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The influence of leader's personality traits on employee job performance within Nkangala Distric Municipality.

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**THE INFLUENCE OF LEADERS' PERSONALITY TRAITS ON
EMPLOYEE JOB PERFORMANCE WITHIN THE NKANGALA
DISTRICT MUNICIPALITY**

by

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Submitted in partial fulfilment of the requirements for the degree

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FACULTY OF MANAGEMENT SCIENCES

TSHWANE UNIVERSITY OF TECHNOLOGY

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October 2021

DECLARATION

I, Portia Hlongwane declare that this dissertation titled “The influence of leaders’ personality traits on employee job performance in the Nkangala district municipality” submitted for the degree Magister Technologiae: Organisational Leadership, at Tshwane University of Technology, is my own original work and has not previously been submitted to any other institution of higher education. I further declare that all sources cited or quoted are indicated and acknowledged by means of a comprehensive list of references.

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ABSTRACT

Employee's job performance is one of the fundamental goals of high-performing organisations working. Job performance has been studied in the light of work about attitudes in performing a job, job satisfaction and their commitment to carry out the work to completion. The study sought to determine whether personality traits influence an employee's job performance. The study examined the influence of personality traits on employee job performance.

In the quest to answer the primary objective of the study, a quantitative research was used. Data for the study was collected from the employees in the Nkangala District Municipality. 200 questionnaires were distributed and 143 usable questionnaires were returned. This was a response rate of 71.5%, which is high taking into account what is regarded as an acceptable return rate. Stata version 15 was used to analyse data descriptive statistics whilst inferential statistics was computed using Partial Least Square (PLS).

The results of the study indicate that the only two of the personality traits openness to experience and extraversion have a significant effect on job performance. The results further showed that conscientiousness and agreeableness have no significant effect on job performance. On the other hand, the relationship between leadership and job performance was found to be negative, this means that leadership does not have an influence on the job performance.

It is further noted that the employees of the municipality are trying all their best to in the execution of their duties and the municipality should recognise their performance and commitments. The developed framework could serve as a pathway for other organisation to follow and understand which dimensions are the predictors of job performance and these could be considered when recruitment is done. In understanding these dimensions, the leaders will be able to know the enablers and harness them to ensure employees' success in their respective job performance.

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GLOSSARY OF TERMS

Personality traits	The reflection of people's characteristic patterns of thoughts, feelings and behaviours. Personality traits imply consistency and stability.
Job performance	Relates to how individuals perform their jobs duties in terms of productivity and safety.
Municipality	A town or district that has a local government.

CHAPTER 1

BACKGROUND AND OVERVIEW OF THE STUDY

1.1 INTRODUCTION

An understanding of attitude of leadership has developed over time in organisations and a series of studies have been done in this area. Kyalimpa, Netswera and Rankhumise (2017:2) attest that research on understanding leadership is on personality and charisma due to the belief that leadership is innate and, as such, some individuals are brought into the world with specific attributes that make them more effective leaders. Effective authority is considered important and affects results (Madanchian, Hussein, Mohamad & Taherdoost, 2017:1044). Researchers such as Yukl (2008:1044) believe that identifying traits is imperative to improve leadership effectiveness and organisational performance. In leadership, the followers are always cautious of what the leaders are doing, which could influence the virtues and furthermore the performance of individual employees (Özbag, 2016:236). Because of this notion, ethical leadership is prominent and this suggests that leaders should consider what the best thing is to do and to do so ethically. Accordingly, leaders are good examples within their environment by making an ethical climate in a workplace characterised by a shared impression of good and bad behaviours (Cohen, 1993:539).

Scholars have investigated employees' evaluations of the effectiveness of leaders by assessing how well the leaders perform and direct them in the execution of their duties. It is believed that when the leaders act correctly and ethically, there is a better chance of impacting the performance of the employees. According to Madanchian *et al.* (2017:1045), a leader is effective when he or she can influence and raise the performance of employees. Commonly, the employees' attitude and performance is influenced through the attributes portrayed by leaders. It was therefore important to pursue this investigation to establish the connection between personality traits and employee job performance.

1.2 BACKGROUND OF THE STUDY

The leadership of employees is one of the fundamental goals of high-performing organisations. According to Fatheya Mahmood (2008:47), leadership has been studied as the mentalities involved in executing a task, work fulfilment and the responsibility to carry out the work to completion.

Leadership is an important tool and a powerful part of employees' fulfilment and authoritative performance (Elbaz & Haddoud, 2017:66). Successful initiative is viewed as a stimulus for employee work fulfilment. Effective leaders essentially promote organisational effectiveness and efficiency by enabling the employees to perform well (Deinert, Homan, Boer, Voelpel & Gutermann, 2015:1095). Scholars such as Ghani, Yunus and Bahry (2016:46) explain that individual initiative depends on the novel relationship created by a leader with every individual from a team. In an attempt to create this synergy, personality traits play a significant role. Inborn characteristics of a

person are perceived to be changeless and available at the introduction of an emerging leader; however, this is not, at this point, acknowledged (Özbag, 2016:237).

According to Ghani *et al.* (2016:47), the Big Five personality traits model is important in the development of employees' leadership. These Big Five traits are neurotism, extraversion, openness to experience, conscientiousness and agreeableness.

Neuroticism reflects the tendency towards emotional adjustment. Deinert *et al.* (2015:1097) explain that individuals who score high on this attribute are emotionally unstable and they have feelings of fear, sadness, defensiveness and insecurity. This type of leader is not able to foresee task-based models such as quality and the occupation leadership among the employees reporting to them (Ghani *et al.*, 2016:47). Of great importance is that a neurotic leader does not have an uplifting outlook towards work and, as such, may need certainty. They are more pessimistic, which could result in less ambition. From the above, it is notable that neurotic leaders are unable to portray role model features because they do not influence others; they are too insecure to provide followers with vision and direction (Deinert *et al.*, 2015:1097). Ghani *et al.* (2016:47) explain that a leader exhibiting neurotic characteristics will in general be less fruitful than a steadier leader, since their attributes (nervousness, self-pity) will in general repress rather than encourage the achievement of work. This situation can prompt the employees' leadership to decline at work and this could be because the leader does not show a positive attitude towards work.

Extraversion relates to the degree to which an individual is actively talkative, decisive and influential. As a result of their optimistic opinions of the future, they are seen as

role models. People who are regarded as extraverts are more comfortable with setting direction and they enjoy change (Deinert *et al.*, 2015:1098).

A leader who is open to experience is regarded as approachable and can listen attentively to employees. By so doing, a conducive environment could be created. Because this leader is open, they feel open to sharing their experiences with the employees and at times examine critical concerns, successes and also disappointments (Özbag, 2016:238). Openness to work experience is a positive ingredient for effective leadership which could increase the job performance of employees. Leaders, in this case, have a good commitment to and high respect for their obligations and tasks. Above all, they act ethically at all times and, as such, they can be trusted by their followers regarding what they are doing at all times.

