

**THE RELATIONSHIP BETWEEN PERSONALITY TRAITS AND
ENTREPRENEURIAL BEHAVIOUR**

A CASE STUDY OF KATWE WELDING CENTRE

BY

NAKIMBUGWE CLAIRE



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DEDICATION

This research work is dedicated to my beloved family and supervisor for being there for me whenever I needed them. I would not have finished this dissertation without their love, support, understanding and financial support.

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ABSTRACT

The study was conducted in Katwe Welding Centre. The main purpose was to investigate the Relationship between Personality Traits and Entrepreneurial Behaviour. Specific objectives were; to find out the relationship between conscientiousness and entrepreneurial behavior, to examine the relationship between openness to experience and entrepreneurial behavior, and to examine the relationship between Agreeableness and entrepreneurial behavior.

The research design was a case study based on both quantitative and qualitative approaches in relation to correlation as research design. The methods used for data collection were questionnaires and interviews. The sample study involved both male and female employees of Katwe Welding Centre with a population of 100 and a sample of 80 respondents. Data was analyzed through the use of SPSS Version 20 for quantitative purposes and grouped into categories and themes for qualitative analysis. The findings revealed that there was a positive correlation between conscientiousness and entrepreneurial behaviour ($r=0.817^{**}$ $p <0.00$), there is a correlation between there was a correlation between openness to experience and entrepreneurial behaviour with a positive moderate relationship ($r = 0.682^{**}$, $p \leq 0.01$) and there was a high positive correlation between Agreeableness and entrepreneurial behaviour ($r = 0.901^{**}$, $p \leq 0.01$).

Basing on the finding it is recommended that the government, business owners, startup other ventures other than welding business in order to use their personality, the owners of businesses should have a risk taking ability in order to make their businesses a success in other wards they should invest more in their ventures to earn more profits.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

The concepts of personality and personality traits in a broad sense include abilities like; general intelligence as well as numerical, verbal, spatial, or emotional intelligence, motives in terms of; need for achievement, power, or affiliation, attitudes and characteristics of temperament as overarching style of a person's experiences and actions composed in the big five traits Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism (OCEAN) to a better understanding of the entrepreneurial behavior (Costa and McCrae, 1992). Going beyond description, one may conceptualize personality traits as complex, genetically co-determined psycho-physiological structures which originate and regulate the individual ways of experience and action. In this sense, adopted by the author of the present paper, traits are viewed as causes of mental and behavioral processes (John et al, 2008). The measures of the traits are usually based on descriptions of how people think, feel, and act in a variety of situations, but these reports are conceived of as indicators of real internal causes (interacting with the external causes) of a person's experiences and actions.

This research intended to look into the correlation between personality traits limited to; Conscientiousness, Openness to Experience, Agreeableness and entrepreneurial behavior is limited to; risk taking, commitment and need for achievement in line with Katwe Welding Centre. This chapter of the study presented the background of the study, statement of the problem, general objective, specific objectives, research questions, Scope of the study, significance, justification of the study and definition of key terms and the conceptual framework of the study.

1.1 Background to the study

Personality traits may be conceived of as descriptions of a person's mean level of her/his states of Agreeableness, Openness, varying across circumstances and events, partly haphazardly encountered, partly deliberately chosen or provoked by the person (Fleeson, 2011). Correlating personality measures with entrepreneurial behaviour (foundation decision) and behavioural results (success of the enterprise) should be straightforward. The rather simple question would be whether people who describe themselves, for instance, as open to new experience will more often establish a private business than people low on Openness (Rauch and Frese, 2007). Or we might expect that people of high Conscientiousness were more successful with their recently founded small business than people low on Conscientiousness (Zhao et al, 2010). Nothing is said about the mental and behavioural processes by which these traits influence start-up decisions and entrepreneurial success. Obviously, a purely descriptive notion of traits would be of limited usefulness in personality research.

Singer and Millage (2013) analyzed personality among entrepreneurs in China, Russia and the USA by revealing personality traits of entrepreneurs and how they affect their leadership. The American entrepreneur data set demonstrated significance with not being extraverted and openness to experience while the Chinese entrepreneur data set demonstrated significance with emotional instability, openness to experience and lack of conscientious (Miller, 2015). The difference between the samples is explained by collective nature of the Chinese society, primitive Russian society and individualistic nature of the American society. The personality traits of the Russian entrepreneurs were realistic/idealistic and tolerant/perfectionist. Although Russian entrepreneurs' some qualifications like education and experience were found to be different than the entrepreneurs in the US, personality traits were found to be similar. Russian

entrepreneurs rated themselves to be worst at finance, marketing and sales, but felt stronger about their management skills. (Rauch and Frese, 2007) noted that personality traits of entrepreneurs in China, USA and Russia are; energetic, independent, competitive, self-confident, social, anxious, flexible, goal-oriented, and generalist.

Romer and Romer, (2010) noted that Africa entrepreneurship personality presents a potent opportunity and source of growth for the continent. For example, Okafor (2006) found that small and medium sized enterprises contributed to over 50% of employment and GDP in Africa. Starting a firm is a daunting task constrained by varied and multifaceted factors. Djankov et al, (2010) stated that lack of finance, cumbersome, time consuming and expensive laws and regulations, and lack of adequate infrastructure are the most robust variables impeding entrepreneurial success and growth in Sub-Saharan Africa. In spite of variation across, and within ,countries, sub-Saharan African countries are typically characterized by high levels of poverty, with 26countries ranked among the 30 poorest countries in the world (International Monetary Fund, 2013); government failures, with 14 countries ranked among the 30 most corrupt countries in the world (Transparency International, 2012); and poor infrastructure, market failures, and a large informal economy, with 23 countries ranked among the 30 worst countries to do business in (Doing business,2012). 74% of Sub-Saharan Africa countries have improved business regulatory environment for local entrepreneurs and this is due personality traits (World Bank Doing Business, 2015).

GEM Uganda executive report of (2015) stated that 30% of business fails in Uganda as a result of lack of competence and bad entrepreneurial behavior of many entrepreneurs. This suggests that most Ugandan indigenous entrepreneurs lack requisite traits for successful entrepreneurship. In 2004, Uganda was ranked the second most entrepreneurial country in the world amongst the

Global Entrepreneurship Monitor (GEM) countries with a Total Entrepreneurial Activity (TEA) index (31.6%) signifying that approximately 32 out of 100 Ugandan that engaged in some kind of entrepreneurial activity. The necessary traits for successful entrepreneurship include innovation, risk taking, self-confidence, hard work, goal setting and accountability (Ubadigha, 2005). The Entrepreneurship Centre of Makerere University Business School (MUBS) identified management skills but more importantly entrepreneurship, leadership and financial skills as the major constraints that hinder business growth in Uganda (Ihunda, 2011). Entrepreneurship is not limited to any sector but the use of trade as the sector scope for this study was induced by the high proportion of Ugandan indigenous entrepreneurs engaged in trade (Omagor and Mubiru, 2008).

1.2 Statement of the Problem

Smart business regulation and adequate finance only do not guarantee an entrepreneurial growth and success; therefore skills and knowledge are also fundamental for a promising entrepreneurial work. Prospective entrepreneurs need to demonstrate a positive behavior to be able to convince investors that they have a viable proposition and the determination and tenacity to succeed. Financial problem has long been one of the stout challenges entrepreneurs face along the years. Entrepreneurs put inadequate fund as the biggest and critical hurdle to starting a firm and compete with incumbent firms. In regards, most firms in the region cannot manage to get sufficient credit to start a firm (Shane, 2003). Enabling infrastructure is crucial to thriving entrepreneurship (NIESBUD, 2013). Easy access to reliable and quality infrastructure increases productivity and efficiency, lowers transaction costs, betters access to markets, and sustainable growth. Despite the probability of firms getting access to finance and infrastructure, entrepreneurs in Uganda struggle with a low stock of infrastructure buildings in addition to lack

of reliable power supply due to load shading to operate higher value added activities that heavily depend on electricity-based technologies (Premad et al, 2012). Other challenges entrepreneurs face is Corruption on their way to meet government requirements to start business. Infrastructure shortcomings—mainly in energy and transport—are estimated to account for about 30percent of the productivity handicap faced by Ugandan firms (Escribano et al. 2009). Based on those challenges, this study sought to investigate the extent to which personality traits can impact on entrepreneurial behavior in terms of risk taking, commitment and need for achievement.

1.3 Objectives of the Study

1.3.1 Major Objective

The overall objective of the study was to assess the relationship between personality traits and entrepreneurial behavior

1.3.2 Specific Objectives

- i. To find out the relationship between Conscientiousness and entrepreneurial behavior.
- ii. To examine the relationship between Openness to experience and entrepreneurial behavior.
- iii. To examine the relationship between and Agreeableness and entrepreneurial behavior.

1.4 Research Questions

- 1) What is the relationship between Conscientiousness and entrepreneurial behavior?
- 2) What is the relationship between Openness to experience and entrepreneurial behavior?
- 3) What is the relationship between Agreeableness and entrepreneurial behavior?

1.5 Scope of the Study

1.5.1 Geographical Scope

The study was to focus on entrepreneur businesses in Katwe Welding Centre in Kampala City.

1.5.2 Content Scope

The study was interested in trying to understand the personality traits used by Katwe Welding Centre, relationship between personality traits and entrepreneurial behavior and motivators of entrepreneurs.

1.5.3 Time Scope

The study considered information relating to information from 2013 – 2016 in order to capture previous and latest statistics and trends to ensure reliability and validity for the presented findings.

1.6 Significance of the Study

The study was to provide entrepreneurs with information which was to guide them in amending traits so that they come up with better solutions to behavior and improve their performance.

The study was to act as a basis for further reference to other researchers and academicians who will be conducting the same study with time to come so that they have a basement for reference about personality traits and entrepreneurial behavior.

The study enriched the researcher with adequate knowledge and experience about personality traits and how its effects impacts on entrepreneurial behavior

1.7 Justification of the Study

The main motive for this research was to come up with better strategic plans such that organizational performance improves.

The study sought to assess whether good entrepreneurial behavior can lead to improvement in personality traits in terms of agreeableness, openness to experience and Conscientiousness.

The study sought to highlight and recommend best personality traits that can be used in a business in order to get a positive change in entrepreneurial behavior.

