Socio analytic theory suggests that personality traits influence employee motivation as the individuals seek approval and status. This theory will thus underpin this study relating personality traits and employee motivation.

2.5.2 Self Efficacy Theory

The Self-Efficacy theory was propounded by Bandura in 1977 and he developed it further in 1986 and 1989. The theory postulates that a person's motivation is determined by two related expectancies, namely; an efficacy expectancy, that is the belief by a person that he or she is capable of performing the requisite behaviour: and; an outcome expectancy, that is the belief by a person that a given behaviour or set behaviours will lead to a certain outcome (Lunenburg, 2011). Self efficacy is the belief in one's own ability to successfully accomplish some- thing.

The self-efficacy theory further augments that generally people will only attempt things they believe they can accomplish and won't attempt things they believe they will fail.

Accordingly, people with a strong sense of self efficacy believe they can accomplish even difficult tasks. People (employees) see difficult tasks as challenges to be mastered, rather than threats to be avoided (Zimmerman, 2000).

Efficacious people set challenging goals and maintain strong commitment to them. In the face of impending failure, the efficacious people increase and sustain their efforts to be successful. They approach difficult or threatening situations with confidence that they have control over them. Having this type of outlook reduces stress and lowers the risk of depression.

Conversely the self efficacy theory propounds that, people who doubt their ability to accomplish difficult tasks see these tasks as threats. Efficacious people avoid difficult tasks based on their own personal weaknesses or on the obstacles preventing them from being successful. Efficacious people give up quickly in the face of difficulties or failure, and it doesn't take much for them to lose faith in their capabilities. An outlook like this increases stress and the risk of depression (Cowan *et al*, 2012).

However, the self efficacy theory tackles only one personality trait, namely Conscientiousness hence the theory will not be the basis for this study. Instead the study will be based on the socio-analytic theory.

Socio-analytic theory specifies that personality should be defined from the perspectives of the actor and the observer. The theory and how it relates personality traits and employee motivation shall be expounded on further in chapter two.

2.6 Conscientiousness and Employee Motivation

Conscientiousness is the degree of effectiveness and efficiency with which an individual plans, organises and carries out tasks. Conscientiousness comprises five facets that are namely, order (the tendency to be neat, tidy and methodical); self-discipline (the tendency to start and carry through tasks to their completion); effort (the tendency to set and attain ambitious goals); dutifulness (the tendency to keep to one's principles, moral obligations and to be reliable and dependable) and prudence (the tendency to check facts and think through tasks and actions) (Taylor and De Bruin, 2006).

This possibly means that an individual with a high level of Conscientiousness acts purposefully, displays behaviour that is strong-willed, determined and detail oriented. By contrast, an individual with a low level of Conscientiousness displays the tendency to be careless in working towards goals, is lazy and tends to be irresponsible and impulsive (Sutherland, De Bruin & Crous, 2007). Therefore, individuals with high traits of conscientiousness are easily motivated.

The Conscientiousness dimension is a measure of reliability. A highly conscientious person can be stated as, responsible, organized, dependable, and persistent. Those who score low on Conscientiousness are easily distracted, disorganized, and unreliable. However, also Conscientiousness dimension can be characterized by reliability, being achievement-oriented, and orderliness (Forghani *et al*, 2013). Conscientiousness is associated with adjectives such as efficient, organized, reliable, planful, responsible, achievement oriented and productive. Conscientiousness has two major facets, achievement and dependability and people with high

Conscientiousness are dependable, risk averse, high need achievers and ordered and they can delay gratification. The characteristics given above for Conscientiousness are very responsive when related to motivation. Motivated people would for instance be goal-oriented (achievers). Cognitive structure, order and low impulsivity show the highest loadings in individuals high in.

Rothmann and Coetzer (2003) further indicate that Conscientiousness is manifested in achievement orientation (hardworking and persistent), dependability (responsible and careful) and orderliness (planful and organised). However, negatively, high Conscientiousness may lead to annoying fastidiousness, compulsive neatness or workaholic behaviour. Low scorers may not necessarily lack moral principles, but they are less exacting in applying them. A significant correlation exists between Conscientiousness and job performance, motivation implied. Accordingly this can possibly be attributed to the conceptual relationship between Conscientiousness and integrity. Conscientiousness is also associated with task performance and creativity because conscientious employees perform better compared to less conscientious employees.

Conscientiousness is characterised by dependability and pro-social motivation. Those who are conscientious are dutiful, competent, disciplined, orderly and cautious (Cameron and Spreitzer 2011). Bazana1 and Dodd (2013) indicate that Conscientiousness has been linked to job performance amongst but there is negative relationship between Conscientiousness and work stress. Accordingly, those individuals with higher levels of Conscientiousness are better able to reduce work stress related feelings. Banzal and Dodd (2013), established that Conscientiousness may affect how employees react to challenges at work, and at home and in turn the extent to

which they experience work stress. Reaction to challenges negatively or positively relate with motivation.

Watanabe and Kanazawa (2009) in a study carried out on personality and intrinsic motivation with systems engineers involved in design, manufacture and market information systems, power and industrial systems as well as business systems in Japan as units of analysis. Their regression results revealed that the personality trait of Conscientiousness was a positive significant predictor of intrinsic motivation with the effects of task related motivators for example ability utilization, achievement and task variety among others controlled for.

Judge and Ilies (2002) further analysed the relationship between personality and performance motivation in a meta-analytic review. The findings of the study revealed that Conscientiousness was the strongest and most consistent correlate of performance motivation. Further still Conscientiousness was found to be a strong correlate of expectancy motivation and is consistent with the goal-setting motivation.

Conscientiousness personality type includes traits such as hardworking, careful, thorough, responsible, organised and persevering. Conscientiousness individuals tend to form relational contracts in their exchange relationship with the organization (Raja *et al*, 2004). Relational contracts are long term contracts as they not only include purely economic exchange but also include terms for loyalty or growth in an organization (Ahmad *et al*, 2014). Conscientiousness moderates the impact of role clarity and ambiguity on individual well-being.

Individuals who are conscientious will be more effective at managing their time, responsibilities, tasks, and conflicts (Bruck and Allen, 2002), all indicators of motivated people.

Nikolaou and Robertson (2001) state that Conscientiousness is the most valid predictor across performance criteria and occupational groups. They further state that conscientious individuals are helpful to other people within the firm (peers, supervisors, or subordinates). They assist to the better running of the organization in general, such as being punctual and giving advanced notice if unable to attend among others. In most cases Conscientiousness includes instances where the employee carries out certain role behaviours well beyond the minimum level required from the position. Phipps and Prieto (2011) indicate that since Conscientiousness is associated with the desire and drive for achievement, it is expected that conscientious individuals would be open and willing to make necessary changes to accomplish goals which is an indication of employee motivation.

Conscientious individuals appear to be orientated towards life situations that are beneficial for their well-being and have high levels of motivation. Thus conscientious individuals are therefore more likely to achieve highly. This possibly means that Conscientiousness is a positive, adaptive personality trait that is important for well-being, employment, and personal functioning. Conscientious employees are highly motivated because by their nature, accumulating wealth is their goal, they value their workplace more, and appraise their job purposefully (Boyce *et al*, 2010). Studer-Luethi *et al* (2012) established that Conscientiousness was associated with high training scores but lower for transfer performance, suggesting that

subjects scoring high in this trait developed task-specific skills preventing generalizing effects. Hence, such employee had high work motivation.

In conclusion, sufficient effort was expended in relating Conscientiousness and employee motivation. The studies revealed that individual with a high level of Conscientiousness have high motivation because they act purposefully, displays behaviour that is strong-willed, determined and detail oriented. However, Seibokaite and Endriulaitiene (2012) indicate that individuals who are low in Conscientiousness show the lack of discipline, dutifulness, absence of logical and systematic approach to decision making, lack of goal setting and failure to follow rules.

However, gaps still emerge at contextual and empirical level in Uganda. At the contextual level all the studies are biased towards the Western and Asian World contexts. Besides, none of the studies directly analysed Conscientiousness and employee motivation. This thus calls for this study in the African context, particularly in Uganda relating Conscientiousness and employee motivation.

2.6.1 Neuroticism and Employee Motivation

Neuroticism is one of the Big Five personality traits also labelled emotional stability. Neuroticism is associated with negative emotions and is inversely related to self-esteem (Yahaya et al., 2012). Judge and Ilies (2002) indicate that emotional stability is the tendency to show poor emotional adjustment in the form of stress, anxiety, and depression. Accordingly, Neuroticism is characterized by anxiety leading to poor self-regulation because anxious individuals are not able to control the emotions necessary to protect on-task attention. Judge and Ilies (2002) further

stated that Neuroticism is both a strong correlate of expectancy motivation and is consistent with the goal-setting motivation.

Neuroticism is a dimension of normal personality indicating the general tendency to experience negative affects such as fear, sadness, embarrassment, anger, guilt and disgust. High scorers may be at risk of some kinds of psychiatric problems. High Neuroticism score indicates that a person is prone to having irrational ideas, being less able to control impulses, and coping poorly with stress. A low Neuroticism score is indicative of emotional stability. The emotionally stable people are usually calm, even-tempered, relaxed and able to face stressful situations without becoming upset (Rothmann and Coetzer, 2003). This possibly implies that low scores on Neuroticism indicate that a person can be motivated easily.

Rothmann and Coetzer (2003) indicate that emotional stability (the opposite of Neuroticism) is the second most important characteristic that affects the employability of candidates, Neuroticism is inversely related to job performance, motivation implied. Thus in relation to motivation, employees who tend towards Neuroticism (i.e. who are prone to having irrational ideas, being less able to control impulses, and coping poorly with stress) perform poorer and are less creative than those who are emotionally stable. This possibly means that they have less work motivation.

People with high Neuroticism are self-pitying, anxious, less trusting, depressed, nervous, lacking positive psychological adjustment and feeling helpless and vulnerable. Neuroticism is very closely related to negative affectivity (Bruck and Allen, 2002). People with high

Neuroticism are vulnerable to situations that demand high social skills. It is expected that the social aspect of job will further enhance or reduce the effects of job scope. A cognitively demanding situation in terms scope will be particularly threatening to neurotic individuals if it also requires high social skills (Yahaya *et al.*, 2012). Individuals high on the Neuroticism scale will experience emotional instability and will show characteristics of worrying, fear, guilt, sadness, anger, embarrassment, and disgust hence low motivation (Bruck and Allen, 2002).

According to Forghani *et al.*, (2013), emotional stability which is Neuroticism taps a person's ability to withstand stress. People with positive emotional stability tend to be calm, self-confident, and secure possibly implying easier to motivate. Those with high negative scores tend to be nervous, anxious, depressed, and insecure. In addition, they will be more likely to handle stressful situations without getting upset, whereas individuals high on Neuroticism will be less likely to control their impulses and be able to cope with stress. Neuroticism has been negatively associated with life satisfaction and achievement. Individuals who are high on Neuroticism are less likely to motivated (Bruck and Allen, 2002).

Judge and Ilies (2002) in a study about personality and performance motivation established that of the Big Five personality traits, Conscientiousness, Neuroticism are the strongest and most consistent correlates of performance motivation. Neuroticism primarily influences performance through motivation.

Further still Kanfer and Heggestad (1999) postulated that trait anxiety (similar to low emotional stability) prevents individuals from effectively controlling the negative emotions that

cause distractions, inhibiting the self-regulatory processes involved in goal striving motivation hence low motivation for people who score highly on Neuroticism.

On the other hand, Rothmann and Coetzer (2003) found out that managers who are emotionally stable, open to experience and agreeable tend to perform better than those who measured high on Neuroticism. Accordingly, negative relationship between Neuroticism and managerial performance may be explained by the fact that managers who score high on Neuroticism are prone to having irrational ideas, are less able to control their impulses, and cope poorly with stress thus poorly motivated when compared with managers who are not Neurotic.