Conscientiousness refers to personality traits such as organisation, thoroughness and consistency (Ongore, 2013:1316). This dimension is task-oriented and may result in adjusting to working successfully and achieving tasks. It is critical for organisations aimed to accomplish goals and ensures improved performance.

Agreeableness relates to the extent to which individuals value cooperation and generosity, they are trustworthy and avoid conflicts (Deinert *et al.*, 2015:1098). Leaders are very friendly in this domain and want the best for their employees. They are more concerned about their jobs and have an interest in the employees' growth prospects and developmental needs. Once this is visible, there is a greater possibility that employees' job performance will increase.

1.3 PROBLEM STATEMENT

Employee job performance is one of the critical objectives of organisations and organisations. This suggests that organisations should work towards assisting the employees to perform their respective tasks in such a way that they comply with the required standards. In this regard, leaders are the main contributors to organisational performance as they ensure that work is done through others. Personality traits have the ability to influence employee performance, either positively or negatively. Therefore, personality traits, are vital in leading employees. This study focused on the four traits instead of the five. The reason for focusing only on the four, namely, Open to experience, conscientiousness, extraversion and agreeableness is to explore the new vistas by adding leadership as another trait. The problem statement formulated is: There is a relationship between personality traits and effective employee job performance.

1.4 PRIMARY OBJECTIVE

The primary objective of the study was to explore whether the four selected personality traits and leadership have an influence on an employees' job performance.

1.5 SECONDARY OBJECTIVES

- To determine if there is a significant relationship between openness to experience and employee job performance in the Nkangala District Municipality.
- To ascertain if there is a significant relationship between conscientiousness and employee job performance in the Nkangala District Municipality.

- To determine if there is a significant relationship between extraversion and employee job performance in the Nkangala District Municipality.
- To determine if there is a significant relationship between agreeableness and employee job performance in the Nkangala District Municipality.
- To explore if there is a significant relationship between the five identified traits and employee job performance in the Nkangala District Municipality.

1.6 HYPOTHESES

Based on the framework discussed in the literature, the following hypotheses were formulated:

H1: There is a significant relationship between openness to experience and employee job performance in the Nkangala District Municipality.

H2: There is a significant relationship between conscientiousness and employee job performance in the Nkangala District Municipality.

H3: There is a significant relationship between extraversion and employee job performance in the Nkangala District Municipality.

H4: There is a significant relationship between agreeableness and employee job performance in the Nkangala District Municipality.

H5: There is a significant relationship between the five identified traits and employee job performance in the Nkangala District Municipality.

1.7 RESEARCH DESIGN AND METHODOLOGY

In the next section, the methodological procedure followed in the study will be discussed as indicated below.

1.7.1 Research design and methods

A survey design was used in the study. The use of a survey design provided a numeric representation of the assessment from the sample (Salleh, Sulaiman, Mohamad & Sern, 2017:201). For this design, a quantitative research approach was used and the study was cross-sectional, which means that the researcher took a few estimations at a fixed point in time (Salleh *et al.*, 2017:214). The study was conducted for a period of a month and no follow-up was done since the study was cross-sectional.

1.7.2 Population and sampling

The population of the study consisted of 270 employees which is the entire staff complement of Nkangala District Municipality. Convenient sampling was used as a sampling strategy to select the respondents for the study. A total sample size of 143 employees was conveniently sampled to take in the study.

1.7.3 Data collection

A structured questionnaire was distributed among the employees from the Nkangala District Municipality. This technique was chosen because it can collect data from a large population. A standardised questionnaire developed by Seng, Theng, Ling, Siang and Yean (2013:1028) was adapted for this study. This questionnaire was adapted since it addressed most of the dimensions of the study. The adaptation of the questionnaire assisted in addressing the problem statement and the objectives of the study. Suitable questions were selected from this questionnaire. During data collection, the researcher personally visited Nkangala District Municipality to distribute the questionnaires. The reason for personally distributing the questionnaires was to be available at the research sites to provide clarity to the respondents where possible. In returning the questionnaires, the employees dropped the questionnaires in the box which was placed in the reception area.

1.8 DATA ANALYSIS

The researcher captured data on an Excel spreadsheet and later imported it to Stata version 15. According to Field (2009:957), the last phase of the investigation is to analyse the information gathered. For the descriptive statistics, Stata version 15 was used for analysis. As regards the inferential statistics, structural equation modelling was used, with partial least squares (SEM-PLS) to assess and test the models. It was further used to compute Cronbach's alpha to test the internal consistencies of the questionnaire. The computed statistics are presented as bar charts, frequencies and proportions (percentages).

1.9 VALIDITY AND RELIABILITY

Validity, according to Collis and Hussey (2014:53), alludes to the degree to which a test estimates what the specialist intends to quantify, i.e. the outcomes represent the phenomenon under study. The researcher addressed the content validity of the questionnaire by sending it to 10 experts in leadership and Human Resources Management for input. Based on the inputs, unclear and irrelevant items were rectified (Huck, 2012:82). In ensuring the data conformed to the power of statistics, both convergent and discriminant validity were computed.

Reliability tests the internal consistency of the questionnaire, and for this study, Cronbach's alpha coefficient was utilised. A cut-off of 0.70 was used as a baseline for testing the internal consistency of the questionnaire (Bilankulu, Rankhumise & Letsoalo, 2014:101).

1.10 ETHICAL CONSIDERATIONS

The researcher conducted the study according to the Tshwane University of Technology ethics guidelines. The researcher applied for ethical approval from the Research Ethics Committee of the university before starting the fieldwork. Permission to conduct the study was obtained from the Nkangala District Municipality. In getting permission from the participants, informed consent was used. The informed consent provided information pertaining to the purpose of the study and the rights of the participants of the study and that information as outlined enabled them to decide on participation.

1.11 STRUCTURE OF THE DISSERTATION

Chapter 1 introduced and provided the background of the study. It further outlines the research problem, objectives and research design and methodology applied in operationalising the study.

Chapter 2 focuses on a relevant literature review in contextualising the study.

Chapter 3 outlines the research design and methodology used for the study.

Chapter 4 presents the results and discussion thereof.

Chapter 5 consists of the conclusion of the study and recommendations based on the findings. Future research directions and practical recommendations are outlined.

1.12 SUMMARY

A discussion was made on the overview and the background of the study. The objectives of the study as well as the hypotheses were presented. A brief overview of the research design and methodology used in the study was presented. The following chapter will discuss the relevant literature that contextualise the study.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter discusses the relevant literature grounding the study. This covers aspects such as leadership, personality traits and their definitions. Furthermore, job performance as it relates to personality traits is discussed.