1.8 Definition of key terms

Personality traits: a person's mean level of her/his states varying across circumstances and events, partly haphazardly encountered, partly deliberately chosen or provoked by the person

Entrepreneurial behavior:

Conscientiousness: a state of mind and the will, largely driven to sustain a vision, to fulfill a mission, to attain a challenging goal and to achieve a define objective

Openness to experience: a personality dimension that characterizes someone who is intellectually curious and tends to seek new experiences and explore novel ideas

Agreeableness: the personality factor concerned with interpersonal behavior and attitude

Risk taking propensity: the perceived probability of receiving the rewards associated with success of a proposed situation, which is required by an individual before he or she will subject himself or herself to the consequences associated with failure, the alternative situation providing less rewards as well as less severe consequences than the proposed situation

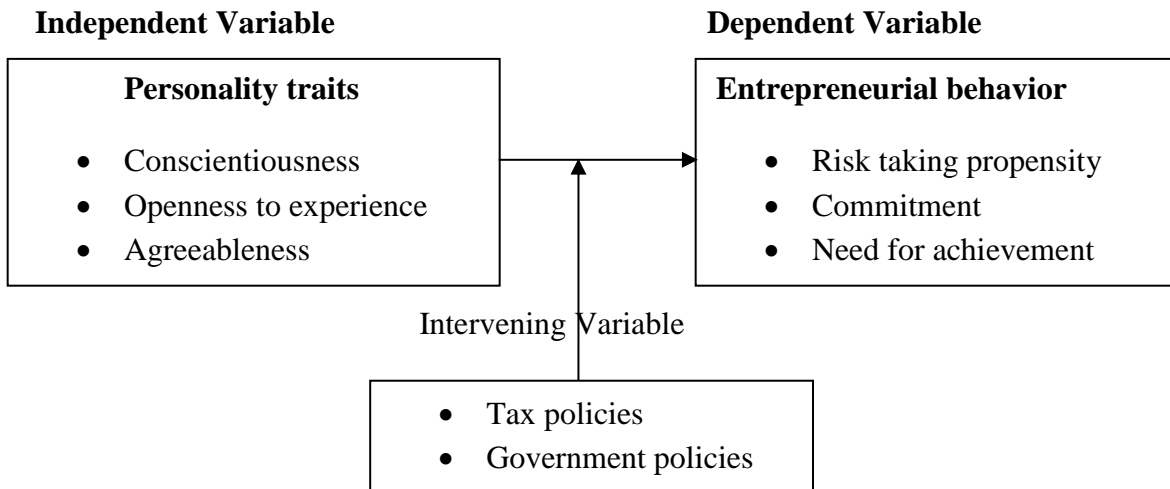
Commitment: the determination to try to achieve a goal, without abandoning or lowering it

Need for achievement: a learned, stable characteristic where satisfaction is acquired by aiming for and accomplishing higher levels of excellence.

1.9 Conceptual Framework

In as much as personality traits are wide and numerous, for the sake of this study, personality traits were to be limited to; Conscientiousness, Openness to experience and agreeableness (Costa and McCrae, 1992). Whereas entrepreneurial behavior focused on; risk taking propensity, commitment and need for achievement

Fig 1.0 Relationship between Variables



Source: Adopted from (Costa and McCrae, 1992) and Modified by researcher (2017)

The model fig 1.0 above reflects how the personality traits (Independent variable) and the dimensions; Conscientiousness, Openness to experience and agreeableness if used appropriately can lead to good entrepreneurial behavior (Dependent variable) such as risk taking propensity, commitment and need for achievement. Therefore the relationship is affected by tax policies and government policies which is the intervening variable. However for the purposes of this study the intervening variables were not considered since they are macro factor beyond the scope of this study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Gartner (1988) also used two main approaches to clarify entrepreneurs: behavioral and trait approach. In behavioral approach, an entrepreneur was seen as a set of activities involved in organization creation, while in trait approach an entrepreneur is a set of personality traits and characteristics. Gartner concluded that researchers should focus on what the entrepreneur does, not who the entrepreneur is, because entrepreneurship is something that one does not who one is. Simpeh (2011) sums up entrepreneurship studies with six main entrepreneurship theories. These are: Economic Entrepreneurship Theory, Psychological Entrepreneurship Theory, Sociological Entrepreneurship Theory, Anthropological Entrepreneurship Theory, Opportunity-Based Entrepreneurship Theory, And Resource Based Entrepreneurship Theory. Based on These Theories, the researcher developed literature in relation to entrepreneurial opportunity to succeed.

2.1 Conscientiousness and Entrepreneurial Behavior

Osaze (2013) defined Conscientiousness as a state of mind and the will, largely driven to sustain a vision, to fulfill a mission, to attain a challenging goal and to achieve a defined objective. Conscientiousness involves envisioning a future towards which one device the strategic parameters for influencing, impacting and recreating the environment within which to operate in line with that vision (Le et al, 2011). Therefore Conscientiousness helps as a determinant to excel in entrepreneur's own chosen field. Entrepreneurial Conscientiousness can also be seen as alertness of entrepreneurs in Katwe Welding Centre to opportunities availed by the existing

market. Alvearez and Barney (2012) submit that Conscientiousness is the ability of an entrepreneur to predict where products/services do not exist or have become unsuspected valuable to customers and where new procedures of manufacturing are unknown to others become feasible. Conscientiousness in self-regulation activities like; setting goals, developing plans, and monitoring and analyzing progress help entrepreneurs toward goal accomplishment (Schmidt and Ford, 2013). Therefore entrepreneurs with Conscientiousness make plans for goal accomplishment and monitor their progress toward the goal perform better.

Conscientiousness taps the extents to which entrepreneurs are striving to achieve self-disciplined, and become dependable (Mussel et al, 2011). Highly conscientious entrepreneurs are more likely to succeed than those low in Conscientiousness to plan and organize their work, set goals, and persist in pursuing excellent performance (Hogan and Ones, 2007). Barrick et al, (2011) add that highly conscientious entrepreneurs are more likely to set goals and persist in pursuing goals than those low in Conscientiousness. Similarly conscientious entrepreneurs in Katwe Welding Centre will learn effective methods due to their tendency to plan and organize tasks. Adoption of an organized, analytical stance with regard to Conscientiousness increases the chances that entrepreneurs will detect and discard tactics that aren't successful and experiment with more effective methods to win customers and become successful in business (Penney et al, 2011). Judge and Ilies, (2012) found that Conscientiousness was positively related to the motivation indices of goal setting, expectancy, and self-efficacy of entrepreneurs.

Kirzner (2007) supports the superior insight and stated that when different entrepreneurs have insights into the value of resources that other entrepreneurs do not have, it is recognition of a business opportunity. In other words, entrepreneurial Conscientiousness of individuals in Katwe Welding Centre depends on the attractiveness of an opportunity and ability of the firm to grasp

once it is perceived. Arowomole (2013) stressed that entrepreneurial Conscientiousness is important as it is in measuring organizational performance. Entrepreneurial with Conscientiousness in knowledge help in coordinating inputs at below market value and converting such inputs into output for ensuring a high performance in terms of profits (Arowomole, 2013). This makes the Conscientiousness entrepreneurs to focus on the past, the present and the future with equal zeal, using history to explain and fully understand the present and to challenge and create its own proactive future (Osaze, 2010). This implies that entrepreneurs in Katwe Welding Centre use their Conscientiousness to understand and predict future occurrences to business opportunity.

Osaze, (2010) noted that Conscientiousness through Coordinating knowledge in different forms to change resource allocation for profitability is an entrepreneurial behavior. Conscientiousness, knowledge and action interchange thus helps entrepreneurial activities toward profits though this practice is usually associated with business size (Casson 2009). Arowomole, (2013) noted that knowledge and action assist entrepreneurial to be more consciously and systematically and detect/eliminate error when determining the previous value of resource against the current ones. Most entrepreneurs in Katwe Welding Centre do not sometime understand how they experience superior foresight but they do know that Conscientiousness is simulated by using performance measures and other relevant factors such as how to invest, type of employees to hire, and the like. Entrepreneurial Conscientiousness can also be related to innovativeness and risk assumption (Pitt et al 2007). Innovativeness prepares business around a unique product, service or process. This means that businesses in Katwe Welding Centre can be more innovative if they use their Conscientiousness in production.

Regarding Conscientiousness, Barrick and Mount (2013) found that job autonomy, which is likely an aspect of a complex job, interacted with Conscientiousness to improve its prediction of entrepreneurial behaviour. Meyer et al (2009) suggested that the ability of Conscientiousness to predict good entrepreneurial behavior is higher in ventures with decreased situational strength. Several of the items used to describe less strong ventures include; making decisions, solving problems, thinking creatively, unstructured work and also Conscientiousness is especially relevant to entrepreneurial behavior in ventures where specialization is needed. Further, Chen et al (2011) showed that Conscientiousness had a stronger relationship with performance in a complex business. Also, Le et al. (2011) found a curvilinear relationship between Conscientiousness and entrepreneurial behavior, and their results also demonstrated that the inflection point after which the relationship disappeared was higher for highly complex ventures than for low-complexity ventures, suggesting that high levels of Conscientiousness are more helpful in highly complex ventures. This implies that Conscientiousness particularly helps entrepreneurial behavior in complex ventures carried out by entrepreneurs in Katwe Welding Centre.

Finally Conscientiousness helps entrepreneurs with creative process engagement to deal with; problem identification, information seeking, and idea generation elements that could be argued to be demands of a good entrepreneurial behavior. Zhang and Bartol (2010) suggested that Conscientiousness can have a negative or non-significant effect on behavior in some situations, such as a learning context. However, Yeo and Neal, (2014) suggest that entrepreneurs high on Conscientiousness spend more time devoted to their business or transferring their knowledge into good business performance and these performance in a learning-oriented situation can surpass those low on Conscientiousness. The researcher believe that if entrepreneurs are also high on

learning approach, those high on Conscientiousness would be stimulated by their interest in learning to dedicate themselves to improve the learning facets of their behavior when in a complex venture, thus leading to, at least partly, improved business performance. This implies that entrepreneurs in Katwe Welding Centre can benefit from learning and this can help them in running their ventures successful.

2.2 Openness to experience and Entrepreneurial Behavior

Openness to Experience is a personality dimension that characterizes someone who is intellectually curious and tends to seek new experiences and explore novel ideas (David, and Witt, 2011). An entrepreneur high on Openness can be described as creative, innovative, imaginative, reflective, and untraditional and on the other hand an entrepreneur low on Openness can be characterized as conventional, narrow in interests, and unanalytical (Penney et al., 2011). Openness is positively correlated with intelligence, especially aspects of intelligence related to creativity, such as divergent thinking (McCrae, 2007). Schumpeter (2006) argued that the defining characteristic of the entrepreneur is his or her emphasis on innovation. Founding a new venture is likely to require an entrepreneur in Katwe Welding Centre to explore new or novel ideas, use his or her creativity to solve novel problems, and take an innovative approach to products, business methods, or strategies. This implies that in Katwe Welding Centre can generate new business ideas if they are open to experience.