The literature above show that studies tried to relate Neuroticism and employee motivation. The studies revealed that Neuroticism is very closely related to negative affectivity and people with high Neuroticism easily experience emotional instability and will show characteristics of worrying, fear, guilt, sadness, anger, embarrassment, and disgust hence low employee motivation. However, these studies were not carried out in Uganda. This study will be thus carried out in Uganda relating Neuroticism and employee motivation.

2.6.2 Extraversion and Employee Motivation

Extraversion is a personality trait, which refers to the degree to which people possess joy of living, self-esteem, are looking for social situations and interactions, and feel comfortable in these situations (De Vries, Ashton and Lee, 2009). Therefore, extraverts tend to like social meetings and social interactions. They are quite positive about themselves and are feeling fine when giving presentations. Extraverts seek social attention, novel experiences, and complex,

varied and intense stimuli. Extraverts have a desire to obtain rewards. Besides, it can be expected that the drive to obtain rewards, to do stimulating things and to have social attention stimulates the extravert to highlight his/ her strengths.

The desire for rewards may contribute to seek favourable judgments and recognition. Therefore, individuals that have achievement orientated goals are looking for validation of their ability, It can therefore be expected that extraverts tend to present themselves in things they do best and use their strengths which is an indicator of employee motivation (Ashton and Paunonen, 2002).

In relation to the above, Extraversion includes traits such as sociable, talkative, gregarious, assertive, active, ambitious and expressive. Extravert individuals have a strong desire for praise, social recognition, status and power (Ahmad *et al.*, 2014). In addition, extraverts are cheerful, energetic, and optimistic. In contrast, individuals who score low on the Extrovert dimension are referred to as introverts. Such individuals with low scores can characteristically be described as reserved, independent, and quiet (Bruck and Allen, 2002). The Extraversion involves comfort level with relationships. On the contrary, introverts who are the converse of extraverts tend to be reserved, timid, and quiet (Forghani *et al.*, 2013). Introverts are reserved rather than unfriendly, independent rather than followers, even-paced rather than sluggish (Rothmann and Coetzer, 2003).

According to Perkins (2014) an individual may be both extraverted and introverted in varying degrees of each and a balance of the two. Apparently, a work culture that has adopted

Extraversion as its main behavioural cue may help to maintain its own culture and increase positive buyer experiences. Extraversion, as opposed to introversion, holds value for many businesses. Extraversion has been linked to increased rates of employee well-being and increased profitability for businesses that have more extraverted employees hence possibility of being motivated.

According to Tenbrink (2015), adjectives like sociable, enthusiastic and assertive are often used by employers to describe the type of individuals that they want to work for their company. Therefore, extroverted individuals tend to have high energy levels and are often go-getters and thus Extraversion can be stated as an influential predictor of job performance in many jobs motivation implied. The outgoing and talkative nature of extraverts may however be annoying to other members of the crew.

Extraversion assesses the quantity and intensity of interpersonal interaction and activity. Extraversion approximates the construct referred to as positive affectivity. Several elements associated with Extraversion include active imagination, aesthetic sensitivity, intellectual curiosity, preference for variety, and independence of judgment.

Individuals characterised as high on extraversion demonstrate curiosity for both inner and outer worlds and are willing to entertain new and original ideas and values. Conversely, individuals who score low on Extroversion exhibit conventional and conservative behaviour, prefer familiar to novel, and usually have muted emotional responses (Bruck and Allen, 2002), hence their motivation levels are moderate.

According to Seibokaite and Endriulaitiene (2012) Extraversion is described as a trait of sociability, preference of large groups and gatherings, assertiveness, activity, cheerfulness, and optimism. This trait is usually found to be positively correlated with motivation behaviour.

Extraversion is characterised by positive feelings and experiences and is therefore seen as a positive effect. According to Klang (2012) Extraversion is a valid predictor of performance in jobs characterised by social interaction, such as sales personnel and managers. There is a positive relationship between Extraversion and job performance and motivation in terms of the high level of interaction. Extraversion is not correlated with goal commitment, but it was correlated with goal level (Yahaya et al, 2012).

Extraversion is associated with task performance and creativity, probably because of the fact that extraverts tend to experience positive affect (Rothmann and Coetzer, 2003). Ambition and sociability are the two primary components that characterize Extraversion. Extraversion is positively correlated with job satisfaction. This correlation is attributed to the social nature of the workplace. This is possibly due to the nominal level of arousal for extraverted individuals. If the workplace is a social environment then extraverted employees are more likely to be at their nominal level of arousal while at work, whereas at their home there is a greater chance of few stimuli. Introverts, on the other hand, are more likely unsatisfied with the level of stimulation that they experience at their place of employment (Yahaya et al., 2012).

Motivation and Extroversion as a personality trait have been established to have a relationship (Klang, 2012). This is because extroversion relates to an individuals' ability to engage with the environment. Those high in this trait, accordingly, tend to be lively, assertive, active, carefree, outgoing and enjoy surrounding themselves with others mainly, while those lower in the extroversion trait are more likely to be shy, introspective and less likely to seek external social stimulation. Further still, the extrovert also desires excitement, takes risks and acts impulsively at times, while the introvert is a quiet, reflective person who prefers time alone, does not crave excitement and can be seen as distant by others at times (Harbaugh, 2010).

In addition, Judge and Ilies (2002) in a meta-analytic review established that Extraversion emerged as a consistent correlate of performance motivation. Accordingly, this was because extraverts have greater confidence in their abilities to perform.

Extraverts are expected to be charismatic individuals who are communicative, persuasive, and able to rally others to perform. Extraverted individuals are motivated hence are more successful at initiating and maintaining these relationships and thus would be more likely to use relationship-building to influence and motivate their followers (Phipps and Prieto, 2011). Extraversion is a significant positive predictor of job performance and Extraversion correlates positively with job satisfaction, this means that Extraversion relates to employee motivation (Nikolaou and Robertson, 2001).

The studies above reveal that there is a relationship between Extraversion and employee motivation. Accordingly, individuals characterised as high on the Extraversion demonstrate

curiosity for both inner and outer worlds and are willing to entertain new and original ideas and values. Conversely, individuals who score low on Extraversion exhibit conventional and conservative behaviour, prefer familiar to novel, and usually have muted emotional responses. However, the studies reviewed were not carried out in the Ugandan context, thus the need for this study.

Conclusion

In conclusion, there is a relationship between personality traits and employee motivation. The literature review shows that personality traits including Conscientiousness, Neuroticism and Extraversion have an effect on employee motivation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the methodology that guided this study. The chapter presents the research design, study population, sample size and selection, sampling methods, data collection methods and research instruments, data quality control, data management and analysis, ethical consideration, limitations and conclusion.

3.1 Research Design

The study used a case study research design. A case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident (Yin, 1981a, 1981b). Case study research design helps the researcher focus on specific and interesting cases usually in an attempt to test a theory with a typical case. A case study design helps the researcher isolate a small study group, one individual case or one particular population (Shuttleworth, 2008).

The study adopted a multi-pronged approach commonly referred to as triangulation (Cohen and Manion, 2001). The concept of triangulation was used by the researcher where both quantitative (validation) and qualitative (inquiry) methods were employed to overcome the weakness or intrinsic biases and the problems that come from single method, single-observer and single-theory studies. Triangulation as a concept in social research refers to the use of a combination of methods in a research project (Sarantakos, 1998).

The qualitative research approaches describes events, persons and so forth scientifically without the use of numerical data and as such deals with facts information in as many forms, chiefly non-numeric, as possible. It focused on exploring, in as much detail as possible, smaller numbers of instances or examples which are seen as being interesting or illuminating, and aims to achieve `depth' rather than `breadth' (Cohen and Manion, 2001) . Qualitative approach was used by the researcher to analyse detailed information in form of statements from interviews for in-depth analysis (Fassinger and Morrow, 2013).

On the other hand, Quantitative research consists of those studies in which the data concerned can be analyzed in terms of numbers. As such, it deals with facts as opposed to feelings or opinions in research. In order to harness the benefits of one approach and hedge against the shortcomings of any, a combination of the two approaches were used in this research.

3.2 Area of Study

The study covered the Inspectorate of Government headquarters located on Parliament Avenue, Plot 14 Jubilee Insurance center Building within Kampala Capital City Authority, Uganda. The Inspectorate of Government headquarters was selected for the research because of its diversity of staff making it representative of the entire Human Resource of the Inspectorate of Government. The Inspectorate of Government is a very important institution of Government vested with the mandate of fighting corruption in Uganda by the 1995 Constitution and the Inspectorate of Government Act, 2002.

3.3 Study Population

The study population was 236 staff at the Head Office of the Inspectorate Government. This population was studied because they share a common characteristic of working with the Inspectorate of Government and therefore had first-hand information that was relevant for the study.

3.4 Sampling Procedures

Sampling is the process of choosing the units of the target population which are to be included in the study. Sampling enables the researcher to study a relatively small number of units in place of the target population and to obtain data that are representative of the whole target population. The methods used to arrive at the respondents involved in the study are shown below.

3.4.1 Sample Size and Selection

A sample size of 148 respondents out of a population of 236 staff working at the Inspectorate Headquarters in Kampala (Inspectorate of Government, 2015) participated in the study, determined by Krejcie and Morgan (1970) as indicated in appendix A.

3.4.2 Sampling Techniques

Stratified random sampling and purposive sampling methods were used for the study. Stratified random sampling is where the study population is divided into a number of strata and a sample is drawn from each stratum (Sarantakos, 1998). A stratified sample is employed when there is need to represent all groups of the target population in the sample (Sarantakos, 1998). In order to increase efficiency in this study, the respondents were stratified according to different strata at

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the Inspectorate of Government and these included departments, units, age, gender, position held and levels of education of staff. Each stratum was internally homogeneous (Irwin, 2006).

Purposive sampling, this is where the researcher purposely chooses subjects who are thought to be relevant to the research topic (Sarantakos, 1998). Purposive sampling was used to select particular people to provide in-depth views since the study was both quantitative and qualitative. The method of purposive sampling used was intensity purposive sampling. Intensity sampling allows the researcher to select a small number of rich cases that provide in depth information and knowledge of a phenomenon of interest (Patton, 2003).

3.5 Data Collection Methods

Data can be collected in a number of ways which among others include interviews, survey questionnaires, observation and document review (Sarantakos, 1998). Two methods of data collection were adopted for this study to get primary data. These are namely, self-administered questionnaire (SAQ) and interview. Document review was used to get secondary data.

3.5.1 Self-administered Questionnaires

The study adopted a questionnaire Survey data collection method. This survey format was composed of close ended questions to ease the process of coding (Sekaran, 2003). This method enabled the researcher to cover the respondents quickly and at reasonable cost (Bordens& Abbott, 2011). The SAQ based method was also very suitable for the sampled respondents because they could easily respond to the questions because of their proficiency in the English Language which was used in the questionnaire survey.

The required responses were based on a five – point Likert scale with 5 intervals: (1 = Strongly Disagree 2 = Disagree 3 = Undecided 4 = Agree 5 = Strongly Agree). The Likert scale was chosen because it is user-friendly, that is, easy for the respondents to respond to and is good for inferential statistics.

3.5.2 Interviews

Interview is a method that is used when a specific target population is involved. Personal interview survey was conducted to explore the responses of the people for gathering more detailed information that would not have been captured through questionnaires (Mugenda and Mugenda 2003). Therefore, interviews helped in obtaining information in much detail by talking to each respondent directly. Using in-depth interviews, the respondents were asked their opinions and experiences about personality traits and employee motivation (Bordens& Abbott, 2011). The method was chosen for the proposed study because respondents to a great extent easily answer live questions because they find it more convenient to give long answers orally than in writing. Interview data was collected from the senior staffs of the Inspectorate of Government who were five in number.