2.2 LEADERSHIP DEFINED

Leadership is one of the critical stimuli for organisational performance. According to Silva (2016:1), it is probably one of the greatest challenging concepts to describe. Stogdill (1974:459) affirms that there are a variety of ways leadership is defined and scholars have attempted to provide some definitions. Bennis and Townsend (1995:321) state that there were over 650 definitions of leadership literature in the last century. Although it is difficult to define leadership, it is necessary to have a good definition of the leadership concept (Silva, 2016:11). Robbins (2006:288) and Northouse (2010:3) define leadership as the capacity to impact supporters to accomplish a set of objectives as set out by a leader. This study focused on the influence of personality traits on employees' job performance. It was therefore vital to comprehend how leaders' personality traits influence employees' job performance. Many have viewed leadership just as individual excellence and insist that leaders need to be high-minded and care for individuals around them (Silva, 2016:109). Kotter

(1988:980) has a different viewpoint. He characterises leadership as the influence a leader possesses over individuals through non-coercive methods. However, not all authors agree with this definition. Basit, Sebastian and Hassan (2017:390) characterise leadership as relational impact practised in certain circumstances and coordinated through interaction towards the accomplishment of the specific objective(s). In essence, leadership is more about directing a team to work towards the achievement of a set goal and in this regard, the leader can exert influence intentionally over the group or team by way of relationship and guidance. Notably, leaders influence job performance and this depends mainly on the personality portrayed through such leadership. An effective leader, as posited by Iqbal, Anwar and Haider (2015:248), has a major duty to give direction to the employees and to share information with them to lead them for the better. Accordingly, a viable leader has a duty to give direction and offer expert information to the employees under his or her jurisdiction to ensure that they perform their work better and produce quality work.

This essentially means that this concept is elusive. Essentially, this means that the definition of leadership has no singular and therefore, the concept remains debatable. Leadership is an important aspect of the workplace due to the fact employees within an organisation require to be directed accordingly in terms of decision-making.

The different types of leadership styles are discussed in the next section.

2.2.1 Leadership styles

Taylor (2012:278) defines leadership style “as the action a leader takes to spur employees on and achieve hierarchical objectives through others”. Scholars indicate that there are different approaches to conceptualise and categorise leadership styles in different forms, which will be discussed in the next subsection.

2.2.1.1 Transactional leadership style

Lor and Hassan (2017:306) explain that transactional leadership has a significant effect on how employees perform their respective duties. With this type of leadership, the emphasis is on persuading and refining the employees’ performance by way of contingent reward and contingent punishment (Gupta & Singh, 2015:25). Notably, through monitoring the performance, the leaders would recognise the performance of those who perform well and give punishment such as reprimands, to those who are not performing to the required standards.

Transactional leadership joins individual and organisational results. Employees are encouraged to accomplish higher order needs such as self-realisation, confidence and selflessness to achieve organisational objectives (Rothman & Harsono, 2002:55). In this regard, the employees are likely going to work towards accomplishing the set organisational goals. By so doing, the productivity of the organisation would be enhanced. Transactional leadership is defined as a type that encourages employees to work towards the organisational goals instead of personal responsibility, considers employees and is ready to change the awareness of the employees in seeing the

problems in different behaviours (Rothman & Harsono, 2002:55). Robbins and Judge (2013:93) state that this type of leadership strives to encourage employees to be trustworthy and respectful towards their leader. As a result, the employees do more than what is expected of them when they feel that they are respected and trusted. Robbins and Judge (2013:93) further define transactional leaders as people who inspire their followers to set aside their own interests and focus more on the organisational goals. These leaders emphasise the self-advancement of the employees and motivate them to accomplish high-level execution (Burns, 1978:20). Transactional leaders appreciate good performance and follow a contingent reward system to explain performance expectations to their followers. Contractual agreements form the basis of transactional leaders' actions (Bass, 1985:106) and they use rewards to improve their employees' inspiration (Khan, Nawaz & Khan., 2016:351). The transactional leadership style consists of three components as discussed below.

- **Contingent reward**

Contingent reward focuses on achieving set outcomes and this means that the managers and employees reporting to them should enter into a performance agreement whereby the performance assessment would be measured. It entails a human appreciation of concrete, substantial and material awards for their endeavours. Managers who utilise the contingent reward system must provide direction to their followers to ensure that the job gets done (Khan *et al.*, 2016:352). This type of reward is directed at the employees who have achieved the set target performance and such employees are recognised through excellence awards. It is noteworthy to understand that when employees' splendid performance is recognised, the morale and motivation will increase.

- **Management by exception (active)**

This style is used by leaders who trust their employees in carrying out their duties. These leaders believe that their employees will get the job done to a satisfactory standard (Khan *et al.*, 2016:354). However, according to Bass and Avolio (1994:549), argue that management by exception does not encourage employees to accomplish set objectives. In essence, it gives employees to work openly without being guided by the set objectives. Nonetheless, if the objective is accomplished, this implies that the framework has worked and everybody is satisfied. In this regard, the leaders trust their employees that they would carry out the work in relation to the approved work standards.

- **Management by exception (passive)**

Leaders who use this style usually wait for something to go wrong before they take any action (Khan *et al.*, 2016:356). Bass and Avolio (1994:550) state that leaders do not set objectives and principles of what the employees should accomplish. The leaders in this component leave the employees to work without guidance and they only intervene when something is wrong and requires such a leader's attention.

From the above narratives, notably, when employees are working hard for the organisation, they should at times work towards realising the goals of the organisation, in this case, Nkangala District Municipality. Transactional leaders have the ability to influence employees' performance and in other words, they can either influence them positively or negatively and will depend mainly on the behaviouristic nature of such a leader.

2.2.1.2 Transformational leadership style

Transformational leadership refers to all those leaders who are able to perceive the future situations of their organisations, by assisting their employees in understanding and reaching their maximum capabilities (Peterson, Walumbwa, Byron & Myrowitz, 2009:121). Transformational leaders are further able to convey the goals that the employees should achieve and guide them in the quest of working towards achieving them (Peterson *et al.*, 2009:121). Therefore, transformational leadership is able to predict job performance (Herman & Chiu, 2014:2830). Work commitment forms a link between leadership and job performance, showing that this variable is essential in connecting this leadership style and employees' job performance as follows:

- **Idealised influence**

Silva (2016:11) states that idealised influence causes a sense of direction in individuals. This style of leadership involves role modelling, providing direction to employees, which includes building confidence, self-assurance, passion for the job and trust in employees.

- **Inspirational motivation**

Inspirational motivation pays attention to the guidelines of the organisational presence, rather than the character of the leader (Bass & Avolio, 2004:551). This style of leadership allows employees to make decisions and also gives them the instruments to make those choices. Inspirational motivation allows leaders to produce a vision and oversee labourers by empowering them, working with them and giving them self-sufficiency (Silva, 2016:5).

- **Intellectual stimulation**

Silva (2016:21) explains that leaders who possess this leadership quality attempt to foster an internal compass towards how leadership affects them and their workers. The fundamental elements are objectivity, inventiveness, agreement dynamics, instructing, supporting, testing and contribution. In this regard, they influence employees to perform their tasks to the best of their ability.