Openness to experience is expressed by a need to expand and examine experience and therefore helps to define the extent to which an individual allows himself or herself to be affected by external or internal influences (McCrae, 2012). An entrepreneur high on openness to experience is likely to seek novel experiences, initiate new ideas, and have a creative bend of mind in doing

business (Schumpeter, 2006). Fiske (2014) stress that openness to experience involve taking in, processing, weighing what the opportunities an environment offer. Entrepreneurs in Katwe Welding Centre with an absolute open to experience are capable of feeling deeper and more diverse emotions than a normal human being. The different facets of openness are fantasy, aesthetics, feelings, actions, ideas, and values (Costa and McCrae, 2010). Fantasy corresponds to high imagination in an entrepreneur; Aesthetics measures an entrepreneur's inherent interest in art and beauty, Feelings talks about the extent to which an entrepreneur is open to his/her own feelings. The above three facets form a factor called openness to internal experience of an entrepreneur (Griffin and Hesketh, 2014).

Although openness can positively affect positive entrepreneurial behaviour, it is seen to have implications on business under specific conditions and within specific criteria (McCrae, 2007). Openness is an important quality required for skill acquisition by all entrepreneurs who seek to start new ventures and it affects overall training proficiency (Oakes et al, 2011). Bing and Lounsbury, (2010) noted that entrepreneurs who are high on openness can better perform in unfamiliar environments if they exhibit better behaviour. Another interesting characteristic of open entrepreneurs is their bent for creative behaviour. Scott Shane (2005) defined a group of four traits that he stated characterized persons who would be instrumental in bringing about innovation in any organization. These included value for autonomy that is needed to encourage innovative behavior and the ability to provide opportunities to violate organizational norms and standard operating procedures in order to facilitate experimentation. This implies that entrepreneurs in Katwe Welding Centre if they have open mind, they can have autonomy business and do better in terms of behavior.

The openness to ideas facilitates these individuals to initiate new strategies while the openness to values helps in implementing new strategies by challenging the existing intuitiveness were seen as being relevant elements in the performance (Hamilton, 2008). The natural ability to thrive in higher complexity environment would mean that open to experience entrepreneurs would be preferred to succeed through having good entrepreneurial behavior. This is supplemented by the correspondence of openness to ambition and need for achievement by entrepreneurs (De Jong et al, 2011). Open to experience entrepreneurs also show a natural aptitude to emerge as leaders in business since they are most likely to acquire skills, initiate new ideas, ask more questions, and give more opinions to business ventures (Kickul and Newman, 2010). Therefore, in addition to predicting behavior, openness is also an important quality in predicting career progress. This implies that entrepreneurs in Katwe Welding Centre can take on new initiatives if they are open to experience in terms of idea generation.

Entrepreneurs high on openness to experience are naturally suited to high complexity ventures and entrepreneurs that are more open were dissatisfied in ventures low in level of returns (De Jong et al., 2011). Entrepreneurs high on openness to experience also exhibit higher levels of creativity when the ends and means to their business operations are ill-defined (George and Zhou, 2010). High openness also indicated that an entrepreneur in Katwe Welding Centre was more cued in to his environment and was attentive to multiple influences while taking decisions. Not only was openness positively affected entrepreneurial behavior in a complex environment, but also routine, mundane tasks can cause openness to influence business outcomes negatively (McElroy and Dowd, 2007). Open to experience entrepreneurs became dissatisfied and frustrated if they find their competitors unchallenging. Thus, the researcher predicted that in high

complexity ventures, high openness produces better business outcomes whereas in low complexity ventures, high openness adversely affects business outcomes.

Finally Openness to experience involves purposeful seeking and appreciation of new experience in line with innovativeness and creativity in business (Reed et al., 2004). Hence, individuals endowed with openness to experience tend to be open-minded and tolerate a range of values (Zhao et al., 2010). These characteristics can help entrepreneurs to appreciate customer needs and learn to deal with competition and market trends. Openness to experience is associated with self-direction and stimulation values and intellectual curiosity which are necessary for entry, persistence as well as succeeding in entrepreneurial roles (Gorgievski et al., 2011). However, individuals scoring high on openness tend to be unconventional entrepreneurs (Holt et al., 2007). They are more likely to question existing ways of doing business, which, in addition to their intellectual capacity, results into identification of new opportunities. This may justify the correlation that research has found to exist between openness to experience and financial success (Shane and Nicolaou, 2013). This suggests that entrepreneurs with high level of openness are more likely to appropriately use startup resources for the success of their businesses.

2.3 Agreeableness and Entrepreneurial Behavior

Agreeableness is the personality factor concerned with interpersonal behavior and attitude (Zhao et al., 2010). The high level of agreeableness leads to the ability to succeed in business situations (Patel and Thatcher, 2014). The entrepreneurial incompetence of agreeable individuals is attributed to their low self-interest, low achievement orientation and low competitiveness and possibilities of conflicts in business (Shane and Nicolaou, 2013). Entrepreneur altruistic tendencies also make agreeable individuals incapable of negotiating challenging deals and influencing others to attain business goals (Schröder et al., 2011). However, agreeable

entrepreneurs in Katwe can command respect, trust and cooperation. Consequently, agreeableness may be a success factor particularly in service-oriented businesses in terms of business survival (Zhao et al., 2010). Moreover, entrepreneurs with high agreeableness are more likely to have higher social capital which is an important factor for owners of micro-enterprises who have fewer opportunities to obtain funding from institutions. But altruistic behaviors have the ability to use startup resources to achieve the desired business outcomes.

Agreeableness assesses one's interpersonal orientation and individuals high on Agreeableness can be characterized as trusting, forgiving, caring, altruistic, and gullible (Digman, 2010). The high end of Agreeableness represents someone who has cooperative values and a preference for positive interpersonal relationships. Someone at the low end of the agreeable dimension can be characterized as manipulative, self-centered, suspicious, and ruthless (Costa and McCrae, 2012). Although Agreeableness may lead one to be seen as trustworthy and may help one form positive, cooperative working relationships, high levels of Agreeableness may inhibit one's willingness to drive hard bargains, look out for one's own self-interest, and influence or manipulate others for one's own advantage. McClelland and Boyatzis's (2012) stressed that a high need for affiliation, a component of Agreeableness, can be a detriment to the careers of entrepreneurs, apparently because it interferes with their ability to make difficult decisions affecting subordinates and coworkers.

Seibert and Kraimer (2011) noted that Agreeableness negatively related to salary level and career satisfaction in a managerial sample. Although the negative effects of Agreeableness appear to predominate for those performing managerial work in established organizations, entrepreneurs expect the negative effects to be even more detrimental for those in an entrepreneurial role. Because the entrepreneur often operates with less access to legal protections and with a thin

financial margin of error due to limited resources, entrepreneurs are even more likely to suffer serious consequences from even small bargaining disadvantages (Schröder et al., 2011). In addition, entrepreneurs in established organizations who operate in an overly self interested and disagreeable manner are likely to eventually suffer negative consequences from peers and supervisors. Entrepreneurs work in smaller organizations and they are less likely to be constrained by dense and interlocking social relationships (Burt, 2012). This suggests that there may be fewer negative repercussions associated with the opportunistic behavior of entrepreneurs. This therefore leads to lower mean levels of Agreeableness among entrepreneurs doing business in Katwe.

Agreeableness indicates that an individual's degree of organization, persistence, hard work, and motivation in the pursuit of goal accomplishment (Costa and McCrae, 2011). Agreeableness can be viewed construct as an indicator of volition or the ability to work hard (Barrick and Mount, 2011). Agreeableness has been the most consistent personality predictor of job performance across all types of work and occupations (Barrick et al, 2009). Agreeableness as a broad personality dimension is composed of two primary facets: achievement motivation and dependability which means that entrepreneurs have a high need for achievement (Costa and McCrae, 2011). Shaver, (2005), examined Agreeableness as a unitary construct and the two primary facets of Agreeableness separately in analyses. Therefore venture capitalists and other agents will be more likely to select entrepreneurs whom they judge to be dependable, for example, those who develop detailed plans and strategies and demonstrate the tendency to fulfill their commitments.

McClelland (2011) was the first to propose that a high need for achievement through Agreeableness would drive individuals to become entrepreneurs primarily because of their

preference for situations in which performance is due to their own efforts rather than to other factors. McClelland (2011) add that effective entrepreneurs with high Agreeableness would not be characterized by a high need for achievement because organizational environments must work with and through others. Narrative reviews of achievement through Agreeableness and entrepreneurship suggest that support for the association has been mixed or inconsistent (Johnson, 2010). Stewart and Roth (2004) Agreeableness construct a constellation of attributes would appear to be valuable in a manager or an entrepreneur. However, entrepreneurs working within an established organization are likely to have their responsibilities, goals, and work performance more closely structured and monitored by existing organizational systems and day-to-day interactions, mitigating somewhat the necessity of possessing dependability as an individual trait.

2.4 Entrepreneurial Behavior

Psychological characteristics school of entrepreneurship assumes that primary determinants of behaviors are one's needs, drives, attitudes, beliefs and values and the main focus of this school of thought is the characteristics that differentiates entrepreneurs from non-entrepreneurs (Koh, 2006). The underlying assumption is whether an entrepreneur is different than the rest of the population, and if she/he is what those personal differences are. Once those behaviors are identified then it is possible to detect potential entrepreneurs and even distinguish probable success from probable non-successful ones (Naffziger, 2005). This implies that entrepreneurial behavior or a new venture is mainly a result of one's personality. In other words starting up a new venture is very much an individual decision (Littunen, 2010). Therefore within the entrepreneurship field, entrepreneurs' behavior is one of the most common subjects that has been studied to determine the success of their ventures.

In the literature, risk taking, commitment and agreeableness not only these traits effect the venture creation process of entrepreneurs, they also have a significant influence on their work attitudes (Doğan and Özdemirci, 2012). Meyer et al., (2014) revealed that these six psychological characteristics that is; one's needs, drives, attitudes, beliefs and values and characteristics can distinguish between those who are entrepreneurially inclined and those who are not. Although Koh's study and assumptions are quite ancient, these six psychological characteristics are still being used to identify entrepreneurs (Lee et al, 2011). As Singer and Millage (2013) has stated, understanding the behavior of entrepreneurs is incredibly valuable. Therefore there are many characteristics types in the literature that are used to define entrepreneurs that will help us recognize them. For example McGee, (2009) explained entrepreneurial intention with self-efficacy and tolerance for risk and found that these two variables are good indicators of self-employment.