3.5.3 Documentary Review

Inspectorate of Government reports were reviewed so as to understand the motivation trends and systems at the Institution. Among the documents reviewed included performance reports, daily attendance reports, staff meeting minutes to help the researcher obtain essential information for the study.

3.6 Measurement of Variables

The variables were measured using questions developed basing on the nominal and ordinal scales. The nominal scale was used to measure questions on background characteristics. This is because the nominal scale helps label or tag in order to identify study items. On the other hand, the ordinal scale which is a ranking scale and possesses the characteristic of order was used to measure the items of the independent and dependent variables. The scale helps to distinguish between objects according to a single attribute and direction (Smith and Albaum, 2013). The ranking was a five-point Likert scale (Where 1 = strongly disagree 2 = disagree 3 = undecided 4 = agree 5 = strongly agree).

The different items explaining the independent (Conscientiousness, Neuroticism and Extraversion) and dependent (employee motivation) variables were summarised to obtain mean scores on a five-point Likert scale as shown above. It is important to note that none of the respondents chose “undecided” as a response on the scale. These mean scores were used to define respondents’ personality traits.

Due to the small numbers in this study, the five point scale was further collapsed into two groups of agree and disagree which in the analysis and results in chapter 4 translated into yes or no. Employee motivation status (the main dependent variable) was defined as 0=not motivated and 1=motivated.

3.7 Quality Control Methods

Different quality control methods were used by the researcher. The researcher used two research instruments to ensure quality data. The researcher used questionnaires and interview guide for collection of data so as to harness the benefits of one approach and hedge against the shortcomings of any.

The objectivity of the researcher ensured that the data collected was free from people's emotions and influence that would distort data.

3.7.1 Validity of Data Collection Instruments

The study established content related validity through consultations with the researcher's supervisor and peers. The test of content validity was established through inter judge with two research consultants. Each judge rated the items on a two point rating scale of Relevant (R) and Irrelevant (IR). The computation of CVI (Content Validity Index) was done by summing up the judges ratings on either side of the scale and dividing by two to get the average. CVI for the questionnaire and interview guide were valid at above 0.70 because the least CVI recommended in a survey study should be 0.7 (Amin, 2005).

3.7.2 Reliability of Data Collection Instruments

Reliability for the qualitative instrument was achieved through consultation with the supervisor, fellow students, prolonged engagement and audit trails. Data was systematically checked, focus maintained and there was identification and correcting of errors (Tashakkori and Teddlie, 2003). Reliability for quantitative data was determined by calculating Cronbach Alpha

using SPSS 17.0 (Statistical Package for Social Scientists). The instruments were found valid at 0.70 (70%) after a pilot study. A reliability of 0.70 indicates 70% consistency in the scores that are produced by the instrument (Tavakol and Dennick, 2011).

Table 1: Reliability Results of the Quantitative Tool

Variable	Reliability Statistics	
	Cronbach's Alpha	N of Items
Conscientiousness	0.856	11
Neuroticism	0.828	11
Extroversion	0.620	11
Motivation	0.816	21

Source: *Primary data* (2015)

3.8 Data Management and Processing

The researcher carried out a pilot study so as to detect any problems and errors on the instruments that were to be used for the study. The information/ data received in the course of the study was edited and coded to ensure that it was accurate, complete and consistent before the analysis was done.

3.9 Data Analysis

This is the process of data processing and converting raw data into meaningful statements (Sarantakos, 1998). The data that was collected using the different collection methods in this study was processed and converted into meaningful information using content analysis, descriptive and analytical statistical methods.

3.9.1 Qualitative Data

In analysis of qualitative data, patterns and connections within and between categories of data collected were established. Data was presented in form of notes, word-for-word transcripts, single words, brief phrases and full paragraphs (Powell & Renner, 2003). Data was interpreted by content analysis composing explanations and substantiating them using the respondents open responses. While analysing qualitative data, conclusions were made on how different variables are related.

3.9.2 Quantitative Data

Quantitative data was analysed using descriptive and analytical statistical methods. Specifically frequency distributions and cross tabulations for the key demographic factors with the employee motivation status were constructed.

Further still chi square tests were conducted between the independent variables and the dependent variable to ascertain whether significant differences existed between the categories of the independent variables by the main dependent variable.

Logistic regression model was used to measure the effect of each of the independent variables on the main dependent variable. This started with a univariate model and factors found with a P-value less or equal to 0.2 were selected for adjustment in the multivariable model. This was to allow for adjustment of a number of confounding factors not found significant at P=0.05. Odds Ratio (OR) and 95% confidence Intervals (95% CI) plus the corresponding P-values were reported and used to measure the effect personality traits on employee motivation.

It is important to note that for all tests conducted, statistical significance was tested at 5% level of significance. In carrying out data analysis, the Statistical Package for Social Sciences (SPSS 17.0) and Microsoft Excel 2007 were used. Results are presented in tabular and graphical forms.

3.10 Ethical Considerations

The researcher secured a letter from the university granting permission to proceed with data collection after the proposal was approved. The researcher then proceeded to headquarters of the Inspectorate of Government and presented the letter to the Accounting officer to allow her to collect data.

Consent was obtained from all the respondents participating in the study. Anonymity and confidentiality were observed during data collection and handling the responses. Information was availed to the respondents that the research was not endangering them directly or indirectly and that participation is voluntary. During data collection of interview data, the researcher kept jotting down the major points. Thereafter, data was coded, analysed, and the report written.

3.11 Limitations of the Study

In the first place, the study being a case study poses the difficulty of making underlying conclusions because alternative explanations could not be ruled out. The generality of the findings were a major concern because the study involved one unit (institution) of analysis, the Inspectorate of Government.

It was difficult to retrieve information from the respondents owing to the fact that some of the respondents especially the managers wished to keep corporate information confidential for different reasons while lower cadre staff members were fearing to be quoted. These were assured of confidentiality and as a result, they responded.

Another limitation faced while conducting the study was time constraint. It was not easy handling class work, job tasks with research at the same time. The researcher got leave so as to have time for the study.

Limited resources to carry out research was also another limitation experienced by the researcher while carrying out this study. Money to print different copies for discussion with the supervisors, printing the questionnaires and hire of the secretary to type set the work was not readily available yet the activities were expensive. The researcher obtained a loan so as to meet the financial needs.

There was also failure by some respondents to understand the questions that were put to them in the questionnaire and interview guide. The researcher gave clarity to respondents where they had not understood the questions contained in the questionnaire.

The researcher encountered indifference and lack of willingness to respond to the questionnaires from some of the targeted respondents, citing time constraints. However, she strived and made appointments convenient to the respondents which yielded the desired response.

Conclusion

This chapter discussed and identified the methodology that guided the study. The methodology aided the researcher to identify which techniques are relevant for the study, the assumptions underlying the various techniques and their applicability. This helped in the obtaining of relevant data for the presentation and interpretation of results.

CHAPER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.0 Introduction

In this chapter the presentation, analysis and interpretation of data collected relating to this study was undertaken. The study aimed at establishing the effect of personality traits on employee motivation in Government of Uganda institutions a case study of the Inspectorate of Government. The researcher collected data using self administered questionnaires that were distributed to 148 staff at the Inspectorate of Government.

The data collected was then analyzed and explained using, the Statistical Package for Social Sciences (SPSS 17.0) and Microsoft Excel 2007. Results are presented in tabular, charts and graphical forms. The analysis of data collected followed the objectives of the study, research hypothesis and the conceptual frame work.

4.1 Socio Demographics Characteristics of Respondents

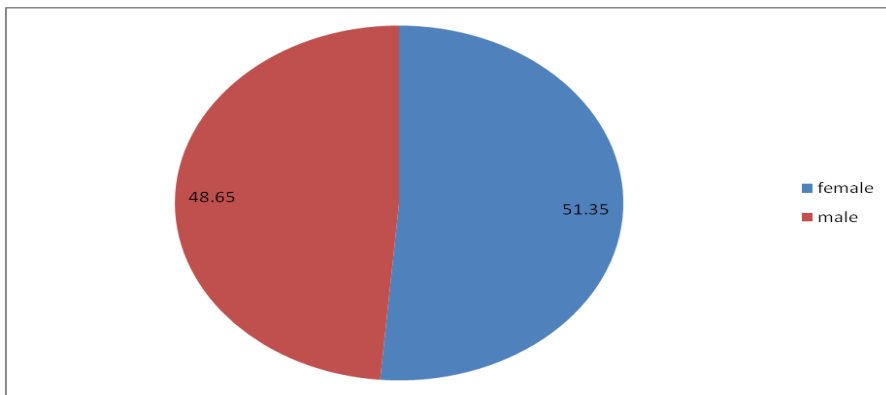
This part deals with the general composition of the respondents basing on gender, status of employment, age groups, and the education levels of the respondents, marital status and the length of time at the Inspectorate of Government. Below is the distribution of respondents according the different categories.

4.1.1 Gender of Respondents

To appreciate how personality traits affect employee motivation, the study sought to establish the gender distribution of the respondents. The respondents were individually subjected

to a question as to what their gender is. A total of 148 employees participated in the study. Majority of the respondents 76 (51.3%) were females and 72(48.6%) were males as shown in Figure 3. This is in line with the gender structure at the Inspectorate of Government where there are more females than males as staff. (IG Pay roll 2015). Below is the distribution of respondents according to gender.

Figure 3: Distribution of Respondents by Gender



Source: *Primary Data (2015)*

However, as shown on the Chart (Figure 3), the difference between the number of female and male respondents was not so big. This can probably be explained by the fact that during interviews for Jobs at the Inspectorate of Government, there is average distribution of performance between men and women with women performing slightly better than men.

Further, the difference between female and male respondents was probably caused by objectivity that the Inspectorate of Government exhibits at the recruitment stage. It can be stated that at recruitment there is fair treatment to all, objectively adhering to one of the core values of

the Inspectorate of Government which is Gender equality and objectively promoting the equal opportunities policy encouraged by the Government of Uganda.

4.1.2 Gender and Motivation

The study sought to establish how different gender is motivated. A question was therefore posed to each of the respondents. The results in answer to the questions that defined motivation, majority of those who were poorly motivated were females 13(68.4%) while a bigger proportion of those who responded positively to the motivation questions were males 66(51.2%) as shown in Table 2.

Table 2 is the distribution showing how female and male responded to questions relating to motivation. The table shows comparative statistics of both motivated and poorly motivated staff.

Table 2: Distribution of Gender and Motivation Status

	Poorly motivated		Highly motivated		P-value
Gender	Frequency	Percentage	Frequency	Percentage	0.097
Female	13	68.4	63	48.8	
Male	6	31.6	66	51.2	
Total	19	100	129	100	

Source: *Primary Data (2015)*

The differences between the motivation levels for females and males at the Inspectorate of Government were not statistically significant at 5% level of significance (P=0.097). This lack of significance may be due to the small numbers in the study. The results possibly imply that whereas men (males) can easily be motivated, women (females) are not easily motivated. The

difference may also probably be explained by existence of other factors like pay (high salaries), staff not being closely followed to know what they are doing at a particular time while at work among others, those small factors act as motivators and are more appealing to men than women.

However, earlier research has shown that in general females are more likely to speak up if they are unhappy about their immediate circumstances and environment while men tend to suffer in silence (Turmel, 2010). Thus Gilbert, (2003) commends managers to know what employees of different gender love, what they eat and what makes them happy or sad.

4.2 Distribution of Respondents by Age Bracket

To appreciate the age bracket majority employees at the Inspectorate of Government belong to, respondents were required to indicate their respective age brackets on the self administered questionnaire.

The findings established that almost half of the respondents were aged 31- 40 years 63 (42.6%) and the least proportion 19(12.8%) were above 50 years of age. The respondents within the age brackets of 21-30 and 31-40 totaled 104 out of the 148 respondents. These age brackets are the typical working groups in Uganda especially in formal employment which requires qualifications (Employment Policy Uganda 2011). Table 3 shows the frequency distribution of respondents in accordance with the different age brackets.