- **Individualised consideration**

Within this concept, individuals are regarded as central supporters of the workplace. Leaders using this style are concerned about their employees' requirements and may be prepared to support and develop workplace behaviour. The role of such a leader alternates between participatory and autocratic (Silva, 2016:29).

Transformational leaders have the ability to predict what the future of the organisation holds and set the objectives to guide the employees to work towards the goals of the organisation. In this regard, the leadership in Nkangala District Municipality should at all times be futuristic in their work approach. They should be able to share the vision and mission so that the employees direct their efforts in achieving the municipal goals and by so doing they would be able to enhance the service delivery. Notably, this type of leadership should be characterised by serving as role models and being able to provide direction to the employees in order to create self-confidence among employees. To ensure that employees achieved their desired outcomes, there is a need to provide all the requisites needed to carry out the activities.

2.2.1.3 Participative leadership style

Sarti (2014:210) defines participative leadership as a “leader’s non-authoritative behaviour that encourages and provides opportunities to employees by allowing them to bring creative ideas and take part in the decision-making”. In this regard, the leader allows the employees to initiate creative ideas and suggestions in order to enhance job performance and increase productivity. Robbins (2014:99) is of the view that when there is poor leadership in the organisation, the human spirit is not encouraged to work and their level of commitment might drop. He further clarifies that a few managers regularly see interest as a selective tool to accomplish organisational goals. However, participative leadership is much more than that. Scholars view participatory leadership as important to modern organisational management. When employees take part in the decision-making process, they are likely going to support the organisational goals and work towards achieving those set goals which would increase the service delivery outcomes. However, the critical aspect is that Nkangala District Municipality should make their vision and mission known to their employees and by so doing, the employees are likely to generate creative and innovative ideas as well expressing their views on how job performance can be enhanced.

2.2.2 Leadership theories

Various leadership theories are discussed below.

2.2.2.1 Great-man leadership theory

The above theory, suggests that leaders are conceived and that solitary man who have courageous potential might at any point become leaders. The theory further suggests

that great men are born, not made (Silva, 2016:11). Dobbins and Platz (1986:120) state that powerful men influence the development of occasions due to involvement in the planning process.

2.2.2.2 Trait leadership theory

Ekvall and Arvonen (1991:21) suggest that leaders have certain physical attributes and character qualities which distinguish them from non-leaders. These authors further identify two different traits which are important for leadership: firstly, emergent traits, such as height, intelligence, attractiveness and self-confidence and, secondly, effectiveness traits which are based on a leader's experience where appeal is viewed as an important aspect of leadership.

2.2.2.3 Contingency leadership theory

This theory suggests that no particular leadership style is more detailed. The leadership styles are dependent on factors such as quality, the circumstances of employees or some different factors. As indicated by this concept, there are no prerequisites which a leader is required to follow as with other leadership styles. Leaders applying the contingency leadership style provide leadership in accordance with the situation as and when required to do so (Greenleaf, 1997:114).

2.2.2.4 Style and behaviour leadership theory

Silva (2016:39) states that this style theory acknowledges certain leadership skills that are considered to be necessary to enable a leader to perform. This theory suggests that the style of leadership used to address a specific situation may not be influential under different circumstances.

2.2.2.5 Process leadership theory

Process leadership involves interaction between leaders and their employees. Leaders provide guidance and support to employees to enable them to become future leaders (Northouse, 2018:1). This theory suggests that the leader increases the prosperity of others with the focus on some type of social duty (Silva, 2016:27). This theory is imperative for the success of the organisation because it compels the leaders to be closer to the employees and by so doing leaders would be able to understand what is happening in the work environment. In understanding the work environment, they would provide the necessary support, particularly, the resources such as finances and human resources to enable them to carry out their activities successfully.

2.2.2.6 Transactional leadership theory

This theory relates to the leader-follower relationship which is based on the consensus of leaders and followers (House & Shamir, 1993:68). Bass and Avolio (1994:554) describe this theory “as a kind of unexpected award initiative that has a dynamic and positive exchange between leaders and employees.” With this theory, employees are

compensated or rewarded for achieving fixed targets. Notably, the relationship between leader and followers (employees) becomes an important pathway for successful job performance. Whenever there is an achievement of targets, there is always some compensation or reward to acknowledge splendid work.

2.2.2.7 Transformational leadership theory

The above theory involves the support of employees in carrying out the processes of an organisation which involve their own personal aspects and ambitions. This type of theory leans more on personal ambitions in the organisations and enables the employees to be involved more in the execution of their activities. This involvement allows employees to participate fully within the organisation (Silva, 2016:3). According to House and Shamir (1993:71), transformational leaders inspire their employees and stimulate them to perform better in their duties. Leaders and employees set their interests separately for the advantage of the organisation (Silva, 2016:3). Burns (1978:25) states that transformational leaders who attempt to gain the interest of their employees stand a better chance of pushing them higher and for more general purposes.

This study focused on trait theory by attempting to determine and understand the influence personality traits could have on employee job performance in a municipality. Personality traits refer to personal characteristics, which commonly depict and anticipate human behaviour, not behavioural variations (Liao & Lee, 2009:28). Any attempt to maximise organisational effectiveness requires a high degree of job involvement. When employees are involved properly, they are motivated and their

performance could be maximised for the benefit of the organisation (Liao & Lee, 2009:29).

2.2.2.8 Summary of leadership theories and model

Table 2.1 represents the history of leadership theories.

TABLE 2.1: History of leadership theories

Leadership approach	Key theories	Key contributor	Leadership styles
Trait approach	Leadership Skills and Traits	Stogdill (1974:259)	Personality traits such as Extroverts, Conscientiousness, Neuroticism, Openness and Agreeableness
Behavioural approach	Theory X & Theory Y Managers	McGregor (1960:311)	Theory X Managers Theory Y Managers
	The Blake Mouton Managerial Grid	Blake & Mouton (1964:337)	Concerns for People Concern for Production
	3 Style Leadership	Lewis & Jacobs (1992:134)	Autocratic Democratic Laissez-Faire Strategic Leadership
Contingency Approach	Fiedler's Contingency Model	Fiedler (1967:264)	Leader member relations Task structure Position power Adopts task-orientated or people-oriented style of leadership
	Path-Goal Theory	House and Mitchell (1974:94)	Supportive leadership Directive leadership Participative leadership Achievement-oriented leadership
	The Hersey-Blanchard Model of Leadership	Hersey and Blanchard (1969:331)	Directing Coaching Supporting Delegation
	Adair's Action centred leadership model	Adair, (1973:748)	Task Team Individual
	Tannenbaum & Schmidt's leadership continuum	Tannenbaum & Schmidt (1973:176)	Autocratic (Telling) Persuasive(Selling) Consultative (Consulting) Democratic (Joining)
Leaders and follower	Servant leadership	Robert Greenleaf (1970:1088)	Listening Empathy Healing Awareness Persuasion Conceptualisation Foresight Stewardship Commitment to the growth of people Growing community
	The following Part of leading	Katzenbach and Smith (1994:76)	Asking questions instead of giving answers Providing opportunities to lead you Doing real work in support of others instead of the reverse Becoming a matchmaker instead of a "central switch" Seeking common understanding instead of consensus
	Team leaders	Belbin (1993:259)	Delegate Respect diversity and value others Seek talent Develops colleague Create missions
Transactional and transformational leadership	Transactional leadership	Burns (1978:414), Bass (1985:470)	Contingent reward Management by exception – active and Management by exception - passive
	Transformational leadership	Bass and Avolio (1993:119)	Idealised behaviour Inspirational motivation Intellectual stimulation Individualised consideration Idealised attributes