According to Lee et al, (2011) entrepreneurs have unusually elevated needs for achievement, autonomy, power, and independence. Holland and Shepherd, (2011) discovered that successful entrepreneurs tended to have internal locus of control. Miller,(2015) noted that all of the above entrepreneurs behavior elevates an entrepreneur as someone who is hard working, brave, can handle hard times, never gives up, confronts all the problems. Conversely Miller (2015) focuses on ignored facets of entrepreneur that he points to be Janus-faced that are self-confidence, vigor, aggressiveness, needs for achievement, autonomy, and power. Miller (2015) explains related trait of entrepreneurs that has been signaled in the literature relates to self-efficacy and self-assurance, two primary requirements for a leader especially one facing the uncertain and demanding setting of many business founders. Unfortunately, for some people, these traits can evolve into hubris and narcissism. Thus with a different point of view Miller (2015) suggests that at negative

extremes grandiosity, overconfidence, narcissism, hubris, aggressiveness, ruthlessness, social deviance, indifference to others obsessive behavior, mistrust and suspicion are likely to be traits of an entrepreneur.

2.4.1 Risk Taking Propensity

Brockhaus (2010) defined risk taking as the perceived probability of receiving the rewards associated with success of a proposed situation, which is required by an individual before he or she will subject himself or herself to the consequences associated with failure, the alternative situation providing less rewards as well as less severe consequences than the proposed situation. Risk taking represents an individual's orientation toward taking chances in a decision-making scenario (Sexton and Bowman, 2008). Due to the non-satiation axiom, a monetary gain is always desirable for individuals compared to the status quo. Individuals tend to exhibit greater risk seeking behavior In the presence of possible risky real monetary gains that are greater than a risk-free monetary option (Kachelmeier and Shehata, 2012). The question of whether or not entrepreneurs exhibit an increasingly risk which causes satisfaction or dissatisfaction that is generated towards future outcomes in the short run and business in Katwe avoid risks

According to Chell et al. (2011), there should be a nonlinear relation more specifically, an inverse U-shaped relation between risk attitudes and entrepreneurial survival, where low risk attitudes characterize more risk averse and high risk attitudes indicate less risk averse persons. Entrepreneurs make risky investments only if these investments will lead to higher expected average returns than would safe investments, assuming those entrepreneurs are strictly risk averse (Aspromourgos, 2012). The expected average returns of investments for businesses in Katwe will increase with their riskiness. However, because a linear relationship between the riskiness of investments and their average returns would be unrealistic and the expected returns

of an investment are subject to decreasing returns to scale if the risk level of the investment increases (Simpheh, 2011). The complete set of all possible investments variance between the lowest and the highest possible return increases with the riskiness of investments, which also implies an increasing probability of negative returns as the risk level of an investment increases.

It is well established that under conditions of environmental uncertainty and complexity, entrepreneurs use biases and heuristics as an effective guide to decision making (Busenitz and Barney, 2007). Furthermore when performing an entrepreneurial activity, entrepreneurs in Katwe have to face and accept high levels of monetary risk and uncertainty. In particular, they face investment payoffs that take place overtime and are highly uncertain (Singer and Millage, 2013). Economic theory predicts entrepreneurs to be different in their risk preferences compared to non-entrepreneurs. Eser and Yıldız's (2015) noted that individuals can choose between entering the labor market with a relatively risk-free wage employment or becoming an entrepreneur facing risky income prospects. At the equilibrium, less risk-averse agents become entrepreneurs, and more risk-averse agents become wage earners. Prospect theory suggests that people use weighting functions instead of probabilities when choosing between different alternatives during investment decision making (Kahneman and Tversky 2009).

The risk attitudes of entrepreneurs correlate strictly with the chosen risk levels of investments, and Meyer et al. (2014) observed a positive correlation between risk attitudes and the variances of incomes of entrepreneurs. Furthermore, riskier investments should yield greater expected returns, because risk-averse people require a risk premium. With decreasing returns to scale of risk, more risk-averse entrepreneurs who do not fear lose of capital should select projects with a small amount of risk, so that the marginal risk premium for an additional unit of risk is high (Doğan and Özdemirci, 2012). Less risk-averse entrepreneurs instead choose riskier projects

with a small marginal risk premium. At high levels of risk, at which expected returns do not increase anymore (or even decrease), only risk-neutral (risk-loving) entrepreneurs carry out their projects. If these assumptions hold, it becomes straightforward to derive the consequences of the assumptions for the expected returns of investments and for the survival and failure rates of entrepreneurs (Lee et al, 2011). This implies that if a person must decide between continuing or finishing an entrepreneurial activity, he or she may be able to earn a certain wage income, which then represents the opportunity cost of continuing to function as an entrepreneur.

The realized returns of risk investments might differ from the expected average returns, and the decision to continue as an entrepreneur may depend on a comparison of realized returns (not expected average returns) with alternative wage incomes, especially if and when realized losses in connection with liquidity constraints do not allow continued entrepreneurship (McGee, 2009). Having implicitly makes a complete spectrum of entrepreneurs from those with the lowest risk attitudes to those with the highest and therefore very risk-averse entrepreneurs who have chosen the safest possible investments are the most likely to generate returns that are less than their opportunity costs (Holland and Shepherd, 2011). if the risk level of an investment increases step by step, its expected return should exceed earnings from wage incomes. Finally, if the riskiness of investments increases dramatically it becomes increasingly unlikely that these investments will succeed in terms of positive returns. This implies that entrepreneur in Katwe can still benefit from risk venture if the level of returns are high.

2.4.2 Commitment

Commitment refers to the determination to try to achieve a goal, without abandoning or lowering it (Hollenbeck and Klein, 2007). In many situations commitment can enhance firm performance by increasing effort and generating goal-directed behaviors (Klein and Kim, 20088). As such,

commitment is a key to effective goal setting for businesses in Katwe. Such commitment can serve to point organizational members in the same direction, allowing a firm to achieve better results (de Waal, 2010). Locke et al, (2008) stressed that commitment is most likely to be effective when entrepreneurs can influence outcomes, a situation that is more likely in small organizations, such as those we studied. Consistent with this belief, Kuratko et al, (2009) explained that commitment made towards implementation of advanced manufacturing technologies in entrepreneurial business can make a firm more successful. This implies that entrepreneurs in Katwe can be more successful if commitments are directed towards objectives

Commitment to long-term objectives, enhances the performance of companies facing hostile environments a situation no doubt faced by firms (Covin and Slevin, 2009). The entrepreneurial organizations simultaneously must facilitate freedom and impose control towards commitment (Burgelman, 2013). Entrepreneur commitment with its innovative and risky actions, implicitly necessitates that companies allow management the autonomy and flexibility to act (Wang, 2008). Such freedom, however, implies the strategies will have very unpredictable outcomes and a significant possibility of failure. Thus, it may be difficult to hold management accountable and may be counterproductive to encourage people to experiment, and yet demand results. By the same token, allowing management to do whatever regardless of commitment and outcome is unlikely to enhance a firm's performance (Covin et al., 2006). This implies that entrepreneurs in Katwe can be more successful if commitments towards set goals are achieved.

Instilling a commitment to long-term objectives in these entrepreneurial settings may help resolve this potential paradox. Instead of just trying things, commitment to long-term objectives will keep entrepreneurs in Katwe focused on making attempts until they succeed. As such, commitment to long term objectives might play an important role in allowing freedom to act,

while at the same time making sure individuals are responsible in addition to working hard for producing results (Henley, 2007). In contrast, less committed entrepreneurial firms are proceeding along well defined paths, with more predictable outcomes. Firms achieve results by following well-known strategies rather than finding a way to succeed. While commitment to business objectives might still benefit them, it may be less necessary. The entrepreneurs face a challenge of internal resistance to their initiatives (Hisrich and Peters, 2009). Instead of trying to execute commitment wholeheartedly, many entrepreneurs tend to view the strategies negatively because of their downside risk, and are therefore reluctant to become involved.

A negative toward commitment if not dooming the initiative to failure, at the very least makes it more difficult to achieve success. Thus, it is not surprising that Henley (2007) stressed entrepreneurial firms need to counteract resistance by providing a powerful push. Stimulating a strong commitment to long-term objectives can provide this push (De Clercq et al, 2010). The entrepreneur's positive commitment and focus on ways to achieve objectives is likely to displace their tendency to stress downside risk. By more fully supporting the initiatives, entrepreneurs are more likely to succeed. In contrast, less entrepreneurial initiatives, usually are not as risky and are, therefore, less likely to encounter similar resistance and thus, commitment to long-term objectives may be less important (Covin et al., 2006). Similarly, while not directly measuring objectives, De Clercq et al (2010) argued that emotional commitment to entrepreneurial ventures might lead to higher persistence and better performance.

Commitment focus on both the external and internal undoubtedly beneficial did little to increase understanding of how executives can effectively and strategically manage entrepreneurial behaviors, a task that is often formidable. To produce positive performance, commitment often requires overcoming significant resistance, interpreting ambiguous settings, and establishing new

procedures and practices (Hisrich and Peters, 2006). Thus, scholars have suggested research focus on identifying characteristics of the strategic management process that might help managers overcome the challenges in implementing EO (Covin et al., 2006). This emphasis has generated several significant findings. For example, commitment towards emergent strategies involve longer planning horizons promote autocratic decision making foster flexible planning create trust and incorporate feedback from failed earlier initiatives all increase the success of a business (De Clercq et al., 2010). This implies that entrepreneurs in Katwe if well committed can help them in decision making which improves business performance.

2.4.3 Need for Achievement

Dollinger (2005) proposed that achievement motivation is the key to entrepreneurial behavior. (Chell 2008) Similarly, provide empirical evidence on the association between the achievement motivation and entrepreneurial actions. However, studies have also doubted if it is possible to forecast business performance or entrepreneurial behavior on the basis of only one value (Westhead et al. 2011). The need for achievement is usually referred to as a learned, stable characteristic where satisfaction is acquired by aiming for and accomplishing higher levels of excellence. The need for achievement was originally conceptualized as a fixed personal characteristic. However, recent studies have shown that it can evolve over time, especially by obtaining an advanced education. (Zhang and Bruning 2011)

Looking at the trait theory, McClelland's hypothesis can be seen as describing the required characteristics in entrepreneurship. The theory of the need to achieve claims that individuals who have a strong need to achieve commonly find their way to entrepreneurship and their success rate is higher than that of other entrepreneurs. (Littunen 2000) McClelland identified a theory about the situations that stimulate achievement motivation. High achievers typically choose situations

that are linked with responsibility, moderate risk-taking, knowledge of results of decisions, new instrumental activity and anticipation of possibilities in the future. An entrepreneur might be driven by the possibility of achievement satisfaction and not financial gain. (Westhead et al. 2011) Conversely, to some entrepreneurs, monetary gain is an achievement while to others it can be public recognition. (Burns 2005)

Fine et al, (2012) claim that entrepreneurs tend to and should have a high need for achievement in order to invest wisely. Entrepreneurs with high levels of need for achievement typically try to set difficult goals for themselves and intend to achieve these goals, they are enthusiastic and they seek self-development(Chell, 2008). Also, entrepreneurs with a high level of need for achievement have a strong desire to solve problems by themselves, they like setting and achieving goals and they enjoy receiving feedback on their achievements. Chell, (2008) claim that the need to achieve is the drive to shine, to achieve a goal. An individual with a high need for achievement is going to spend time trying to do a better job or trying to accomplish something important. These individuals are high achievers who like to take responsibility for finding solutions to issues, who like quick feedback on their performance to know if they have improved or not and who like to achieve targets that are challenging but not beyond their capabilities.