Table 3: Distribution of Respondents by Age Bracket

Age	Frequency	Percentage
21-30	41	27.7
31-40	63	42.6
41-49	25	16.9
above 50	19	12.8
Total	148	100

Source: *Primary data (2015)*

The findings in Table 3 show that the majority of the employees at the Inspectorate of Government are within the typical working group in Uganda which is 31-40. The major employment bracket at the Inspectorate of Government is just in line with the Employment Policy of the Republic of Uganda which shows that 75% of employees in formal employment are below 40 years (Employment Policy 2011). Since a bigger proportion of employees were aged below 40 years these findings indicate that the Inspectorate of Government employs vibrant and youthful staff and perhaps suggests that the institution should maximize utilization of this wealth of youthful human resource. The big number in the age bracket of 31-40 is also possibly due to the organization pyramid structure where there are few people at the top and many at the bottom.

4.2.1 Marital Status

The study required respondents to state their marital status. The marital status was divided into two major groups; single and married. The marital status of the respondents was looked at to establish the marital status of the biggest proportion of employees at the Inspectorate

of Government. From Table 4, 101(68.2 %) of the respondents were married while 47(31.8%) were not married. This probably stems from the fact that married people pass the recruitment interviews better than singles. Table 4 illustrates the distribution of the respondents according to marital status.

Table 4: Distribution of Respondents by Marital Status

Marital status	Frequency	Percentage
Married	101	68.2
Single	47	31.8
Total	148	100

Source: *Primary data (2015)*

The findings show that majority of the respondents were married 101(68.2%) implying that if one is to go by Maslow’s theory of motivation a big number of the respondents were at the third level of his hierarchy of needs which is social needs. The social needs according to Maslow are the needs people have for affiliation, for giving and receiving affection and for friendship. These needs would for example include need for love, relationships, acceptance, friendship and affection.

Further the findings shown in Table 4 possibly imply that the Inspectorate of Government considers married people as mature, responsible and more committed to work than single individuals, which is in agreement with Jordan and Zitek (2012) who concluded that single

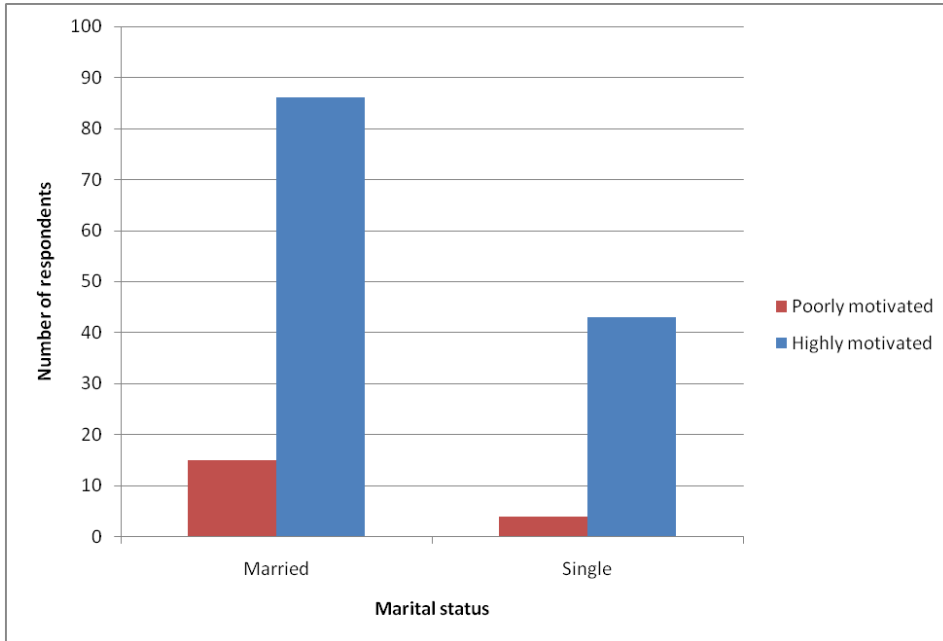
people who are not in romantic relationship are perceived as less responsible, less mature and less well adjusted than married people.

Having more married people than singles is also possibly due to the fact that at the Inspectorate of Government people are supported and encouraged to get married. However, on the other hand, people expect single individuals to be able and willing to work longer hours than married people, because the single people may have fewer obligations outside of work (DePaulo, 2006), and this might lead employers to favor singles in employment decisions.

4.2.2 Marital Status and Motivation

To establish the relationship between employee marital status and motivation levels questions were put to respondents. Figure 4 shows the responses in relation to motivation and marital status of employees at the Inspectorate of Government. The proportion of those who reported to be highly motivated was bigger in married employees than the unmarried employees 86(68.8%).

Figure 4: Distribution of Marital Status by Motivation Status



Source: *Primary Data (2015)*

On the other hand, majority of those who reported to be poorly motivated were still married employees as compared to the single employees. These differences were however not statistically significant ($P=0.274$) which probably implies that regardless of one's marital status, there won't be any difference in motivation levels of employees based on just marital status.

4.2.3 Education Level

The study also established the respondent's levels of education. The Education levels of the respondents was necessary to establish whether or not they would understand the questions in the Self administered questionnaire, establish the quality of employees at the Inspectorate and their competence (in terms of knowledge, skills and ability) in relation to the mandate of the Inspectorate of Government. The findings showed in Table 5 show the respondents' levels of education.

Table 5: Distribution of respondents by Education Level

Education Level	Frequency	Percentage
Certificate	48	32.4
Diploma	30	20.3
Degree	37	25.0
Masters	26	17.6
Other	7	4.7
Total	148	100

Source: *Primary Data (2015)*

From Table 5, it can be seen that 48(32.4%) of the respondents were holders of certificates followed by holders of Bachelor's degrees at 37(25%). Only 7(4.7%) of the respondents had attained other qualifications beyond master's degree. The distribution shows that the Inspectorate of Government employs staff with at least the minimum qualification for the respective jobs they are recruited for. The minimum qualification for the different jobs at the Inspectorate of Government is in line with the Government of Uganda Public Service Standing

orders (2010). It can also be concluded from the statistics shown in Table 5 that the respondents had capacity to clearly understand the questions put to them and they are competent in handling their work.

4.2.4 Education Level and Motivation

The study established the relation between the respondent's levels of education and motivation. The findings of the study show that out of 19 employees who were poorly motivated, 7 (36.8%) were certificate holders. There were equal proportions (21.1%) of those who were poorly motivated distributed across other education categories of Diploma, Bachelors and Masters Degree as shown in Table 6.

However, on the other hand, while a bigger proportion 41(31.8%) of those who were highly motivated were still certificate holders, there is also a relatively big proportion 33(25.6%) of highly motivated employees which was for bachelor's degree holders. These differences were however not statistically significant ($P=0.857$) as shown in Table 6. The lack of significance could be as a result of the small numbers in each category of education.

Table 6: Distribution of respondents by Education Level and Motivation Status

Education	Poorly motivated		Highly motivated		P-value
	Frequency	Percentage	Frequency	Percentage	
Certificate	7	36.8	41	31.8	0.857
Diploma	4	21.1	26	20.2	
Bachelors	4	21.1	33	25.6	
Masters	4	21.1	22	17.1	
Other	0	0	7	5.4	
Total	19	100	129	100	

Source: *Primary data (2015)*

The findings shown in Table 6 indicate that 7(36.8%) were poorly motivated. The poorly motivated respondents were certificate holders and this implies that there is need for support to employees in that category to further their education and attain higher qualifications. By so doing they will achieve career growth in the organization which may possibly motivate them.

4.3 Distribution of Respondents by Duration at the Inspectorate of Government

The study sought to establish the duration the respondents had spent at the Inspectorate of Government and results are shown in Table 7. Duration spent at place of work can possibly guide one to determine whether motivation is the reason people stay longer or easily leave their places of work. Probably those who stay longer have mastered almost all procedures and policies within an institution and can easily indicate whether or not they are motivated. Indicated in the Table 7 below is the distribution of employees against the number of years they have spent at the Inspectorate of Government.

Table 7: Distribution of Respondents by Duration of Stay at the Inspectorate of Government

Duration at the Inspectorate	Frequency	Percentage
Less than 1 year	27	18.2
1-4 years	50	33.8
5-8 years	62	41.9
9 years and above	9	6.1
Total	148	100

Source: *Primary Data (2015)*

The findings in Table 7 show that 62(41.9%) of the respondents had spent 5-8 years at the Inspectorate followed by those who had spent 1-4 years. Five to eight years in a work place are not very few years and probably people would keep around either because they are motivated or they have failed to find other employers to take them on. Employees in the category of 1-4 years and 5-8 years probably have mastered and appreciate all the motivation mechanisms in an institution in this case Inspectorate of Government and this could be the reason they are holding on to their jobs compared to those who had spent less than a year.

There is also a possibility that majority of the respondents who had spent 5-8 years were certificate, Diploma holders and Bachelors Degree holders. Given the pay salary structure at the Inspectorate of Government compared to other institutions in Public service in Uganda possibly that is the category of employees who are probably easier to motivate because they don't ask for too much from their employers and their needs are probably still at the lower level of the needs hierarchy given by Maslow.

Table 8: Distribution of Respondents by Duration of Stay at the Inspectorate of Government and Motivation

Duration at the Inspectorate	Poorly motivated		Highly motivated		P-value
	Frequency	Percentage	Frequency	Percentage	
Less than 1 year	10	52.6	25	19.2	0.004
1-4 years	7	36.8	43	32.8	
5-8 years	2	10.5	52	40.8	
9 years and above	0	0	9	7.2	
Total	19	100	129	100	

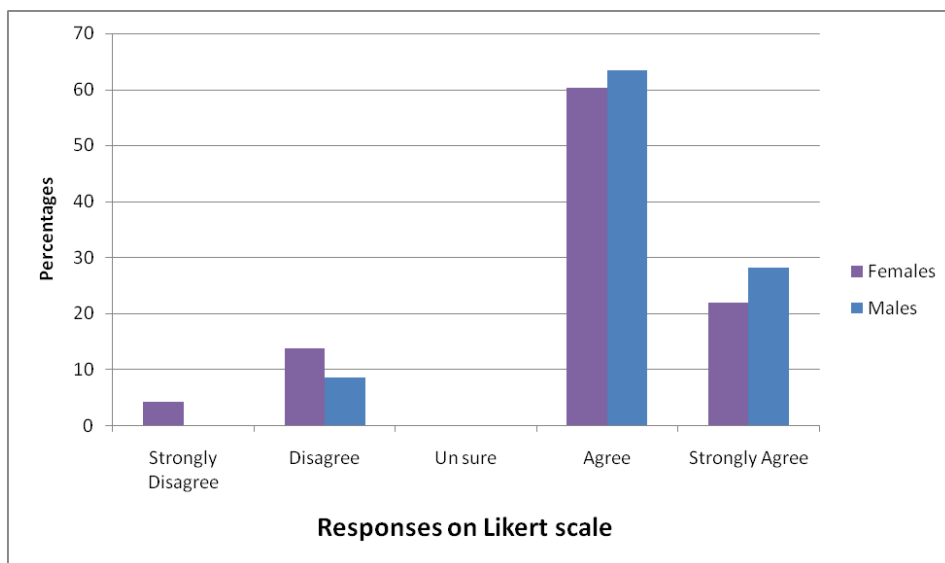
Source: *Primary Data* (2015)

The study further established the effect of significance of stay at place of work on employee motivation. Findings in Table 8 show that more than half of those who were poorly motivated had spent less than 1 year 10(52.6%) while on the other hand 52(40.8%) of those who were highly motivated had spent 5-8 years. These differences were statistically significant (P=0.004). This possibly implies that duration at work may have a positive effect on motivation as employees who have spent more years have high motivation levels than those who have spent fewer years. Possibly employees who have spent less years are still in the learning and acclimatization process about the Inspectorate of Government for them to appreciate the different motivation mechanisms put in place.