Source: Almandeel (2014:40)

Leaders are expected to have distinctive abilities that permit them to influence employees to attain set organisational goals and objectives. These internal qualities provide a distinction between leaders and followers (Horner, 1997:1). As a result, a leader's personality ultimately regulates their style of leadership (Hogan & Kaiser, 2005:179).

The leadership theories are important in guiding the employees to perform their duties successfully. These theories are important when the leaders implement them according to the principles on which they are developed. In other words, the leaders are expected to have the capabilities that allow them to influence the employees in the organisation to achieve the set goals.

The Big Five Model is discussed in the next section.

2.3 BIG FIVE MODEL

Researchers worldwide agree that personality measures are classified under the five-factor model of personality, called the Big Five Model. The classification is discussed in detail in the following subsection.

2.3.1 Openness to experience

Anwar, Xiao, Fiaz and Ikram (2017:1018) explain that openness to experience predicts particular differences in job performance for employees. They further argue that leaders who acknowledge employee experience are able to adapt and able to solve clashes decisively. By so doing, they improve the job performance of the employees. These types of leaders are mentally inquisitive, open to feeling and will attempt to do things differently (Alsuwailen & Elnaga, 2016:45). Furthermore, Digman (1990:433) views these types of individuals as creative, refined, logical scholars, unique and inventive, mentally inquisitive, with excellent workmanship and are more mindful of their emotions. Furthermore, it can be deduced that individuals who score low in openness to experience prefer to deal with complex circumstances in a given manner or prefer to stick to the rules of the organisation. These individuals are more conservative, which at times leads to them being resistant to change. Barrick and Mount (1993:114) explain openness to experience as the element of psychological style that recognises inventive, imaginative and regular individuals.

Taylor (2012:536) explains that individuals with this personality trait are constantly seen as better or more developed and they generally fill in as coaches or teachers for the employees. Similarly, these individuals are open-minded people. This can be identified through the high job performance in their work and they impact the job performance of their employees. Some researchers show that openness to experience may not lead to job performance. Clark and Watson (1991:239) found in their study that openness to experience is associated with job performance and creativity, in other words, employees who welcome experiences demonstrate a dynamic creative mind.

Therefore, when they are rated, they score high on their performance and creativity at work which is desirable for organisations, and this compels them to avoid routine (Clark & Watson, 1991:239). This dimension shows that an employee who is constantly eager to be innovative, that is, try new ideas on how to carry out certain activities and be imaginative (Chu, Lee & Huang, 2013:37). A study conducted by Rose, Ramalu, Uli and Kumar (2010:80) found that employees with greater openness to experience did better in their respective task and such organisations in their recruitment processes should consider this type individuals if they need to promote performance. Other scholars such as Seng *et al.* (2013:24) found similar results that openness to experience is a good indicator of job performance as employees will display innovative reasoning. Those with openness to experience will actually want to increase their job performance by utilising these attributes to their best and those of their employees. What is important to note is that the leaders are eager to know and understand what mechanism can be used to improve performance. Therefore, this study tested whether openness to experience influenced the job performance of employees in the Nkangala District Municipality. Notably, it is fundamental for leaders and employees to understand openness to experience. This is important as leaders who acknowledge employee experience are able to adapt and can resolve clashes decisively that may occur on daily basis. Notably, employees who score low in openness to experience prefer to deal with complex circumstances in a given manner or prefer to adhere to the rules of the organisation.

2.3.2 Conscientiousness

With this factor, the individual employees tend to follow prescribed norms. They have impulse control and are goal-directed and capable of planning (Anissa, Kelci, Brent & Joshua, 2015:661). Tuteja and Sharma (2017:7361) posit that conscientious people tend to attain improvement in the workplace compared to those who are low in conscientiousness. They are believed to be more methodological, meticulous, well organised, trustworthy, dedicated to their goals and strive for the accomplishment of those goals (Tuteja & Sharma, 2017:7370). What it means is that people with high conscientiousness can be trusted particularly when they are leaders, their subordinates look at them as role models and as such, they need to be more organised so that they are able to provide direction and resources whenever they are required. Barrick and Mount (1991:16) attest that the conscientious personality type incorporates characteristics such as dedicated, cautious, intensive, dependable, coordinated and enduring. These types of employees are more responsible for the attainment of goals.

As a result of the attributes displayed by highly conscientious employees, they are regarded as the best performers in their job responsibilities in contrast to their counterparts with less conscientiousness. This argument is consistent with the findings of Hough, Eaton, Dunette, Kamp and McCloy (1990:592) who state that there is a significant correlation between conscientiousness and job performance. On the same note, Belyn (2019:15) believes that conscientious employees are mindful of deadlines and they also take cognisance of the feelings of other people. In essence, these employees plan well ahead and organise their activities accordingly and they always know what they are going to do every moment. Thus, it could be deduced that if an

organisation has employees with this factor, they are more of an asset than a liability and this relates to employees who always want to be monitored when they execute their duties.

Employees with low conscientiousness only work towards the immediate job allocations, could not care less about forthcoming outcomes, work towards meeting the minimal standards of the job and do not work beyond expectations. Important to note is that these people are classified as gainfully employed because they are just working with no prospects of improving and coming up with new initiatives.

From the above articulations, it could be noted that persons with conscientiousness are more task-oriented and are simply regarded as the best performers. This suggests that they always think ahead and know exactly what needs to be done in their work scope. These types of leaders work towards the accomplishment of the goals which is what every organisation envies for all of their leaders should focus on.

2.3.3 Extraversion

Liao and Lee (2009:25) explain that an extraversion (extroverted) personality is more friendly, self-assured, conversational and aspiring and they tend to use their work sphere to address a critical aspect of their lives. People with this attribute are friendlier, quite talkative and use work environment to advance their personal ideas. People, either leaders or employees, use these attributes such as their cool-headedness, passion, optimism and aggressiveness to meet their client's requests (Liao & Lee, 2009:31). In this specific study, the leader's extraversion dictates how employees would react in their work environment. Since they are very talkative, they tend to be

more successful in their leadership endeavours. Furthermore, an extraverted leader is excellent in correspondence and this leads to effective communication with employees (Ghani *et al.*, 2016:49). Importantly, once there is effective communication with employees, their morale and motivation will be high and they will therefore perform well in their jobs. Researchers such as Rothman and Coetzer (2003:68) maintain that extraversion is characterised by good sentiments and encounters and this has a constructive effect on employees. The positivity associated with this trait could result in employees improving their job performance. A study conducted by Johnson (2003:117) found that there was a positive relationship between extraversion and the job performance of police members. Similarly, Rothman and Coetzer (2003:74) in their study found that extraversion was related to job performance and this could be a result of the fact that extraverts experience positive effects. As a result of these findings, the sentiment is that extraversion is positively associated to job performance.