Westhead et al. (2011) define individuals with a high need for achievement as high achievers. These high achievers like to achieve challenging targets but not targets that are over their capabilities. Some high achievers will set up new business ventures. Existing literature supports the image that entrepreneurs with higher levels of need for achievement are more likely to grow a more competitive and proactive organizational culture (Zhang and Bruning 2011). The individuals with a strong need to achieve are those who aim to solve problems themselves, set

targets and endeavor for the set targets via their own efforts. According to many studies, a strong need to achieve is related to targets and the need to reach these targets. (Littunen 2000) Additionally, it takes into consideration the risk of the situation and the level of competence (Westhead et al. 2011) Individuals with a high need for achievement are more future oriented and they will take future goals oriented tasks seriously. (Ahmad 2010)

2.5 Conclusion

In this chapter the researcher has reviewed literature and has established that personality traits are a vital element for entrepreneurial businesses and therefore should be taken with great consideration since they are a central element to good entrepreneurial behaviour especially in as far as risk taking, commitment and need to achievement are concerned.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presented the approaches that helped the researcher when carrying out the study. This section was categorized with the following; the research design, area of study, the study population, sample size, sampling techniques, data collection methods, data collection instruments, quality control, measurement of variables, analysis and presentation, ethical issues and study limitation.

3.1 Research Design

The researcher employed a case study design. This is because the case design helps to give a detailed examination of one setting, or a single subject, a single depository of documents or one particular event (Amin, 2005). The study employed both qualitative and quantitative techniques that helped in the data collection process. The qualitative methods focused on collecting in depth information from the respondents from Katwe Welding Centre while the quantitative methods focused on descriptive statistics with frequencies and percentages with the view of developing tables in line with the study objectives.

3.2 Area of Study

The study was conducted at Katwe Welding Centre in Kampala district which is one of the fastest developing districts with an increasing number of businesses. Katwe Welding Centre is selected because there are many entrepreneurial businesses in the area.

3.3 Population of the Study

This refers to the total collection of individuals the study used to generate a study population.

The population of the study included the business owners, employees and welders. The target population of this study was comprised of 100 respondents from which information was obtained.

3.4 Sampling Procedure

According to Polit et al (2001) a sample is a proportion of a population. The sample was chosen from human resources/ people; a carefully selected sample provides data representative of the population from which it is drawn. This study used Krejcie and Morgan table to determine the sample size.

3.4.1 Sample Size

The researcher employed (Krejcie and Morgan, 1970) table to determine the sample size from the study population.

It was from the large group of people who constitute the study population that a sample population was selected to compose the respondents for the study. This particular sample size was selected because it was easier to manage and it was enough to generate findings as well as to generalize the findings to a bigger population. The sample size also took into account the fact that the respondents were only the business owners, employees, and welders.

3.4.2 Sampling Techniques

The researcher used probability sampling technique under which she employed simple random method to select from among the study population the respondents. Here, the researcher selected respondents randomly without considering any characteristic or features and it enabled every sampling unit to have a chance of being chosen.

This study employed simple random sampling technique because according to Oso and Onen (2005), research participants are selected without bias from the accessible population. Sampling also ensures that each member of the target population has equal and independent chance of being included in the sample. This technique was used to control some looming extraneous variables. For leaders, however, purposive sampling was employed. As noted by Amin (2005), in purposive sampling, the researcher selects a sample based on the knowledge that respondents have in relation to topic researched.

3.5 Data Collection Sources

Two sources of data were used for purposes of research. These were primary data and secondary data.

3.5.1 Primary Data

According to Amin (2003), primary data is that kind of data that has been gathered for the first time, it has never been reported anywhere. The data was obtained from Katwe Welding Centre. The information was obtained by use of self-administered questionnaires and interviews. The primary data helped the researcher get original and direct information from the respondent.

3.5.2 Secondary Data

Amin (2003) defines secondary data as that kind of data that is available, already reported by some other scholars. This data was obtained from published materials, which included journals, textbooks, magazines, internal reports, newspapers and previous studies related to the topic research.

3.6 Methods of Data Collection.

3.6.1 Questionnaires

These were self-administered by the researcher and they contained questions. Sproul (1998), states that a self-administered questionnaire is the only way to elicit self-report on people's opinion, attitudes, beliefs and values. This was used by the researcher to collect primary data and it contained closed ended questions. A 5-point likert scale was used to construct the closed ended questions with five (5) intervals which ranged from; 1-Strongly Disagree, 2-Disagree, 3-Not Sure, 4-Agree and 5-Strongly Agree. Respondents filled the questionnaires in writing.

3.6.2 Interview Guide

The researcher also administered interviews. An interview is a dialogue between an interviewer and interviewee. It is an organized conversation aimed at gathering data about a particular topic. This is a method where researcher interviewed respondents to obtain information on the issue of interest. In this case, the interviews during this research were structured and were specifically administered to respondents in management positions at Katwe Welding Centre.

3.7 Quality Control Methods

3.7.1 Validity

Validity refers to truthfulness of findings or extent to which the instrument is relevant in measuring what it is supposed to be measured (Amin, 2003). Before the actual study, the instruments were discussed with the supervisor and research experts. The feedback and recommendations from the supervisor and research experts helped in modifying the instruments. The research instrument was validated in terms of content and face validity. The content related technique measures the degree to which the questionnaire items reflected the specific areas covered. The content validity index (CVI) was computed using the following formula; Content

$$\text{Valid Index} = \frac{\text{Number of relevant items on the questionnaire}}{\text{Total Number of Items}} \times 100$$

$$\frac{18}{24} \times 100 = 75$$

The information obtained from the field was valid since its above the coefficient of 75.

3.7.2 Reliability

Reliability is dependability or trustworthiness and in the context of a measuring instrument, it is the degree to which the instrument consistently measures whatever is measuring (Amin, 2003). That an instrument is reliable if it produces same results whenever it is repeatedly used to measure traits or concepts from the same respondents even by other researchers. The reliability of the questionnaire will be assessed using Cronbach Alpha at 0.05 level of significance. Cronbach Alpha will be used because it measures the internal consistency of the research variables and will

administer in a single test and also the fact that the instrument had more than two responses provided for each item as supported by (Odiya, 2009).

Reliability Statistics

Items	Cronbach's Alpha	No. of Items
Consciousness	.791	6
Open to experience	.833	6
Agreeableness	.917	6
Financial performance	.761	6

Source: *Primary Data (2017)*

The finding revealed that the information is reliable since it was above the coefficient determinant of 0.5. This means that the information obtained from field can be relied on.

3.8 Measurement of Variables

The researcher used previous researches for purposes of interviews and helping to develop interview guides and questionnaires which were both opened and self-administered where respondents selected a suitable number on the five point Likert scale ranging from strongly agree as response 1 to strongly disagree as response 5. According to Mugenda (1999) and Amin (2003) the Likert scale is able to measure perception, attitudes, values and behaviors of individuals towards a given phenomenon. This assisted the respondents to rate their perceptions accordingly.

3.9 Data Management and Analysis

The field data was managed, analyzed and presented using both qualitative and quantitative methods.

3.9.1 Quantitative Data

Quantitative approach of data analysis was used to analyze data. After data collection and gathering, it was examined to detect errors, omissions, contradicting and unreasonable information.

This was done to ensure accuracy, consistency, uniformity and meaningful information for analysis. Quantitative data from the questionnaire was coded and entered into the computer for computation of descriptive statistics. The Statistical Package for Social Scientists (SPSS) was used to run descriptive statistics such as frequency and percentages to present the quantitative data in form of tables based on the major research question

3.9.2 Qualitative Data

The researcher used the interview guide and to gain an understanding of underlying reasons, opinions, and motivations. It provides insights into the current phenomenon. The data was analyzed using content analysis and theme analysis whereby responses would be grouped into themes, interpreted and presented together with descriptive statistics of quantitative data.

3.10 Ethical Considerations

Before data collection commenced, the researcher sought permission to collect data from the appropriate authorities. He secured a letter of introduction from Uganda Martyrs University,

Faculty of Business Administration and Management (BAM) which she presented to the management of Katwe Welding Centre to let her inform employees and welders about the study.

The researcher ensured confidentiality and security of the data collected from the respondents by not allowing them fill the questionnaires anonymously to avoid exposure of who gave what information.

The researcher ensured that she did not force the responded to participate in providing response to her questions but rather sought for voluntary response from the respondents.

The researcher acknowledged all the sources of information he has used to compile this study information by sighting them appropriately.

Sensitive information or issues were not to be explored unless the researcher requests the respondents to provide the information and used exclusively for achieving a Degree. All the necessary protocols were observed and all the respondents were thanked for their participation in the study.

3.11 Limitations of the study

The researcher was faced with time constraint to carry adequate research within required time. Since the research required a lot of collecting of data from the field, analyzing and processing of data was involved this was difficult to compile. But of the short time used by researcher was maximally used when the researcher employed both qualitative and quantitative techniques.

The researcher had a small sample for the study which provided some biased information; some errors presented and were also not representative of the entire population. But aware of the

limitation of small sample size which had high level of error in the study this was minimized by using a multi-method of collecting data to reduce error such as questionnaire, interviewing guides to avoid biased information.

The researcher used sampling technique to collect data from which thus, not all respondents were contacted and so some important information may have been left out which might have led to errors in the findings by the researcher. This was also mitigated by use of multi data collection techniques by the researcher.

3.12 Conclusion

This chapter gave a researcher an understanding on how data was collected and analyzed during the study. This included understanding the population and the sample size which was sampled during the research. Therefore through these methods, the researcher believed that the information presented was of a required result that was valid and reliable.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents analysis and discussion the study findings. It consists of three sections namely; the section that presents the background information, the section that deals with the presentation of the findings of the study objectives using frequencies and percentages; and the section that studies the relationship between the independent variable and the dependent variable using correlation analysis.