4.3.1 Personality Traits and Employee Motivation

The study sought to examine the effect of personality traits on employee motivation while at the same time considering gender among others as a moderating factor. Distributions of gender and different traits are shown in this section but first with the main dependent variable which is motivation.

Figure 5: Distribution of Motivation Responses by Gender



Source; *Primary Data* (2015)

Findings in Figure 5 above show that while both males and females were likely to agree to being highly motivated the biggest proportion of those who either agreed or strongly agreed were males. On the other hand more females were likely to disagree to being highly motivated than males. These findings are in line with what is presented earlier which could imply that

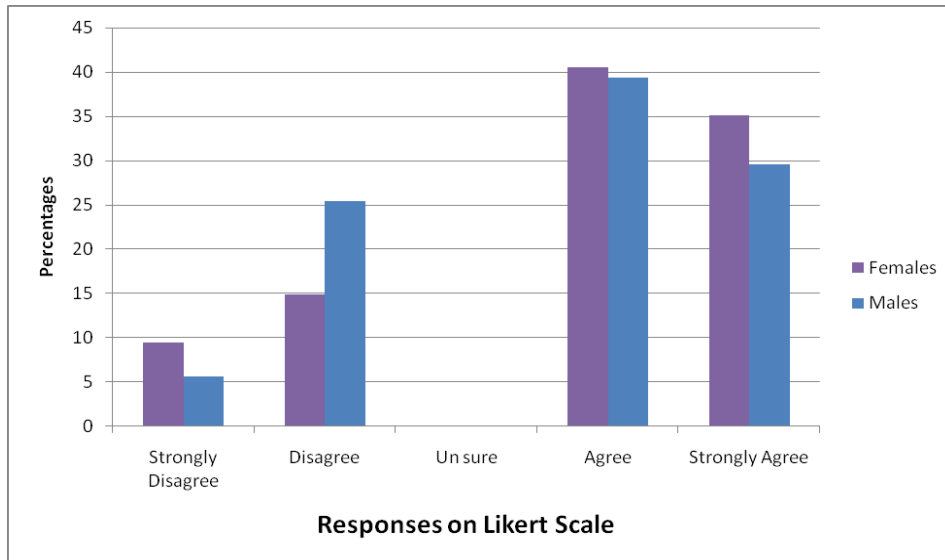
whereas men (males) can easily be motivated, women (females) are not easily motivated and as Gilbert,(2003) commends, managers need to know the likes and dislikes of their employees.

4.3.2 Conscientiousness and Employee Motivation

The study set out to establish how Conscientiousness as a personality trait affects employee motivation. Conscientious persons have been described as having the characteristics of high regard for achievement, are organized, aware of their responsibilities to themselves and society and love to be challenged while at work. (Oldham and Morris 1995).

The respondents to Conscientiousness as a trait were further categorized according to gender. Respondents were also required to state their perception on whether Conscientiousness affects employee motivation. Figure 6 shows the percentage response by gender to the question of effect of Conscientiousness on employee motivation.

Figure 6: Distribution of Conscientious Traits by Gender



Source: *Primary Data (2015)*

The findings shown in Figure 6 above indicate that most of the employees who either agreed or strongly agreed that conscientious affects motivation were females. On the other hand, most of the employees who either disagreed or strongly dis-agreed that Conscientious affects motivation were males.

The study further analyzed how Conscientiousness affects employee motivation. The findings, interpretation and conclusion on the effect of Conscientiousness and employee motivation are shown below. The study established that respondents who were found to have Conscientiousness as a personality trait also positively and highly scored on the motivation levels. The results are shown in Table 9.

Previous studies as was shown under literature review have found that Conscientiousness has an effect on employee motivation; For instance, Phipps and Prieto (2011) concluded that since Conscientiousness is associated with the desire and drive for achievement, it is expected that conscientious individuals would be open and willing to make necessary changes to accomplish goals which is an indication of employee motivation.

The different characteristics explaining the independent variable of Conscientiousness as against and the dependent variable (employee motivation) were summarised to obtain mean scores on a five-point Likert scale as shown above in Figure 6. It is important to note that none of the respondents chose “undecided” as a response on the scale. These mean scores were used to define respondents’ personality traits.

Due to the small numbers in this study, the five point scale was further collapsed into two groups of agree and disagree which in the analysis and results Table 9 below was translated into yes or no. Employee motivation status the main dependent variable in this study was defined as 0=not motivated and 1=motivated. The findings of the study are as shown in Table 9.

Table 9: Conscientiousness and Employee Motivation Status

Conscientiousness	Not Motivated		Motivated		Total	
	No.	col %	No.	col %	No.	col %
No	10	55.6	29	23.6	39	27.7
Yes	8	44.4	94	76.4	102	72.3
Total	18	100	123	100	141	100

Source: *Primary Data (2015)*

The findings in Table 9 above show that most of the respondents 102(72.3%) were conscientious while a big number of those who were not conscientious were 10(55.6%). The findings in the table also show that a big proportion of those who were both motivated and conscientious were 94(76.4%) and those who were not motivated were 10(55.6%), these differences were statistically significant at 5% level of significance (P=0.005). The figures show that Conscientiousness positively affects employee motivation at the Inspectorate of Government. The statistical finding and analysis is also in line with what one of the respondents thought about motivation and personality traits.

“...I think people who have a high regard for achievement and organized in their work are likely to be highly motivated than their opposites, organized employees are high performers and always have the drive to achieve the best...”

Furthermore, the findings in relation to objective one that Conscientiousness affects employee motivation are in agreement with the findings of Judge and Ilies (2002) who studied the relationship between personality traits and performance motivation and concluded that Conscientiousness was the strongest and most consistent correlate of performance motivation.

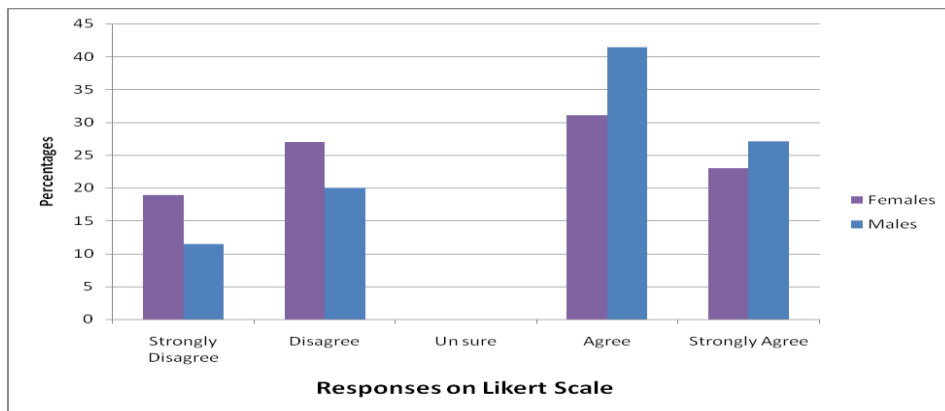
In support of the findings of this study, also Phipps and Prieto (2011) concluded in their study that since Conscientiousness is associated with the desire and drive for achievement, it is expected that conscientious individuals would be open and willing to make necessary changes to accomplish goals which is an indication of employee motivation.

4.3.3 Neuroticism and Motivation

The second objective of the study was to establish the effect of Neuroticism on employee motivation. The characteristics of Neurotic people include insecurity, easily disturbed, feeling inferior, are usually anxious and are easily depressed (Mullins 2010). Respondents were required to answer some questions which would help the researcher categorize the respondents as either neurotic or otherwise.

The study also established how employees of different gender perceived as the effect of Neuroticism on employee motivation. The findings of the study are shown in Figure 7.

Figure 7: Distribution of Neuroticism Traits by Gender



Source: *Primary Data (2015)*

Findings shown in Figure 7 indicate that more males than females agreed that emotional stability (Neuroticism) affects employee motivation. However, on the other hand more females than males disagreed that emotion stability affects employee motivation.

The different characteristics explaining the independent variable of Neuroticism as against and the dependent variable employee motivation were summarised to obtain mean scores on a five-point Likert scale as shown above in Figure 7. It is important to note that none of the respondents chose “Not sure” as a response on the scale. These mean scores were used to define respondents’ personality traits. Due to the small numbers in this study, the five point scale was further collapsed into two groups of agree and disagree which in the analysis and results Table 10 below was translated into yes or no. Employee motivation status the main dependent variable in this study was defined as 0=not motivated and 1=motivated. The findings of the study are as shown in Table 10.

Table 10: Neuroticism and Employee Motivation Status

Neuroticism	Not motivated		Motivated		Total	
	No.	col %	No.	col %	No.	col %
No	4	22.2	84	67.7	88	62
Yes	14	77.8	40	32.3	54	38
Total	18	100	124	100	142	100

Source: *Primary Data (2015)*

The findings of the study as indicated in Table 10, show that majority of the respondents 88(62%) were not neurotic while 54(38%) were neurotic. Further still, out of those who were motivated, 84(67.7%) were not neurotic while 40(32.3%) were neurotic. On the other hand, out of those who were poorly motivated, quite a big proportion 14(77.8%) was neurotic. These differences were statistically significant at 5% level of significance ($P < 0.001$).

The findings of this study as summarized in the Table 10 are in agreement with the study conducted by Judge and Illies (2002) who concluded that Neuroticism is one of the traits that is remarkably consistent in predicting motivation irrespective of the tools used to measure motivation and that it negatively correlates with motivation. Further one of the respondents stated;

“...how do you expect an employee who is not emotionally stable to be motivated to work, don't you know employee x who only reports for duty as and when he/she deems so. And does not care what the boss thinks...”

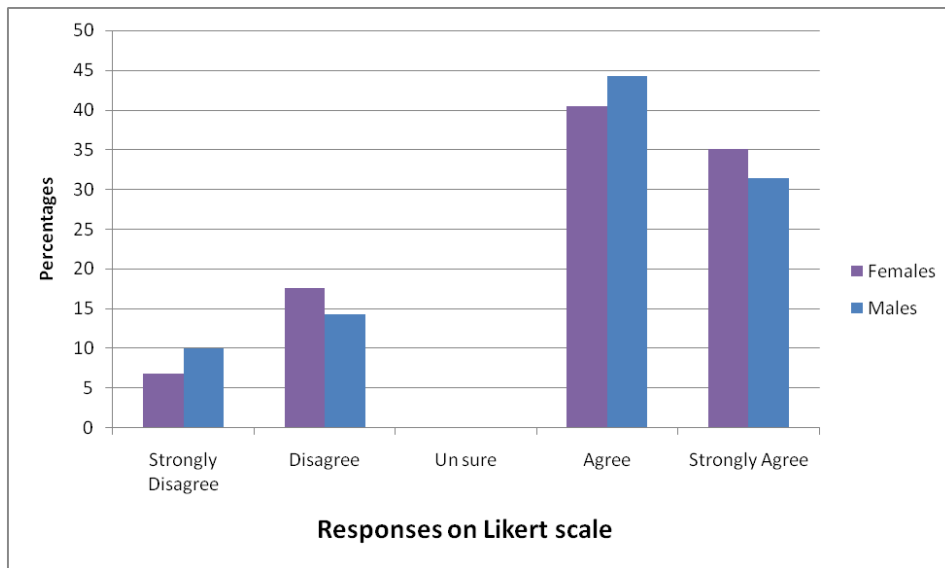
The implication of the findings of this study is that Neurotic individuals at the Inspectorate of Government are not motivated. The finding supports the conclusion made by Judge and Illies (2002) which is to the effect that Neuroticism (emotional stability) is very important in predicting employees' motivation.