Opposite to extraversion is introversion. These leaders have a lower social engagement, they are not so energetic and they are less talkative. Alsuwailen and Elnaga (2016:47) reveal that introverts lack social involvement and should not be seen as being shy; instead, they are more independent of their social world compared to extraverts. The attributes of being less energetic and less talkative could influence their followers.

The leaders with this attribute are very friendlier and they can express themselves very well and have capabilities that enable them to dictate what needs to be done in the organisation. Having all these attributes and capabilities would assist the organisation to accomplish its goals which may result in a situation where the service delivery has improved.

2.3.4 Agreeableness

According to Meier and Robinson (2004:861), agreeable individuals are generally warm, amicable and prudent, and try to avoid relational disputes, animosity and outrage. These people are positive about human kindness and they understand that individuals are straightforward and dependable. Essentially, they coexist effortlessly in light of the fact that social agreement is significant for them. What is important for the persons with this attribute, they are able to put other people's needs above their own. In other words, they consider other people over themselves. Leaders with high agreeableness sympathise for with employees and try to enjoy assisting other people. These type of people tends always think about caring about others.

2.3.5 Neuroticism

Anwar *et al.* (2017:1019) found in their study that there is a negative relationship between neuroticism and employee job performance. Neuroticism is characterised by an inclination toward dread, misery, disgrace, outrage, blame and weakness. Leaders who show neurotic attributes, for instance, nervousness, sadness, embarrassment and self-indulgence, are likely to be less effective than genuinely stable leaders because these attributes as such tend to impede rather than facilitate the achievement of the work task (Ghani *et al.*, 2016:47). Notably, a neurotic employee does not have a positive perspective of work and may not want to carry out task obligations, which may result in less ambition to achieve occupational targets (Chu *et al.*, 2013:35). People who possess this element experience more adverse feelings in life and that is the reason that they find themselves negative towards job satisfaction. Other scholars

such as Meyer, Paunonen, Gellatly, Goffm and Jackson (1989:154) have discovered that generally persistent responsibility is negatively associated with professional job performance. In this study, this trait was not included in the exploration of the new vistas, instead, leadership was added as a trait in the conceptual framework. A further reason for not including neuroticism is the fact that it is associated with negativity in terms of the work perspective and such persons may not carry out task obligations, hence new vistas are anticipated by adding leadership as another trait to explore whether it could influence employee job performance.

2.3.6 Leadership

This current study focused on the four traits, namely, openness to experience, conscientiousness, extraversion, agreeableness and leadership were added as another trait to explore whether they would have an influence on performance. In addition, neuroticism was excluded from the original model with the view of exploring new vistas as depicted in figure 2.1 below. It was therefore vital to explore the framework of whether leadership traits could influence employees' job performance. Many have viewed leadership just as individual excellence and insist that leaders need to be high-minded and care for individuals around them (Silva, 2016:109). Kotter (1988:980) has a different viewpoint. He characterises leadership as the influence a leader possesses over individuals through non-coercive methods. However, not all authors agree with this definition. Basit, Sebastian and Hassan (2017:390) characterise leadership as relational impact practised in certain circumstances and coordinated through interaction towards the accomplishment of the specific objective(s).

The conceptual framework of the personality traits is depicted below:

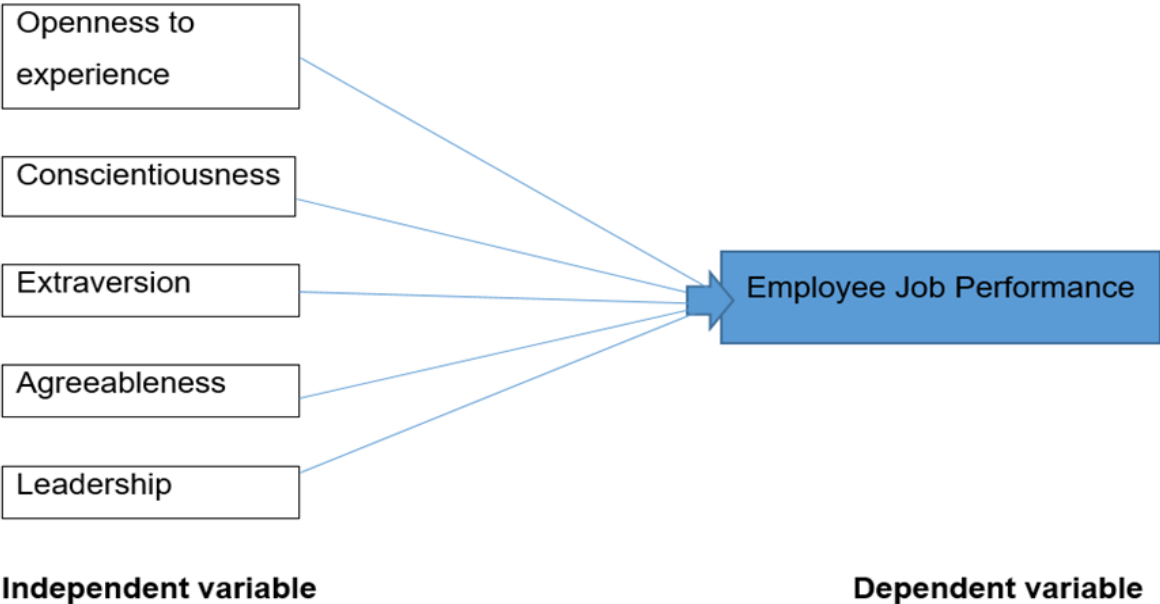


FIGURE 2.1: Conceptual framework

2.4 SUMMARY OF THE PERSONALITY TRAITS

The personality traits are accommodating instruments for understanding various characters in different examples. There are generally utilised to determine individual personalities. The five main dimensions of personality traits are summarised in Table 2.2.