4.1 Response Rate

The presentation of findings was arranged in accordance with the questionnaire questions. 80 questionnaires were designed for the study which was responded to by the business owners, welders or employees of the Welding Centre. This meant that all the questionnaires were responded to duly during the study giving a percentage response rate of 100%. According to Mugenda and Mugenda (2003), a response rate of 80% and over is excellent. Therefore the study registered an excellent response rate and this possibly means that the information collected was sufficient for the study.

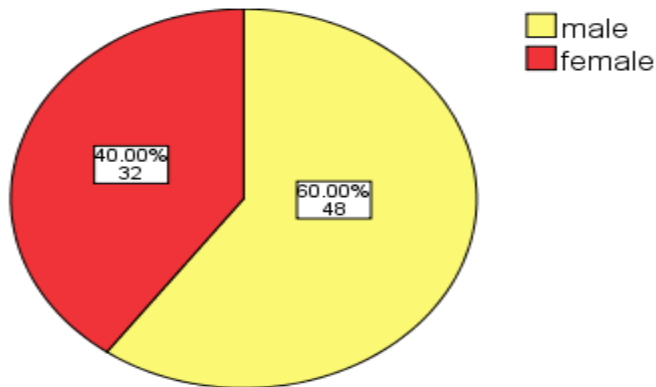
4.2 Background Information of Respondents

In this section, the researcher aimed at establishing the personal characteristics of the respondents to the study. These included information like; gender, education level, and the duration in welding business .The background information was necessary as a proof that findings for the study were not from specific respondents.

4.2.1 Gender Of The Respondents

The study determined gender of respondents to indicate whether male or female and the findings obtained below related to respondents gender.

Figure 1: Gender of Respondents



Source: Primary Data (2017)

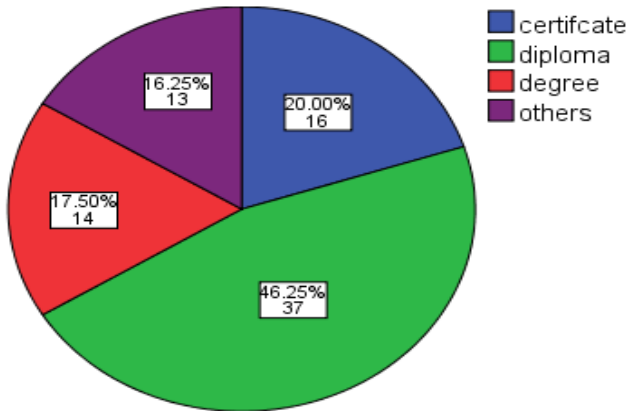
Findings in pie chart 1 reveal that there were more males than females who participated in the study. Males constituted 48 respondents which accounted for 60% of the total respondents while females made up 32 respondents that accounted for 40% of the total respondents

This therefore implied that during the research most of the respondents were males since men are much involved in welding business.

4.2.2 Education Level of Respondents

In order to assess the education level of the respondents where the respondents were requested to give their level of education, the researcher noted the academic qualification of respondents so that she could establish whether employees are technically skilled through acquiring formal education and the findings are portrayed below.

Figure 2: Education Level of Respondents



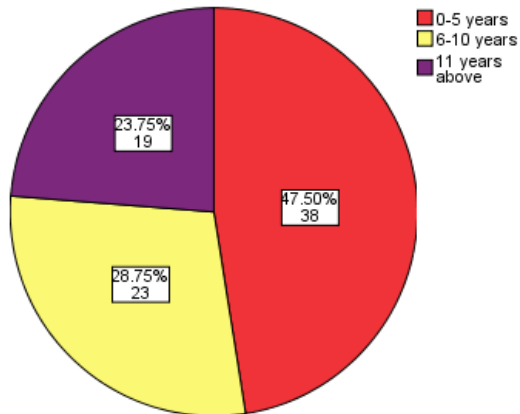
Source: Primary Data (2017)

The findings show that Diploma respondents formed a majority of the study respondents with 37 respondents that accounted for 46.2%, followed by certificate level of education with 16 respondents that accounted for 20.0%, degree level of education constituted 14 respondents that accounted for 17.5% of the total respondents, and others constituted 13 respondents that account for 16.2% of the total respondents. This probably implied that employees had knowledge about personality traits and therefore had information about the subject.

4.2.3 Duration in the organization

In order to assess the reliability of the data collected, the respondents were requested to indicate the period they had worked in organization. The study established the duration respondents had spent working in Katwe Welding Centre and the following were their results.

Figure 3: Duration in the organization



Source: Primary Data (2017)

The findings revealed that 38 respondents that accounted for 47.5% of the total respondents who provided information had spent between 0 and 5 years, followed by those who spent 6 and 10 years with 23 respondents that accounted for 28.8% while those who spent above 11 years with 19 respondents that accounted for 23.8% were the minority in the study. This implied that almost all the respondents had worked for some time in the welding business and therefore they have knowledge about personality traits and entrepreneurship behavior.

4.3 Study Objectives

In this section, respondents were asked to respond to a number of statements regarding Conscientiousness, Openness to experience and Agreeableness. This section also presents results on entrepreneurial behavior. The mean average of respondents agreement was $(1+2+3+4+5) = 15/5 = 3$. This means that a figure below 3 represents a disagreement and above 3 represents an agreement.

4.3.1 Conscientiousness

The study went to examine effect of Conscientiousness on Entrepreneurial Behavior. The study used the questionnaire that was designed and generated using a five-point Likert scale with different levels for each statement such that, 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree and 5-Strongly agree. This therefore, shows that all responses averaging 3.0 and above accounted for “Agree” whereas all responses averaging below 3.0 accounted for “Disagree”. The conscientiousness was examined by computing the mean and standard deviation from statements. The findings are of the questions presented below.

Table 1: Descriptive Statistics on Conscientiousness on Entrepreneurial Behavior

Statements	N	Min	Max	Mean	Std. Deviation
Conscientiousness help in business goal setting	80	1	5	4.04	.743
Highly Conscientious entrepreneurs plan, organize work and succeed in business	80	1	5	4.02	.729
Conscientiousness help entrepreneurs detect and discard errors and become successful in business	80	1	5	4.00	.744
Conscientious entrepreneurs focus on the past, the present and future of the business	80	1	5	4.13	.733
Entrepreneurs with Conscientiousness knowledge and actions increase business profits	80	1	5	4.04	.713
Conscientiousness help entrepreneurs in resource allocation	80	1	5	4.15	.743
Valid N (list wise)	80				

Source: *Primary Data (2017)*

The findings from table 1 above illustrated, majority of the respondents agreed that conscientiousness helps in business goal setting with a mean of 4.04 although some of the respondents had different views as shown by the standard deviation of 0.743. This implied that conscientiousness helps in business goal setting which is in line with Barrick et al, (2011) who noted that highly conscientious entrepreneurs are more likely to set goals and persist in pursuing goals than those low in Conscientiousness.

Using the findings in table 1 above, majority of the respondents agreed that highly conscientious entrepreneurs plan, organize work, and succeed in business with mean value of 4.02 although some of the respondents had different views as shown by the standard deviation of 0.729. This could imply that majority of the respondents agreed that highly conscientious entrepreneurs plan, organize work and succeed in business. The respondents' views are in line with the study of Hogan and Ones, (2007) who explained that highly conscientious entrepreneurs are more likely to succeed than those low in Conscientiousness to plan and organize their work, set goals, and persist in pursuing excellent performance.

Table 1 stated that majority of the respondents agreed that conscientiousness helps entrepreneurs detect, discard errors and become successful in business with the mean value of 4.00 although some of the respondents had different views as shown by the standard deviation of 0.744. This could imply that majority of the agreed that conscientiousness helps to detect, discard errors and become successful in business. This response seems to be in agreement with the study conducted by Penney et al, (2011) who stressed that adoption of an organized, analytical stance with regard to Conscientiousness increases the chances that entrepreneurs will detect and discard tactics that aren't successful and experiment with more effective methods to win customers and become successful in business.

Findings in table 1 stated that the respondents agreed that conscientious entrepreneurs focus on the past, present and future of the business with mean of 4.13 while some respondents had different views as shown by the standard deviation of 0.733. This implied that majority of the respondents agreed that conscientious entrepreneurs focus on the past, present and future of the business. This is in line with Osaze, (2010) who noted Conscientiousness entrepreneurs to focus on the past, the present and the future with equal zeal, using history to explain and fully understand the present and to challenge and create its own proactive future.

Table 1 above shows that majority of the respondents agreed that entrepreneurs with conscientiousness knowledge and actions increase business profits with the mean value of 4.04 although some of the respondents had different views as shown by the standard deviation of 0.713. This implied that majority of the respondents accepted that entrepreneurs with conscientiousness knowledge and actions increase business profits. This is in line with Arowomole, (2013) who stressed that entrepreneurial with Conscientiousness in knowledge help in coordinating inputs at below market value and converting such inputs into output for ensuring a high performance in terms of profits.

Table 1 above shows that majority of the respondents agreed that conscientiousness helps in resource allocation with the mean value of 4.15 although some of the respondents had different views as shown by the standard deviation of 0.743. This implied that majority of the respondents accepted that order conscientiousness helps entrepreneurs in resource allocation. This is supported by Osaze, (2010) who noted that Conscientiousness through Coordinating knowledge in different forms to change resource allocation for profitability is an entrepreneurial behaviour.

Table 2: Correlation between Conscientiousness and Entrepreneurial Behaviour

		Consciousness	Entrepreneurial Behavior
Consciousness	Pearson Correlation	1	.817**
	Sig. (2-tailed)		.000
	N	80	80
Entrepreneurial behavior	Pearson Correlation	.817**	1
	Sig. (2-tailed)	.000	
	N	80	80

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

Source: Primary Data (2017)

The study sought to determine the effect of Conscientiousness on entrepreneurial behavior. This was determined by computing Pearson correlation co-efficient determinant which showed correlation of value $r = 0.817^{**}$ $p < 0.01$ meaning that there is a positive high relationship between Conscientiousness and entrepreneurial behavior. This means that Conscientiousness improves entrepreneurial behavior by 0.817 above Pearson coefficient of 0.01. This is stressed by Mussel et al, (2011) who noted that Conscientiousness taps the extents to which entrepreneurs are striving to achieve self-disciplined, and become dependable. Highly conscientious entrepreneurs are more likely to succeed than those low in Conscientiousness to plan and organize their work, set goals, and persist in pursuing excellent performance (Hogan and Ones, 2007). Barrick et al, (2011) add that highly conscientious entrepreneurs are more likely to set goals and persist in pursuing goals than those low.

4.3.2 Openness to Experience

The study went to find out the effect of openness to experience on entrepreneurial behaviour.