4.3.4 Extroversion and Employee Motivation

The third objective of the study was to establish the effect of Extroversion on employee motivation. Extraverts are friendly, outgoing, action oriented, enthusiastic, enjoy being at centre of attention, talkative enjoy group work and feel isolated by too much time spent alone (Depue and Collins 1999).

Respondents were required to answer some questions which would help the researcher categorize the respondents as either extroverts or introverts. The study also established how employees of different gender perceived as the effect of extroversion on employee motivation. The findings of the study are shown in Figure 8.

Figure 8: Distribution of Extraversion Traits by Gender



Source: *Primary Data (2015)*

The findings of the study shown in Figure 8 indicate that more males than females agreed that friendliness and enthusiasm affects employee motivation. On the other hand, more females than males disagreed that friendliness and enthusiasm affects employee motivation.

The characteristics used to explain the independent variable of Extroversion as against the dependent variable employee motivation were summarised to obtain mean scores on a five-point Likert scale as shown in Figure 8. It is important to note that none of the respondents chose “undecided” as a response on the scale. These mean scores were used to define respondents’ personality traits.

Due to the small numbers in this study, the five point scale was further collapsed into two groups of agree and disagree which in the analysis and results Table 11 below was translated into yes or no. Employee motivation status the main dependent variable in this study was defined as 0=not motivated and 1=motivated. The findings of the study are as shown in Table 11. The findings from the respondents about the relationship between extroversion and employee motivation are shown in the table below.

Table 11: Extroversion and Motivation Status

Extroversion	poorly motivated		Highly motivated		Total	
	No.	col %	No.	col %	No.	col %
No	11	61.1	24	19.4	35	24.6
Yes	7	38.9	100	80.6	107	75.4
Total	18	100	124	100	142	100

Source: *Primary Data (2015)*

From the above results (Table 11), it can be deduced that the biggest proportion 107(75.4%) of the respondents were extroverts. While the biggest proportion 100(80.6%) of respondents who were motivated were extraverts, the biggest proportion 11(61.1%) of those who were not motivated were extroverts. A small proportion 7(38.9%) of those who were not motivated were extraverts. These differences were statistically significant ($P < 0.001$). This also lines up with what respondents think about the relationship between Extraversion and motivation. One of them stated;

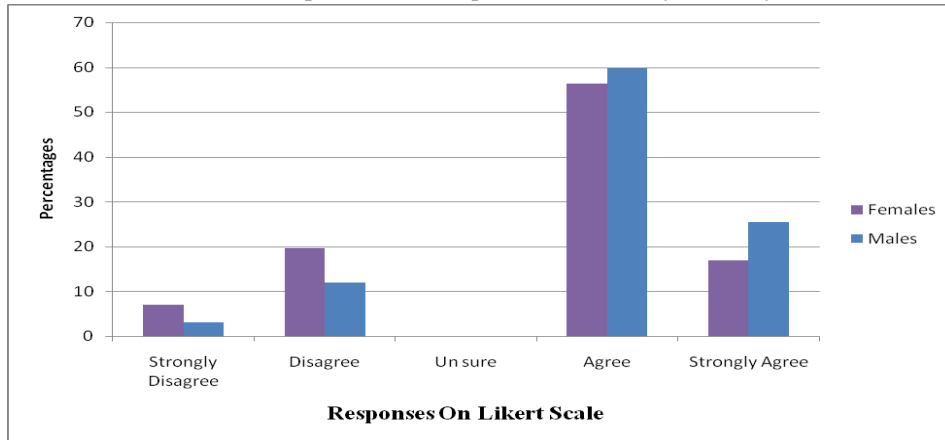
“...In my opinion, a sociable friendly colleague or one who is very talkative is always result oriented in whatever he does than one who prefers being alone and isolated. You can never predict what such isolated people think or measure their output at the end...”

4.4 Perception on Personality Traits and Employee Motivation

The study sought opinions from the respondents on how they perceived personality traits affect employee motivation. Personality traits were categorized by Conscientiousness, Neuroticism and Extraversion while motivation was captured in terms of attitude towards work, presence/absence from work, team player, willingness to offer more time, goal oriented, timely accomplishment of tasks and job satisfaction. The opinions were captured using a five level likert scale (Strongly agree, Agree, Not sure, Disagree, strongly disagree).

Figure 9 shows respondent’s perception of personality traits and employee motivation at the Inspectorate of Government, stratified by gender. More females than males disagree that personality traits significantly affect employee motivation, while on the other hand more males than females agree that personality traits affect employee motivation. These differences were however not statistically significant at 5% level of significance (P=0.424).

Figure 9: Distribution of Respondent's Perception of Personality Traits by Gender



Source: *Primary Data (2015)*

4.4.1 Conscientiousness

To appreciate further the effect of Conscientiousness on employee motivation, a multi variate logistic regression analysis of Conscientiousness as the main independent variable and motivation as the dependent variable was done. The figures were adjusted for age, level of education, marital status and gender as moderating factors. The results are as shown in Table 12.

Table 12: Logistic regression results to measure effect of Conscientiousness on Employee Motivation

	Adj. Odds Ratio	95% CI	P- value
Conscientious			
No	Ref		
Yes	5.219	1.725-15.786	0.003
Gender			
Female	Ref		
Males	3.272	0.839-12.754	0.088
Marital Status			
Married	Ref		
single	4.13	0.938-18.181	0.061
Age			
21-30	Ref		
31-40	1.014	0.223-4.595	0.986
41-49	1.324	0.152-11.526	0.799
Above 50	9.02	0.559-145.326	0.121

**Dependent variable is motivation*

**Adjusted for gender, marital status, age*

Source: Primary Data (2015)

The odds of being highly motivated were 5 times more for employees who had traits of Conscientiousness as compared to those who did not have these traits (adj. OR=5.219). In other words, employees who had a high regard for achievement, and were aware of their

responsibilities to themselves and society etc were 5 times more likely to be highly motivated than those who did not have these traits (or those who thought otherwise about themselves). This effect was statistically significant at 5% level of significance with a P-value=0.003 as shown in Table 12. This implies a positive significant effect of Conscientiousness on employee motivation.

4.4.2 Neuroticism

To further exhibit the effect of Neuroticism on employee motivation, a multi variate logistic regression analysis of Neuroticism as the main independent variable and motivation as the dependent variable was done. The figures were adjusted for age, level of education, marital status and gender as moderating factors. The results are as shown in Table 13.

Table 13: Logistic Regression Results to Measure Effect of Neuroticism on Employee Motivation

	Adj. Odds Ratio	95% CI	P- value
Neuroticism			
No	Ref		
Yes	0.125	0.037-0.425	0.001
Gender			
Female	Ref		
Males	1.678	0.547-5.144	0.364
Marital Status			
Married	Ref		
single	2.579	0.716-9.280	0.147
Age			
21-30	Ref		
31-40	0.73	0.211-2.517	0.618
41-49	1.413	0.232-8.596	0.707
Above 50	1.917	0.189-19.421	0.581

**Dependent variable is motivation*

**Adjusted for gender, marital status, age*

Source: *Primary Data (2015)*

The odds of being highly motivated reduced by 88% for employees who had traits of Neuroticism as compared to those who did not have these traits (adj. OR=0.125). In other words,

employees who regard themselves as insecure, easily disturbed or feel inferior were less likely to be highly motivated as compared to those who thought otherwise about themselves. This was statistically significant at 5% level of significance with a P-value=0.001 as shown in Table 13. This therefore implies a significantly negative effect that Neuroticism has on employee motivation.

4.4.3 Extraversion

To further establish the effect of Extraversion on employee motivation, a multi variate logistic regression analysis of Extraversion as the main independent variable and motivation as the dependent variable was done. The figures were adjusted for age, level of education, marital status and gender as moderating factors. The results are as shown in Table 14.

Table 14: Logistic regression results to measure effect of Extraversion on employee motivation

	Adj. Odds Ratio	95% CI	P-value
Extraversion			
No	Ref		
Yes	8.699	2.815-26.883	<0.001
Gender			
Female	Ref		
Males	2.289	0.729-7.178	0.156
Marital Status			
Married	Ref		
single	2.276	0.611-8.479	0.220
Age			
21-30	Ref		
31-40	0.888	0.253-3.120	0.854
41-49	2.005	0.313-12.812	0.462
Above 50	4.784	0.463-49.401	0.189

**Dependent variable is motivation*

**Adjusted for gender, marital status, age*

Source: *Primary Data (2015)*

Employees who had traits of Extraversion were 8 times (adj. OR=8.699) more likely to be motivated than those who did not have these traits. This in simple terms means that friendly outgoing and action oriented people who love to be at the centre of attention were more likely to

be highly motivated than employees who did not have these traits. This relationship was statistically significant with $P < 0.001$ as shown in Table 14. This implies a significant positive effect between people who are friendly and enthusiastic and their motivation status.

4.5 Personality Traits Significantly affect Employee Motivation

To further establish the overall effect of personality traits on employee motivation, a multi Variate logistic regression analysis of personality as the independent variable and motivation as the dependent variable was done. The figures were adjusted for age, marital status and gender as moderating factors. The results are as shown in Table 15.

Table 15: Logistic Regression Results to Measure Overall Effect of Personality Traits on Employee Motivation

	Odds Ratio	95% CI	P- value
Overall Personality traits			
Disagreed	Ref		
Agreed	20.382	5.849-71.027	<0.001
Gender			
Female	Ref		
Males	1.853	0.545-6.300	0.323
Marital Status			
Married	Ref		
single	1.274	0.321-5.060	0.730
Age			
21-30	Ref		
31-40	0.44	0.110-1.764	0.247
41-49	0.431	0.658-2.832	0.381
Above 50	1.507	0.123-18.352	0.748

**Dependent variable is motivation*

**Adjusted for gender, marital status, age*

Source: *Primary Data (2015)*

Overall, employees who agreed that personality traits affect employee motivation were 20 times more likely to be highly motivated than those who thought otherwise (adj. OR=20.382).

To test the hypothesis that personality traits significantly affect employee motivation, we state the null hypothesis as H_0 : Personality traits have no significant effect on employee motivation and alternative H_a : Personality traits have a significant effect on employee motivation. With an adjusted Odds Ratio of 20.382 and a significant P-value <0.001 (Table 15), we reject the null hypothesis and accept the alternative one that Personality traits have a significant effect on employee motivation.

Thus, results of this study have shown that personality traits of Conscientiousness and Extraversion positively affect employee motivation while traits of Neuroticism negatively affect motivation at the institution. This finding is in agreement with earlier literature which has studied the relationship between personality traits and employee motivation, Judge and Illies (2002) where it was concluded that personality traits have meaningful relationship with motivation, job satisfaction, leadership and other work outcomes.

4.6 Pearson's Correlation Results for Personality Traits and Employee Motivation

A Pearson's correlation coefficient was computed to examine the relationship between personality traits and employee motivation. Before computing the correlation coefficient the likert scale scores on Motivation, Conscientiousness, Neuroticism and extroversion were transformed into a continuous variable by computing the average mean scores for all the respondents. Table 16 presents the correlation coefficient of determination(r) and 2 tailed significant test results for conscientiousness and motivation.

Table 16: Correlation of Conscientiousness and Motivation

Correlations			
		Mean score_cons	Mean score_motv
Mean score_cons	Pearson Correlation	1	.356**
	Sig. (2-tailed)		.000
	N	147	145
Mean score_motv	Pearson Correlation	.356**	1
	Sig. (2-tailed)	.000	
	N	145	146

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

Source: *Primary Data (2015)*

The Pearson's correlation coefficient of 0.356 implies a weak positive correlation between conscientiousness and employee motivation. According to the results in Table 16 above, there is statistically significant relationship since the sig. (2-tailed) value is 0.000 which is less than 0.05. Thus we can conclude that when the mean score of conscientiousness increases, employee motivation also increases. Hence the Inspectorate of Government should work hard towards motivation of staff. Motivation can be done through training the staff more, introducing medical insurance cover for staff and their immediate family, regularly reviewing and conducting promotions. This would possibly help to push the ideal character trait of Conscientiousness to higher levels hence improvement in employee motivation.