TABLE 2.2: Dimensions of individual personality

Factors	Positive features	Negative features
Openness to experience	Innovative, creative, wise, complex, knowledgeable	Without imagination, simple
Conscientiousness	Careful, diligent, thoughtful	Lack of discipline, unreliable
Extraversion	Outgoing, talkative, assertive, gregarious	Cautious, shy, retiring
Agreeableness	Flexible, polite, patient, participative, compatible	Heartless, hatred, apathetic, selfish, ambition, stubborn
Leadership	Respect, perseverance, values	Self-centred, conflict avoidance, poor communication skills

Source: Tuteja and Sharma (2017)

2.5 EMPLOYEE JOB PERFORMANCE

An employee's job performance is a fundamental aspect that the organisation is expecting from each employee. For the employees to fulfil their task obligations, they should first understand what is expected from them, is to comprehend what performance is all about, hence job performance needs to be defined. In the work environment, performance is the most significant concept in organisational structure settings. Performance can thus be characterised as the change of endeavours into productivity to accomplish a few anticipated results or outcomes (Awadh & Ismael, 2014:124). Similarly, Bernadin, Hagan and Kane (1995:38) define performance as the outcome of the capacity of a specific action over a particular period. An employee's job performance plays an important role in achieving organisational goals (Ghani *et al.*, 2016:51). It is a multidimensional concept, which reflects how well employees perform

their responsibilities, and the initiatives and efforts made when solving work-related issues (Rothman & Coetzer, 2003:71). It is notable that an employee's job performance is fundamental for organisation to be successful. In this regard, when employees are performing well, there is a greater possibility to increase productivity, improved service delivery and subsequently the accomplishment of the municipal goals.

Employee job performance is fundamental in ensuring the success of the organisation. The higher the job performance by employees, the higher the productivity. Rotundo and Sackett (2002:66) define job performance as the behaviour that can be managed by people themselves and that contributes towards the fulfilment of the objectives. Similarly, Tuteja and Sharma (2017:7365) explain that job performance is how much an individual does their job according to guidelines set out by the organisation. Accordingly, job performance can be categorised into task performance, which is an individual's ability to perform the task, and contextual performance, which relates to the activities which do not add to the specialised central activities of the organisation, but are the support mechanisms and social and psychological environment on which the organisational goals are premised (Tuteja & Sharma, 2017:7369). Job performance typically measures an individual employee's results against the predictable goals (Yang & Hwang, 2014:20). Notably, job performance is more about how employees perform their respective duties while applying their skills, knowledge, efforts and abilities in line with their set goals in a given timeframe and also the interactions with other employees (Yang & Hwang, 2014:24).

As a result of the discussions above, , it is notable that employee job performance is important for the success of the organisation, in this case, Nkangala District Municipality to realise it goals through the employees. Ordinarily, job performance is

seen regarded as a behaviour that can be managed by the employees themselves and such behaviour can lead to the accomplishment of goals. For the employees to perform to the required standards, they need to have the requisite skills, knowledge and abilities which would help them to perform better. To achieve the set performance targets, it is important for the employees to sign performance agreements so that their line managers are able to evaluate them based on the set targets.

Rotundo and Sackett (2002:66) define job performance as behaviour that is controlled by an individual towards clear purposes. Job performance is seen as a measure of managerial and organisational psychology. Throughout the world every organisation endeavour to accomplish high levels of job performance through true leadership (Lopez-Cabarcos, Machado-Lopes-Sampaio-De Pinho & Vazquez-Rodriguez, 2015:859). Walumbwa, Wang, Wang, Schaubroeck and Avolio (2008:911) support these views by stating that reliable leadership requires transparency and close relationships between leaders and their employees. Furthermore, Walumbwa *et al.* (2008:914) describe authentic leadership as a set of traits that are concerned with a leader's self-reflection capacity, social straightforwardness, appropriate information sharing, good viewpoint, raise the expectation of good quality and control of a leader. Behaviour is impetus in the performance of an individual to achieve high-performance levels, leadership is important to provide direction and control of what needs to be done. In this regard, it is imperative for the leaders to have a close relationship with the employees to enable open engagement.

According to Chen, Silverthorne and Hung (2006:244), factors such as organisational communication, organisational commitment, job stress and job performance have received considerable attention in past organisation behaviour research. These organisational behaviour factors are important for an organisation's general performance. These factors are fundamental for the performance of the organisation and could have a negative effect on the entire municipality if not taken care of. For instance, poor authoritative leadership has been found to reduce hierarchical responsibility (Kramer, 1999:305; Rodwell, Kienzle & Shadur, 1998:277), as well as organisational responsibility, recognisable proof, association and unwaveringness. Also, the degree of organisational responsibility has been linked to job performance (Yousef, 2000:10). The leadership of the municipality should strive to ensure that there is effective communication that would enhance organisational commitment. By doing so, there is a greater possibility of improving job performance of the employees.

Employee job performance is considered an important influence that decides the success of an organisation (Karem, Mahmood, Jameel & Ahmad, 2019:335). Job performance is additionally portrayed as the ability of a worker to perform work assignments that will add to organisational development and advancement (Santos, Neto & Verwaal, 2018:1359). Researchers have viewed job performance as the part of the work that enhances the results of the organisation (Campbell, McCloy, Oppler & Sager, 1993:60). These researchers have identified job performance as univalent (Behrman & Perreault, 1982:360; Pearce & Porter, 1986:218). Job performance entails multiple measurements. For example, Borman and Motowidlo (1993:89) suggest that job performance comprises two measurements: task performance and contextual performance. Job performance involves tasks performed by the employees in

exchange for their remuneration. Contextual job performance relates to tasks that extend beyond employees' job descriptions (Borman & Motowidlo, 1993:86). In this context, the Nkangala District Municipality's success depends mainly on the employees' job performance which consisted of (i) tasks performance which covers what the employee is expected to carry out on daily basis and (ii) contextual performance which essentially entails employee carrying out tasks that ordinarily extends beyond their respective job descriptions. These two measurements are imperative for the municipality to understand the effect each measurement has on the overall performance of the employees.

Within municipalities, their continued existence depends on the employee performance. This suggests that when the performance of employees is low, that will affect the continuation of service delivery. For municipalities to meet their deliverables, they should devise innovative strategies to manage the performance of their employees. Smit *et al.*, (2008:187) define organising as "a process of determining which tasks each of the managers and workers should perform, and how these tasks will be managed and coordinated". It is important for the leaders to have organising skills to enable them to organise what needs to be done, by when and what resources are required to carry out the activities. It is therefore imperative for the municipality to develop its organisational capability to perform its duties diligently according to the municipal prescripts and ensure effectiveness and efficiency to yield required results (Armstrong, 2010:247).

Considering the personality traits, it is important to understand how the personality influences employees' job performance. The leaders in this regard become essential

in the sense that their actions may influence how the employees function. This is important because leaders have different attributes in terms of the Big Five Model. Many studies have been conducted about attitudes in performing a job, job satisfaction and the responsibility in concluding a given job. For instance, a study by Fatheya Mahmood (2016:47) found that employees' job performance has a positive relationship with the Big Five personality traits. It is therefore imperative to understand what personality means.