The study used the questionnaire that was designed and generated using a five-point Likert scale with different levels for each statement such that, 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree and 5-Strongly agree. This therefore, shows that all responses averaging 3.0 and above accounted for “Agree” whereas all responses averaging below 3.0 accounted for “Disagree”. The customer-supplier relationship was examined by computing the mean and standard deviation from statements. The findings were presented as below;

Table 3: Descriptive Statistics on Openness to experience and Entrepreneurial Behaviour

Statements	N	Min	Max	Mean	Std. Deviation
Openness helps entrepreneurs seek new experiences and explore new ideas in business	80	1	5	4.02	.729
Openness increases creativity and innovativeness in business	80	1	5	4.02	.699
Openness to experience helps entrepreneurs to process the opportunity in an environment	80	1	5	4.06	.697
Openness helps in skill acquisition by entrepreneurs who seek to start new ventures	80	1	5	4.04	.798
Openness helps entrepreneurs to initiate new strategies in business	80	1	5	4.04	.798
Entrepreneurs high on openness take on risky ventures	80	1	5	3.98	.699
Valid N (listwise)	80				

Source: *Primary Data (2017)*

Table 3 above revealed that majority respondents agreed that openness helps entrepreneurs seek new experiences and explore new ideas in business with the mean value of 4.02. However, some of the respondents had different views as shown by the standard deviation value of 0.729. This is in line with Schumpeter, (2006) who noted that an entrepreneur high on openness to experience is likely to seek novel experiences, initiate new ideas, and have a creative bend of mind in doing business.

It is noted from table 3 that respondents agreed that openness increases creativity and innovativeness in business with mean of 4.02 although some of the respondents had different views as shown by the standard deviation of 0.699. This could imply majority of the respondents agreed that openness increases creativity and innovativeness in business. This is in line with Reed et al., (2004) who stressed that openness to experience involves purposeful seeking and appreciation of new experience in line with innovativeness and creativity in business.

Findings presented in table 3 shows that the respondents agreed with the statement that openness to experience helps entrepreneurs to process with mean of 4.06. However, some respondents had different views as shown by the standard deviation of value 0.697. This is in line with Fiske (2014) who stressed that openness to experience involve taking in, processing, weighing what the opportunities an environment offers.

Table 3 shows, the respondents agreed that openness helps in skill acquisition by entrepreneurs who seek to start new ventures with mean of 4.04 although some respondents had different views shown by the standard deviation value of 0.798. This is in line with Kickul and Newman, (2010) who noted that open to experience entrepreneurs also show a natural aptitude to emerge as leaders in business since they are most likely to acquire skills, initiate new ideas, ask more questions, and give more opinions to business ventures.

Table 3 states that respondents agreed that openness helps entrepreneurs to initiate new strategies in business with mean value of 4.04 although some respondents had different views as shown by the standard deviation value of 0.798. This is in line with Hamilton, (2008) who noted that the openness to ideas facilitates these individuals to initiate new strategies while the openness to values helps in implementing new strategies by challenging the existing intuitiveness were seen as being relevant elements in the performance.

The findings in table 3 above based on the respondents agreed with the statement that entrepreneurs high on openness take on risky ventures with mean value of 3.98 although some respondents had different views as shown by the standard deviation of 0.699. Their agreement seems to be supported by Zhao et al., (2010) who stressed that agreeableness may be a success factor particularly in service-oriented businesses in terms of business survival.

Table 4: Correlation between Openness to experience and Entrepreneurial Behavior

		Openness to experience	Entrepreneurial behavior
Openness to experience	Pearson Correlation	1	.682**
	Sig. (2-tailed)		.000
	N	80	80
Entrepreneurial behavior	Pearson Correlation	.682**	1
	Sig. (2-tailed)	.000	
	N	80	80

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

Source: Primary Data (2017)

The study sought to determine the effect of Openness to experience on entrepreneurial behaviour. This was determined by computing Pearson correlation co-efficient determinant which showed correlation of value $r = 0.682^{**}$ $p < 0.01$ meaning that there is a positive moderate relationship between Openness to experience and entrepreneurial behavior. This means that Openness to experience improves entrepreneurial behaviour by 0.682 above Pearson coefficient of 0.01. This is stressed by Penney et al., (2011) who affirmed that an entrepreneur high on Openness can be described as creative, innovative, imaginative, reflective, and untraditional and on the other hand an entrepreneur low on Openness can be characterized as conventional, narrow in interests, and analytical. Openness is positively correlated with intelligence, especially aspects of intelligence related to creativity, such as divergent thinking (McCrae, 2007). This means that there is moderate relationships that exist between openness to experience and entrepreneurial behavior.

4.3.3 Agreeableness

The study went to establish the relationship between Agreeableness and entrepreneurial behaviour. The study used the questionnaire that was designed and generated using a five-point Likert scale with different levels for each statement such that, 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree and 5-Strongly agree. This therefore, shows that all responses averaging 3.0 and above accounted for “Agree” whereas all responses averaging below 3.0 accounted for “Disagree”. The Supply chain management was examined by computing the mean and standard deviation from statements. The findings are of the questions presented below;

Table 5: Descriptive Statistics on Agreeableness and Entrepreneurial Behaviour

Statements	N	Min	Max	Mean	Std. Deviation
High levels of agreeableness leads to the ability of business success	80	1	5	4.04	.683
Agreeableness leads to trusting in business operations	80	1	5	4.02	.785
Agreeableness improves entrepreneur decision making	80	1	5	4.06	.810
Agreeableness leads to persistence and hard work	80	1	5	3.98	.785
Agreeableness increases motivation and need for achievement	80	1	5	4.00	.772
Agreeableness leads to survival of entrepreneur business venture	80	1	5	4.00	.744
Valid N (listwise)	80				

Source: Primary Data (2017)

Table 5 respondents agreed that high levels of agreeableness lead to the ability of business success as represented by the mean of 4.04 however, some respondents had different views as depicted by the standard deviation rate of 0.683. This could imply that majority of the respondents agreed their business; agreeableness leads to the ability of business success. Their response seems to be in agreement with Patel and Thatcher, (2014) who stressed that the high level of agreeableness leads to the ability to succeed in business situations.

Findings in table 5 above indicate that respondents to the study agreed that Agreeableness leads to trusting in business operations as represented by the mean value of 4.02 although some respondents had different views as shown by the standard deviation rate of 0.785. This could

imply that majority of the respondent agreed that Agreeableness leads to trusting in business operations while minority of the respondents disagreed with the views in question. This is in line with Digman, (2010) who stressed that Agreeableness assesses one's interpersonal orientation and individuals high on Agreeableness can be characterized as trusting, forgiving, caring, altruistic, and gullible.

Basing on the results in table 5, respondents agreed that Agreeableness improves entrepreneurial decision making as represented by the mean of 4.06 although some respondents had different views represented by the standard deviation value of 0.810. Their response seems to be in agreement with McClelland and Boyatzis's (2012) who stressed that a high need for affiliation, a component of Agreeableness, can be a detriment to the careers of entrepreneurs, apparently because it interferes with their ability to make difficult decisions affecting subordinates and coworkers.

Findings in table 5 above show that respondents agreed that Agreeableness leads to persistence and hard work and this is depicted in the mean of 3.98 while some respondents had different views as shown by the standard deviation of 0.785. . This is in line with Costa and McCrae, (2011) who explained that agreeableness indicates that an individual's degree of organization, persistence, hard work, and motivation in the pursuit of goal accomplishment.

Findings in table 5 above indicate that respondents agreed with the statement that Agreeableness increases motivation and need for achievement as represent by the mean of 4.00 although there were other respondents who held different views on the matter as depicted by the standard deviation of 0.772. This could imply that when an entrepreneur is agreeable, she/he can achieve business goals and objectives. This is in line with McClelland (2011) who proposed that a high need for achievement through Agreeableness would drive individuals to become entrepreneurs

primarily because of their preference for situations in which performance is due to their own efforts rather than to other factors.

The findings presented in table 5 above indicate that respondents agreed that Agreeableness leads to survival of entrepreneurial business venture portrayed as by the mean of 4.00 however, some of the respondents had different views as shown by the standard deviation of 0.744. This could imply majority of the respondents agreed that survival of a business depends on Agreeableness of an entrepreneur. . This is supported by Zhao et al., (2010) who stressed that agreeableness may be a success factor particularly in service-oriented businesses in terms of business survival.

Table 6: Correlation between Agreeableness and Entrepreneurial Behaviour

		Agreeableness	Entrepreneurial behavior
Agreeableness	Pearson Correlation	1	.901**
	Sig. (2-tailed)		.000
	N	80	80
Entrepreneurial behavior	Pearson Correlation	.901**	1
	Sig. (2-tailed)	.000	
	N	80	80

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

Source: Primary Data (2017)

The study sought to determine the effect of agreeableness on entrepreneurial behaviour. This was determined by computing Pearson correlation co-efficient determinant which showed correlation of value $r = 0.901^{**}$ $p < 0.01$ meaning that there is a high positive relationship between agreeableness and entrepreneurial behaviour. This means that agreeableness improves entrepreneurial behaviour by 0.901 above Pearson coefficient of 0.01. This is stressed by Digman, (2010) who explained that agreeableness assesses one's interpersonal orientation and individuals high on Agreeableness can be characterized as trusting, forgiving, caring, altruistic, and gullible. Agreeableness can be viewed construct as an indicator of volition or the ability to work hard (Barrick and Mount, 2011). Agreeableness has been the most consistent personality predictor of job performance across all types of work and occupations (Barrick et al, 2009).

4.3.4 Entrepreneurial Behaviour.

The study used the questionnaire that was designed and generated using a five-point Likert scale with different levels for each statement such that, 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree and 5-Strongly agree. This therefore, shows that all responses averaging 3.0 and above accounted for "Agree" whereas all responses averaging below 3.0 accounted for "Disagree". The custom and administrative procedures were examined by computing the mean and standard deviation from statements. The findings are of the questions presented below.

Table 7: Descriptive Statistics on Entrepreneurial Behaviour

Statements	N	Min	Max	Mean	Std. Deviation
Entrepreneurs take risk to start business	80	1	5	4.04	.743
Entrepreneurs do not fear the risk of losing their capital	80	1	5	4.02	.729
Committed Entrepreneurs succeed in business operations	80	1	5	4.06	.697
Commitment leads to hard work of entrepreneurs	80	1	5	4.04	.798
Entrepreneurs strive hard to achieve their business goals	80	1	5	4.06	.713
Need for achievement makes Entrepreneurs invest wisely	80	1s	5	4.15	.743
Valid N (listwise)	80				

Source: Primary Data (2017)

Findings in table 7 above show that respondents agreed that entrepreneurs take risk to start business as depicted from the mean of 4.04. However, some respondents had different views as shown by the standard deviation of 0.743. This is in line with Aspromourgos, (2012) who affirmed that entrepreneurs make risky investments only if these investments will lead to higher expected average returns than would safe investments, assuming those entrepreneurs are strictly risk averse.