An individual who is Conscientious (hardworking, aware of his responsibilities, have high regard for achievement, organized and love challenging work) is a desired person because of the sensitivity of the work at the Inspectorate of Government. Hence management should strive nurture that trait in individuals (employees).

Table 17: Correlation of Extroversion and Motivation

Correlations			
		Mean score_extr	Mean score_motv
Mean score_extr	Pearson Correlation	1	.422**
	Sig. (2-tailed)		.000
	N	145	145
Mean score_motv	Pearson Correlation	.422**	1
	Sig. (2-tailed)	.000	
	N	145	146

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

Source: *Primary Data (2015)*

The Pearson’s correlation coefficient of 0.422 implies a moderate positive correlation between Extraversion and employee motivation. Further, this relationship is statistically significant since the sig. (2-tailed) value is 0.000 which is less than 0.05. Thus we can conclude that when the mean score of extroversion increases, employee motivation also increases. Like the Conscientious trait, Inspectorate of Government management should also encourage the extraversion trait which greatly emphasizes teamwork. Work at the Inspectorate of Government greatly requires team to be executed successfully, thus the need to nurture and develop this trait among employees.

Table 18: Correlation of Neuroticism and Motivation

Correlations			
		Mean score_neur	Mean score_motv
Mean score_neur	Pearson Correlation	1	-.248**
	Sig. (2-tailed)		.003
	N	145	145
Mean score_motv	Pearson Correlation	-.248**	1
	Sig. (2-tailed)	.003	
	N	145	146

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

Source: *Primary Data (2015)*

The Pearson’s correlation coefficient of -0.248 implies a weak negative correlation between neuroticism and employee motivation. Further, this relationship is statistically significant since the sig. (2-tailed) value is 0.003 which is less than 0.05. Thus we can conclude that when the mean score of neuroticism increases, employee motivation decreases. The Inspectorate of Government should therefore guard against the Neuroticism trait and put in place counseling services, encourage open door policy with managers and regular checks on the personality traits of employees. The findings have shown that Neuroticism leads to de motivated employees.

Conclusion

The findings of this study have shown that personality traits significantly affect employee motivation. Employees who are Conscientious and extroverts are motivated employees while the neurotics are not motivated to work and their performance output is poor.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the findings, conclusions and recommendations on the study, *The Effect of Personality Traits on Employee Motivation*. The study used The Inspectorate of Government as the case study, and was able to answer its objectives: the effect of Conscientiousness on employee motivation; the effect of Neuroticism on employee motivation, and; the effect of extroversion on employee motivation.

The study focused on personality traits as the independent variable and employee motivation as the dependent variable. Personality traits were studied in terms of Conscientiousness, Neuroticism and extroversion and employee motivation was studied in terms of presence/ absence from work, attitude towards work, team work/player, willingness to offer more time, timely accomplishment of tasks, result/ goal oriented and job satisfaction.

5.1 Summary of Findings

The summary of the findings are presented based on the socio demographic factors, objectives of the study, the research hypothesis and the conceptual framework.

From the findings of the study the socio demographic characteristics of respondents helped the researcher to ascertain that the motivation levels of employees differ according to gender and age. Women were found to be less motivated at 63(48.8%) as compared to men who were 66(51.2%) motivated. The research revealed that women are motivated by intrinsic factors

such as feeling appreciated, satisfaction, realizing their potential, being treated with care and consideration, feeling satisfied among others. However the men are motivated by extrinsic motivators like salary and what it can buy, fringe benefits, promotions and its trappings, security, physical work environment (like car parking space and better office space) and conditions of work.

Management at the Inspectorate of Government should ensure that for employees who are motivated by intrinsic motivation factors their value and achievements are fully, fairly and explicitly recognized. Management should further look out for those motivated by extrinsic factors for support especially where they are entitled to such rewards.

Motivation was established to differ with different levels of education of the respondents as well as marital status. Bachelors degree holders were found motivated at the level of 33(25.6%) and certificate holders were motivated at the level of 41(31.8%). The differences were found not be significant possibly due to small numbers in each category of education.

The findings revealed that marriage does not have a significant effect on motivation. The study established that effects of motivation were not clearly distinct in the different marriage categories. Respondents who were married were found to be motivated at the level of 86(68.8%) while those who are not married were found de- motivated at the level of 4(21.1%).

The study also established that respondents who had spent more time at the Inspectorate of Government were more motivated 52(40.8%) compared to those who had just joined who

were at 10(52.6%). These who were found to be motivated alluded to factors like the promotions in place, travels/trips especially out of the country, work conditions and pay among others make them feel motivated.

5.1.1 Conscientious and Employee Motivation

The study findings established that 94(76.4%) were both conscientious and motivated while only 10(55.6%) were not motivated though conscientious, differences found at the significance level of 5% ($P= 0.005$). Majority of the respondents who had the trait of Conscientiousness were found to be motivated employees.

The Pearson's correlation coefficient of 0.356 implies a weak positive correlation between conscientiousness and employee motivation. According to the results from the study, there is statistically significant relationship since the sig. (2-tailed) value is 0.000 which is less than 0.05. Thus we can conclude that when the mean score of conscientiousness increases, employee motivation also increases.

The findings of the study are in line with the literature review that Conscientiousness as a personality trait positively affects employee motivation. Rothmann and Coetzer (2003) stated that there was a significant correlation existing between Conscientiousness and performance motivation. This can be attributed to the conceptual relationship between Conscientiousness and motivation. Conscientiousness is also associated with task performance and creativity because conscientious employees perform better compared to less conscientious employees. Conscientiousness is characterised by dependability and pro-social motivation. Those employees

found motivated at The Inspectorate of Government conformed with the ideals of Cameron and Spreitzer (2011), as they were dutiful, competent, disciplined, orderly and cautious.

The study established that of the three traits studied, Conscientiousness had the strongest effect on employee motivation. This finding is in line with the study that was conducted by Judge and Ilies (2002) when examining the relationship between personality and performance motivation in a meta-analytic review. Like in the study by Judge and Illies (2002) which revealed that Conscientiousness was the strongest and most consistent correlate of performance motivation, the Inspectorate of Government employees had the same characteristic motivational pattern. Conscientiousness was a strong correlate of expectancy motivation and is consistent with the goal-setting motivation.

The management at the Inspectorate of Government can therefore consider personality traits at the recruitment stage, train, coach, attach to role models for those who are not conscientious. This should be done with a view to changing their traits to Conscientiousness so as to motivate them.

Management can also consider working on extrinsic factors like improving on how often promotions are made and manage the motivation packages for different personality traits. Extrinsic motivators including money, rewards, bonus, overtime payment and promotions among others should be continuously revised by management to fit different personalities.

Management can further consider issues like training to have a high number of motivated employees. The correlation figures indicated that as conscientiousness increased, motivation was also increasing. Thus training of staff to adopt/ develop conscientious traits would help a lot in improving motivation of employees.

5.1.2 Neuroticism and Employee Motivation

According to findings 88(62%) of the respondents were not neurotic while 54(38%) were neurotic. Further still, out of those who were motivated, 84(67.7%) were not neurotic while 40(32.3%) were neurotic. On the other hand, out of those who were poorly motivated, quite a big proportion 14(77.8%) was neurotic. These differences were statistically significant at 5% level of significance ($P < 0.001$). The findings of the study show the negative effect that Neuroticism has on employee motivation. The findings revealed that employees who are highly neurotic poorly manage stress, perform poorly and are less creative than those individuals who are emotionally stable hence poorly motivated.

The study established that employees at the Inspectorate of Government who had a trait of Neuroticism were not motivated. Neuroticism was found to negatively correlate with employee motivation. Using a multivariate logistic regression analysis, the odds of being highly motivated reduced by 88% for employees who had traits of Neuroticism as compared to those who did not have these traits (adj. OR=0.125). In other words, employees who regarded themselves as insecure, easily disturbed or feel inferior were less likely to be highly motivated as compared to those who thought otherwise about themselves. This was statistically significant at 5% level of significance with a P-value=0.001. This implies a significantly negative effect that

Neuroticism has on employee motivation. The findings of the study mean that neurotic employees have less work motivation.

The Pearson's correlation coefficient results of -0.248 imply a weak negative correlation between neuroticism and employee motivation. The relationship was statistically significant at 0.003. Hence the need by management of the Inspectorate of Government to work on employees with neurotic traits such that they acquire traits like conscientiousness and extraversion which positively related with motivation.

The findings of the study were in accordance with literature. According to Forghani *et al.* (2013), Neuroticism very closely related to negative affectivity and people with high Neuroticism are vulnerable to situations that demand high social skills. Accordingly, individuals high on the Neuroticism scale will experience emotional instability and will show characteristics of worrying, fear, guilt, sadness, anger, embarrassment, and disgust hence low employee motivation.

The findings of the study suggest that neurotic employees are not easy to motivate. The Management of the Inspectorate of Government should put in place mechanisms that can help in detection of neurotic employees like every six months during appraisal period employees are subjected to personality trait tests to identify those who are tending to or are neurotic and need immediate redress.

The Inspectorate of Government to reduce further on the Neurotic traits of employees should put in place counselling opportunities; encourage team building among staff and open door policy among staff for people to share with others issues stressing them.

5.1.3 Extraversion and Employee Motivation

The findings of the study showed that the biggest proportion 107(75.4%) of the respondents were extraverts. While the biggest proportion 100(80.6%) of respondents who were motivated were extraverts, the biggest proportion 11(61.1%) of those who were not motivated were extraverts. A small proportion 7(38.9%) of those who were not motivated were extraverts. These differences were statistically significant ($P<0.001$).

The study results further revealed that employees who had traits of Extraversion were 8 times (adj. OR=8.699) more likely to be motivated than those who did not have these traits. This in simple terms means that friendly outgoing and action oriented people who love to be at the centre of attention were more likely to be highly motivated than employees who did not have these traits. This relationship was statistically significant with $P<0.001$. This implies a significant positive effect between people who are friendly and enthusiastic and their motivation status.

The Pearson's correlation coefficient of 0.422 implies a moderate positive correlation between Extraversion and employee motivation. Further, this relationship is statistically significant since the sig. (2-tailed) value is 0.000 which is less than 0.05. Thus we can conclude that when the mean score of extroversion increases, employee motivation also increases. The

findings indicate that extravert employees are easier to motivate compared to Conscientious employees.

The findings of the study are in line with literature reviewed. Seibokaite and Endriulaitiene (2012) posits that Extraversion is a trait of sociability, preference of large groups and gatherings, assertiveness, activity, cheerfulness, and optimism and it is usually found to be positively correlated with motivation behaviour. Extraversion is positively correlated with job satisfaction. Extroversion personality trait has the greatest effect on an individual's motivation. This is because extroversion relates to an individuals' ability to engage with the environment. According to Judge and Ilies (2002) Extraversion is a consistent correlate of performance motivation.

The Inspectorate of Government should be cautious while executing the reward policies given the characteristics of extroverts if not properly handled can lead to rewarding non performers just because they are very talkative and social, objective procedures to identify performers should be put in place.

Management at the Inspectorate of Government should encourage active participation of all members where teams for execution of any task are formed. Active participation shall guard against talkative but non performers in teams taking credit when they have contributed nothing to the team.

5.1.4 Personality Traits Significantly Affect Employee Motivation

The study established that personality traits significantly affect employee motivation at the Inspectorate of Government. Employees who had traits of conscientiousness and extroversion

were found to be motivated while their counterparts who had high traits of Neuroticism were found not to be motivated to work. Quantitative findings indicate that employees who agreed that personality traits affect employee motivation were 20 times more likely to be highly motivated than those who thought otherwise (adj. OR=20.382).

5.2 Conclusions

The researcher concluded from the study that an individual can have more than one personality trait at a given time. The findings of the study revealed that Personality traits affect employee motivation. The effect of personality traits on employee motivation can be either positive or negative.

The study further established that of the three traits studied, Conscientiousness had the strongest effect on employee motivation. This finding is in line with the study that was conducted by Judge and Ilies (2002) when examining the relationship between personality and performance motivation in a meta-analytic review. The study conclusions were drawn according to the study objectives the conclusions are shown below.

5.2.1 Conscientious and Employee Motivation

From the results of the study it was revealed that there is a positive and significant relationship between Conscientiousness and employee motivation. Hence it can be concluded that Conscientiousness as a personality trait positively affects employee motivation at the Inspectorate of Government. In other words employees who had the trait of Conscientiousness that is to say those who are dutiful, competent, disciplined, orderly and cautious (Cameron and Spreitzer 2011) were found to be motivated as compared to those who lacked these traits.

5.2.2 Neuroticism on Employee Motivation

The study further concluded that employees at the Inspectorate of Government who had high traits of Neuroticism that is to say those who experience emotional instability and show characteristics of worrying, fear, guilt, sadness, anger, embarrassment, and disgust (Bruck and Allen, 2002) were not motivated. There was a significant negative relationship between Neuroticism and employee motivation. Thus it can be concluded that Neuroticism as a personality trait negatively affects employee motivation.

Commented [d2]: Give examples

5.2.3 Extroversion and Employee Motivation

The study findings revealed a significant positive effect between people who are friendly and enthusiastic (extroverts) and their motivation levels. Respondents who had a trait of extroversion that is to say those individuals who like social meetings and interactions, enjoy being /working in groups, are outgoing always want to be recognized and their presence felt (De Vries, Ashton & Lee, 2009) were found to be motivated as compared to those who did not have these traits. It was therefore concluded from the study that Extraversion positively affects employee motivation.

As shown in the results section and the summary of findings section, the study concluded that personality traits significantly affect employee motivation at the Inspectorate of Government. After controlling for the moderating factors of age, gender and education level, Employees who had traits of Conscientiousness and extroversion were found to be motivated while their counterparts who had traits of Neuroticism were found not to be motivated to work.

Commented [d3]: Put examples of these traits in the brackets and do the same for extroversion and neuroticism

5.3 Recommendations

The study recommendations were based on the findings as discussed in accordance with the study objectives. The researcher made the following recommendations for consideration by employers when handling employee motivation.

The researcher suggests that from the findings and conclusions of this study, when Managers are considering motivation of its employees they should consider personality traits possessed by their staff since it has been shown by this study that personality traits affect employee motivation.

Based on the findings of this study, government institutions and specifically the Inspectorate should put in place strategies to lift the motivation levels of people who have traits of Neuroticism. Government institutions should consider having counseling services at place of work and encourage open door policy.

Strategies should also be put in place to maintain motivation levels of employees who are achievers, outgoing etc (conscientious) and those who are friendly, team players etc (extroverts) for better performance at work.

Commented [d4]: You may also give examples if you have them

Commented [d5]: Check if those definitions are right for extroverts and conscientious

5.4 Areas for Future Research/Study

The study was limited to only three personality traits (Conscientiousness, Neuroticism and Extraversion) out of the five personality traits. Research should be conducted to find out the effect of Agreeableness and openness on employee motivation.

A similar study should also be conducted in other Government institutions like Uganda Revenue Authority, Kampala Capital City Authority, Auditor General's Office, The Directorate of Public Prosecutions, Administrator General's Office, the Uganda Police and National Social Security Fund among others.

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APPENDICES

Appendix I

Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	102	1800	317
45	40	290	105	1900	320
50	44	300	109	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	198	3000	341
80	66	420	201	2500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note: *N* = population size
S = sample size

Source: Krejcie and Morgan (1970).

Appendix II

SELF-ADMINISTERED QUESTIONNAIRE

Dear respondent,

I am Sarah Birungi, student at Uganda Martyrs University carrying out a study on “Personality Traits and Employee Motivation in Government Institutions: The Case of the Inspectorate of Government.” The research is being carried out in partial fulfilment of the conditions for the award of the Masters of Business Administration (MBA). The information shall therefore be used strictly for academic purposes and will be treated with utmost confidentiality.

You have been selected to participate in this study as a respondent based on your experience as an employee of the inspectorate of Government. Please answer all the questions diligently and honestly.

I shall be grateful for your cooperation

Thank You

SECTION A: Background Information (Please tick against the category that best describes you.)

1. Gender

Female	Male

2. Marital Status

Married	Single

3. In what Age Bracket are you?

21-30 Years	31-40 Years	41-49 Years	Above 50 Years

4. What is your Level of Education

Certificate	Diploma	Bachelors	Masters	Other(Specify)

5. In which Directorate/ Unit are you deployed

a) Finance and Administration	
b) Legal	
c) Operations	
d) Regional Offices	
e) Ombudsman	
f) Education and Prevention	
g) Leadership Code	
h) International and Public Relations	
i) Internal Inspection and Intelligence	

6. What is your position at the Inspectorate of Government

a) Director	
b) Senior Principle Inspectorate Officer	
c) Principle Inspectorate Officer	
d) Senior Inspectorate Officer	
e) Inspectorate Officer	
f) Senior Personal Secretary	
g) Personal Secretary	
h) Pool Stenographer	
i) Office Typist	
j) Assistant Inspectorate Officer	
k) Office Attendant	
l) Driver	

7. For how long have you worked with the Inspectorate Of Government

Less than 1 year	1-4 years	5-8years	9 years and above.

Section: B Response on the Independent Variables

B1. Conscientious persons have a high regard for achievement, are organised, aware of their responsibilities to themselves and society and love to be challenged while at work. In relation to yourself please Indicate the extent to which you agree with the following statements on the scale of 1- Strongly disagree; 2- Disagree; 3- Not sure; 4- Agree; 5- Strongly agree.

B1	Statements	SD	D	U	A	SA
		1	2	3	4	5
B1.1	I act purposefully when at work					
B1.2	I am a strong-willed individual					
B1.3	I follow details to the core					
B1.4	I am always determined to achieve					
B1.5	I am always responsible in whatever I do					
B1.6	I remain calm even when in difficult situations					
B1.7	I put a lot of effort into my work					
B1.8	I aim at achieving my goals					
B1.9	I am dedicated to my work					
B1.10	I am very orderly while executing my work					
B1.11	Having a high regard for achievement affects employee motivation					

B1.12 In summary, how do you assess the effectiveness and efficiency with which you plan, organise and carry out tasks at the Inspectorate of Government?

.....

.....

.....

B2. Neurotics are insecure, easily disturbed, feel inferior are usually anxious and are easily depressed. In relation to yourself, please indicate the extent to which you agree with the following statements on the scale of 1- Strongly disagree; 2- Disagree; 3- Not sure; 4 Agree; 5- Strongly Agree.

B2	Statements	SD	D	U	A	SA
		1	2	3	4	5
B2.1	I often feel blue at work					
B2.2	I get anxious at work much of the time					
B2.3	I at times suffer fits of depression at work					

B2.4	Many situations at work worry me					
B2.5	I am always sad at work					
B2.6	I am always embarrassed by many situations					
B2.7	I am always filled with doubts about my work					
B2.8	I always feel inferior while at work					
B2.9	Many situations at work make me feel helpless					
B2.10	I am easily disturbed at work					
B2.11	Emotion stability affects employee motivation					

B2.11 In brief, how do you describe your emotional stability at work?

.....

.....

.....

B3. Extraverts are friendly, outgoing, action oriented, enthusiastic, enjoy being at centre of attention, talkative enjoy group work and feel isolated by too much time spent alone. Please indicate the extent to which you agree with the following statements on the scale of 1- Strongly disagree; 2- Disagree; 3- Not sure; 4 Agree; 5- Strongly Agree.

B3	Statements	SD	D	U	A	SA
		1	2	3	4	5
B3.1	I am a sociable individual					
B3.2	I am a cheerful individual at work					
B3.3	I am very assertive when I feel am the one who is right at work					
B3.4	I express what I feel at whatever cost					
B3.5	I enjoy being recognised at my work place					
B3.6	I always have full energy at work					
B3.7	I am very enthusiastic in whatever I do					
B3.8	I am easily distracted at work					
B3.9	I sometimes take risks at work					
B3.10	I enjoy group work					
B3.11	Friendliness and enthusiasm affects employee motivation					

B3.12 In brief, how do you describe your outgoingness, friendliness and sociability at work?

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Section: C Response on the Dependent Variables

Motivation intrinsic factors within an individual that arouse, drive, maintain and channel behavior towards a goal. Indicate the extent to which you agree with the following statements on the scale of 1- Strongly disagree; 2- Disagree; 3- Not sure; 4- Agree; 5- Strongly agree.

No C1	Motivation	SD	D	U	A	SA
		1	2	3	4	5
C1.1	My achievements on the current job are excellent					
C1.2	I fully utilise my ability at work					
C1.3	I am motivated to come to work at the Inspectorate of Government					
C1.4	I am willing to take on multi-tasks at work					
C1.5	I accomplish my tasks at work in time					
C1.6	I full fill my responsibilities at work and feel personally responsible for the results of the work i do					
C1.7	I am happy when i accomplish something that is meaningful to the Inspectorate of Government and me					
C1.8	I have been able to improve my work skills					
C1.9	I am creative at work					
C1.10	I am highly effective at work					
C1.11	I am always present for work					
C1.12	I clearly understand the mission of the Inspectorate of Government					
C1.13	I am a team player at work					
C1.14	I am satisfied with the job and quantity of work i do at the Inspectorate of Government					
C1.15	I take on extra assignments whenever called upon					
C1.16	I am willing to resign my job in the next 12 months					
C1.17	I am still at the Inspectorate Of Government just because jobs are difficult to find					
C1.18	I am willing to offer more time to accomplish my work without extra pay					
C1.19	My immediate supervisor gives me the support i need to do my job well.					
C1.20	Employee contribution and efforts are valued and appreciated by the employer.					
C1.21	The level of my motivation to work at the Inspectorate of Government is high					

Section: D Response on moderating factors

No D1	Statements	SD	D	U	A	SA
		1	2	3	4	5
D1.1	Age affects having high regard for work and motivation to work					
D1.2	Age affects emotional stability of an employee and motivation to work.					
D1.3	Age affects the level of friendliness of an employee and motivation to work.					
D1.4	Gender affects having high regard for work and motivation to work					
D1.5	Gender affects emotional stability of an employee and motivation to work.					
D1.6	Gender affects the level of friendliness of an employee and motivation to work.					

Section: E Response to hypothesis

No E1	Statement	SD	D	U	A	SA
		1	2	3	4	5
E1.1	Personality traits significantly affect employee motivation at the Inspectorate of Government.					

Section: F

F.1.1 What is your perception on employee motivation at the Inspectorate of Government?

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F 1.2 Give reasons for your answer.

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F 2.1 What is your perception on personality traits of employees at the Inspectorate of Government.

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F 2.2 Give reasons for your answer.

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Appendix III

Interview Guide

1. How would you describe a highly motivated person? What characteristics do they have?
2. What is your opinion about people who are organised, achievers etc and their motivation level?
3. What do you think about the relationship between emotional stability and motivation at work?
4. In your opinion, describe the relationship between extroversion and employee motivation.
5. What is your perception on employee motivation at the Inspectorate of Government?
6. What is your perception on personality traits of employees at the Inspectorate of Government?
7. What is your view on the statement that personality traits affect employee motivation?
8. In your opinion, describe the relationship between conscientiousness and employee motivation.
9. In your opinion, describe the relationship between neuroticism and employee motivation.