Table 7 above indicates that majority of respondents agree that entrepreneurs do not fear the risk of losing their capital and this is represented by the mean of 4.02. However, some respondents had different views as shown by the standard deviation of 0.729. This is in line with Doğan and

Özdemirci, (2012) who emphasized that with decreasing returns to scale of risk, more risk-averse entrepreneurs who do not fear loss of capital should select projects with a small amount of risk, so that the marginal risk premium for an additional unit of risk is high.

The study finding in table 7 above show that majority of respondents agreed that committed entrepreneurs succeed in business operations as shown by the mean of 4.06. However, some other respondents had different views on the matter as shown by the standard deviation of 0.697. This is in line with Kuratko et al, (2009) who explained that commitment made towards implementation of advanced manufacturing technologies in entrepreneurial business can make a firm more successful delivers products on time.

Based on table 7 above, respondents to the study agreed that commitment leads to hard work of entrepreneurs with mean value of 4.04 however; some respondents had different views as shown by the standard deviation rate of 0.798. This can imply that entrepreneurs have to work hard and be committed in order to make their venture a success. This is supported by Henley, (2007) who noted that as such, commitment to long term objectives might play an important role in allowing freedom to act, while at the same time making sure individuals are responsible in addition to working hard for producing results.

Findings in table above 7 above show that respondents agreed that entrepreneur strive hard to achieve their business goals as depicted by the mean of 4.06. However, others had different views as shown by the standard deviation of 0.713. This is in line with Chell, (2008) who noted that entrepreneurs with high levels of need for achievement typically try to set difficult goals for themselves and intend to achieve these goals, they are enthusiastic and they seek self-development.

Findings in table 7 above show that respondents agreed that need for achievement makes entrepreneurs invest wisely as portrayed by the mean of 4.15. However, other respondents had different views as shown by the standard deviation of 0.743.

4.4 Conclusion

The analysis of the primary data indicates that the independent variables through the predictor variables; Conscientiousness, openness to experience and Agreeableness all have a positive effect on entrepreneurial behaviour as it has been revealed in the findings of the study. This implies those minor deviations still exist. Further explanation and summary of findings are presented in chapter five.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the Summaries, conclusions and recommendations of the findings from the analysis in the previous chapter. The purpose of the study was to investigate the effect of personality traits on entrepreneurial behavior.

5.1 Summary of the Findings

5.1.1 Conscientiousness and Entrepreneurial Behavior

The study revealed that there is correlation of value $r = 0.817^{**}$ $p < 0.01$ meaning that there is a moderate strong relationship that exist between Conscientiousness and entrepreneurial behaviour. Therefore Conscientiousness taps the extents to which entrepreneurs are striving to achieve self-disciplined, and become dependable. Highly conscientious entrepreneurs are more likely to succeed than those low in Conscientiousness to plan and organize their work, set goals, and persist in pursuing excellent performance. Highly conscientious entrepreneurs are more likely to set goals and persist in pursuing goals than those low in Conscientiousness.

5.1.2 Open to experience and Entrepreneurial Behaviour

The study revealed that there is correlation of value $r = 0.682^{**}$ $p < 0.01$ meaning that there is a positive moderate relationship that exist between open to experience and entrepreneurial behaviour. This meant that an entrepreneur high on Openness can be described as creative, innovative, imaginative, reflective, and untraditional and on the other hand an entrepreneur low on Openness can be characterized as conventional, narrow in interests, and analytical. An

entrepreneur high on openness to experience is likely to seek novel experiences, initiate new ideas, and have a creative bend of mind in doing business. Openness to experience involve taking in, processing, weighing what the opportunities an environment offer.

5.1.3 Agreeableness and Entrepreneurial Behavior

The findings noted that majority of the respondents agreed that there is high level of agreeableness which leads to trusting in business operations and agreed that Agreeableness improves entrepreneur decision making.

The study revealed that there is correlation of value $r = 0.901^{**}$ $p < 0.01$ meaning that there is a positive strong relationship that exist between agreeableness and entrepreneurial behaviour. Therefore through agreeableness one assesses interpersonal orientation and individuals high on Agreeableness can be characterized as trusting, forgiving, caring, altruistic, and gullible. Agreeableness can be viewed construct as an indicator of volition or the ability to work hard. Entrepreneurs with high agreeableness are more likely to have higher social capital which is an important factor for owners of micro-enterprises who have fewer opportunities to obtain funding from institutions. But altruistic behaviors have the ability to use startup resources to achieve the desired business outcomes.

5.2 Conclusions

Conscientiousness through Coordinating knowledge in different forms to change resource allocation for profitability is an entrepreneurial behavior. Conscientiousness, knowledge and action interchange thus helps entrepreneurial activities toward profits though this practice is usually associated with business size. Knowledge and action assist entrepreneurial to be more consciously and systematically and detect/eliminate error when determining the previous value

of resource against the current ones. Most entrepreneurs do not sometime understand how they experience superior foresight but they do know that Conscientiousness is simulated by using performance measures and other relevant factors such as how to invest, type of employees to hire, and the like. Entrepreneurial Conscientiousness can also be related to innovativeness and risk assumption.

Openness to experience may not have yet emerged as a fundamental predictor in managerial success. However, in the current economic, social, and political contexts of organizations, there is a need to take a relook at how this factor manifests in individuals. The openness factor has to be carefully studied in a context sensitive manner. Openness, being one of the personality factors covering the greatest breadth, offers intriguing areas for future studies. For example, how artistic/aesthetic interests can interact with managerial qualities, whether a vast experiential knowledge has an advantage over deeper domain knowledge in business, can creativity be a positive attribute irrespective of the nature of the occupation in business.

A high need for affiliation, a component of Agreeableness, can be a detriment to the careers of entrepreneurs, apparently because it interferes with their ability to make difficult decisions affecting subordinates and coworkers. Agreeableness negatively related to salary level and career satisfaction in a managerial sample. Although the negative effects of Agreeableness appear to predominate for those performing managerial work in established organizations, entrepreneurs expect the negative effects to be even more detrimental for those in an entrepreneurial role. Because the entrepreneur often operates with less access to legal protections and with a thin financial margin of error due to limited resources, entrepreneurs are even more likely to suffer serious consequences from even small bargaining disadvantages. In addition, entrepreneurs in

established organizations who operate in an overly self-interested and disagreeable manner are likely to eventually suffer negative consequences from peers and supervisors.

5.3 Recommendations

It is recommended that the government, business owners start up other ventures other than welding business in order to use their personality.

The owners of businesses should have a risk taking ability in order to make their businesses a success. They should invest more capital in their ventures to earn more profits.

The owners of the business should be more committed to their business in order to succeed in their business operations.

The entrepreneurs should develop a positive behaviour towards/ when investing in business in order to achieve their set goals.

5.4 Suggestions for Further Research

Following from this study, there are several possible avenues for future research.

More research is particularly required to examine the moderation effect of Conscientiousness and neuroticism on the relationship between startup capital and entrepreneurial success.

The effect of personality of owners of micro enterprises matter for on entrepreneurial success.

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APPENDICES

Appendix I: Questionnaire

Dear respondent,

I am a third year student of Uganda Martyrs University pursuing a bachelor's degree in Business Administration and Management. As part of my academic requirement, I am carrying out research on a topic "*To Investigate the relationship Personality Traits and Entrepreneurial Behaviour*" with a case study being Katwe Welding Centre. You have therefore been purposively identified as a resourceful person in providing the required information. The purpose of this research is purely academic and the information you give will be anonymously treated with confidentiality.

Section A: Background Information

1. Sex: a) Male b) Female

2. Level of academic qualification

a) Certificate b) Diploma
c) Degree d) Masters and above e) Other levels

3. Years worked in the organization

a) 0-5 years b) 6-10 years c) 10 years and above

In the section below, you are required to give your opinion on the following statements about Conscientiousness, Openness to experience and Agreeableness on a scale of 1 for strongly disagree (S.D), 2 for disagree (D), 3 for neutral (N), 4 for agree (A) and 5 for strongly agree (S.A).

Section B: Conscientiousness and Entrepreneurial Behavior

Statement	1(S.D)	2(D)	3(N)	4(A)	5(S.A)
Conscientiousness help in business goal setting					
Highly conscientious entrepreneurs plan, organize work and succeed in business					
Conscientiousness help entrepreneur detect and discard errors and become successful in business operation					
Conscientiousness entrepreneurs focus on the past, the present and the future of the business					
Entrepreneurs with conscientiousness knowledge and action increase business profits					
Conscientiousness help entrepreneurs in resource allocation					

What values does Conscientiousness add to your business?

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.....

Section C: Openness to experience and Entrepreneurial Behavior

Statement	1(S.D)	2(D)	3(N)	4(A)	5(S.A)
Openness help entrepreneurs seek new experiences and explore new ideas in business					
Openness increases creativity and innovativeness in business					
Openness to experience help entrepreneurs to process the opportunities in an environment					
Openness helps in skill acquisition by entrepreneurs who seek to start new ventures					
Openness helps entrepreneurs to initiate new strategies in business					
Entrepreneurs high on openness take on risky ventures					

How has Openness to experience help you in your business operations?

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Section D: Agreeableness and entrepreneurial behavior

Statement	1(S.D)	2(D)	3(N)	4(A)	5(S.A)
High level of agreeableness leads to the ability of business success					
Agreeableness leads to trusting in business operations					
Agreeableness improves entrepreneur decision making					
Agreeableness leads to persistence and hard work					
Agreeableness increases motivation and need for achievement					
Agreeableness leads to survival of entrepreneur business venture					

What benefit has the entrepreneurs obtain from having Agreeableness trait?

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Section D: Financial performance

Statement	1	2	3	4	5
Entrepreneurs take risk to start a venture					
Entrepreneurs do not fear the risk of losing their capital					
Committed entrepreneurs succeed in business operations					
Commitment lead to hard work by entrepreneurs					
Entrepreneurs strive hard to achieve their business goals					
Need for achievement makes entrepreneurs invest wisely.					

Thank you for your co-operation

Appendix II; Interview Guide

Please answer the following open ended questions.

- 1) Do you have clear documented personality traits?

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- 2) If yes, are all the traits implemented in the organization?

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.....

- 3) What kind of traits do you employ in your business?

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.....

- 4) What do they add to your business?

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