Ghani *et al.* (2016:301) define personality as the characteristics of someone's actions. The actions could influence another person positively or negatively. Therefore, if a leader has great character, the workers could execute the work well, speak with ease to the leader and colleagues and give assistance to each other to complete the job successfully. Good job performance could ensure that the organisation functions well. This comprises the knowledge and abilities of the leader to lead the employees to carry out different activities to the best of their ability. Notably, the behavioural pattern of a leader should be cooperative and supportive, which could lead to the encouragement of employees to perform beyond the required standards (Ghani *et al.*, 2016:49). Furthermore, Rothman and Coetzer (2003:71) regard job performance as multi-dimensional which demonstrates how employees are performing their responsibilities and the initiatives that they bring to the workplace to accomplish their job obligations. These authors conducted a study where they found that the Big Five Model is related to job performance. This further shows employees' resourcefulness in their respective job environments, particularly when solving problems (Rothman & Coetzer, 2003:71). This indicates that personality traits could have an effect on the employee's job performance. Every organisation aims to have the employees performing to the best

of their abilities in order to meet the service delivery expectations. When all the employees are accomplishing the organisational goals, customers would be satisfied with the services provided.

2.6 SUMMARY

In this chapter, the relevant literature about leadership types and traits was reviewed. Further literature on the Big Five Model and its elements, namely openness to experience, conscientiousness, agreeableness, extraversion, neuroticism and leadership, was discussed. In the next chapter, the researcher will discuss the research design and methodology used in the study.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

In this chapter, the researcher outlines the procedure used in conducting the research. A discussion will be made on the research design employed, the research methods followed and how data collection was conducted. A further discussion will be done on the population and they were sampled to take part in the study, the development of the research instrument, data management and analysis. The last aspect of the chapter relates to how ethical considerations were adhered to in the study. Overall this chapter outline how the study was operationalised.

3.2 RESEARCH DESIGN

Research design is important to carry out the research project successfully. Research design is defined by Bertram and Christiansen (2014:40) as a plan that illustrates the steps followed by the researcher to collect and analyse data to provide a response to the research question of the study. For the purpose of this study, a survey research design was used. Accordingly, this design is a procedure in quantitative research where the researcher administered a survey to a targeted sample or to the entire population of interest with the aim of describing their perceptions, attitudes and their

characteristics. The reason for using this design was to reach a large population of the study to allow generalisability of the findings. For this specific study, a survey was seen as an appropriate way of operationalising the study by evaluating personality traits and job performance

3.3 RESEARCH OBJECTIVES

- Primary objective

The primary objective of the study was to explore whether the four selected personality traits and leadership have an influence on employees' job performance.

- Secondary objectives

To be able to meet the primary objective, the following specific secondary objectives have been set:

- To determine if there is a significant relationship between openness to experience and employee job performance in the Nkangala District Municipality.
- To ascertain if there is a significant relationship between conscientiousness and employee job performance in the Nkangala District Municipality.
- To determine if there is a significant relationship between extraversion and employee job performance in the Nkangala District Municipality.
- To determine if there is a significant relationship between agreeableness and employee job performance in the Nkangala District Municipality.

- To determine if there is a significant relationship between the five identified traits and employee job performance in the Nkangala District Municipality.

3.4 HYPOTHESIS

Kumar (2014:100) describes a hypothesis as an assumption, suspicion or hunch about the relationship between two or more variables to which reality is known and the validity is yet to be tested. In other words, the hypothesis is essentially an assumption which is yet to be tested. The hypothesis can either be proven or disproven.

The following hypotheses were developed for this study:

H1: There is a significant relationship between openness to experience and employee job performance in the Nkangala District Municipality.

H2: There is a significant relationship between conscientiousness and employee job performance in the Nkangala District Municipality.

H3: There is a significant relationship between extraversion and employee job performance in the Nkangala District Municipality.

H4: There is a significant relationship between agreeableness and employee job performance in the Nkangala District Municipality.

H5: There is a significant relationship between the five identified traits and employee job performance in the Nkangala District Municipality.

For this study a survey research design was adopted which provides a numeric description of opinion from the sample (Salleh *et al.*, 2017:402). This design uses a

quantitative research approach and the study was cross-sectional. With a cross-sectional study, the researcher collects data from the targeted population at a single point and therefore the insights that they provided should be seen as a reflection of the current time when the study was conducted. This type of study was used to enable inferences to be made about the relationship between variables. A major reason for focusing on this type of study was the fact that it was a research project which was time-bound and with no funding available for the fieldwork.

3.5 RESEARCH PARADIGMS

Collis and Hussey (2014:10) define a paradigm as “a system that guides how examination ought to be directed, which depends on individuals' methods of reasoning and suspicions about the world and the idea of the information”. The following section will present two research paradigms as discussed below.

3.5.1 Positivist approach

Positivist researchers try not to be one-sided by not permitting their qualities and convictions to meddle with the exploration (Bertram & Christiansen, 2014:23). The positivism paradigm relates to the belief that the truth is particular and objective and is not influenced by the demonstration of exploring it (Collis & Hussey, 2014:43). Notably, information is sourced from positive data since it very well may be experimentally confirmed (Collis & Hussey, 2014:43) and it is based on theories to explain a phenomenon. The positivistic approach stems from applying consistent thinking to the research, emphasising objectivity, exactness and thoroughness. The positivism

paradigm is related to quantitative techniques for examination, depending on a factual investigation of quantitative exploratory information (Collis & Hussey, 2014:45).

Positivism is an approach that views different situations in an objective manner, considers reality equitably and measures experiences and the findings are autonomous from the researcher. In the positivistic paradigm, hypotheses are formulated to test the causal relationship between phenomena to either confirm or reject depending on the results of statistical analysis and also to explain the effect of the independent variable on the dependent variable (Collis & Hussey, 2014).

3.5.2 Interpretivism approach

This approach is more inductive as the researcher directly relates to what is seen, and looks to portray, interpret and is concerned more with the meaning than the frequencies (Collis & Hussey, 2014:51). The findings emanate from the qualitative data analysis which emerges as themes. Bertram and Christiansen (2014:27) explain that with this approach, the researchers need to show how data was analysed and reached the conclusions drawn. By so doing the believability of the findings would be enhanced since the qualitative method is known for its subjectivity. The conclusions should come from the respondents that were part of the study (Bertram & Christiansen, 2014:27). Interpretivism is concerned about getting to and understanding a person's view of the real situation. Reality is viewed as a social aspect given significance by individuals as opposed to being founded on level-headed or outside factors; the point is to comprehend the implications of individuals' attributes (Robson, 2011:528). It is additionally utilised when the researcher intends to create or produce another

hypothesis and is seeing change measures after some time (Robson, 2011:528). Furthermore, the information gathered by the researcher is used to examine the differences in information found in earlier work and the hypothetical base is numerical (Bryman, 2008:155). An interpretative methodology produces more significant and subjective data obtained from people's insights and views about socially developed events (Bryman, 2008:156). Finally, this approach is more about investigating the intricacy of social marvels to acquire interpretive understanding. This paradigm takes place in natural settings and it is more exploratory. Understandably, the goal of the interpretive methodology is to understand social phenomena in their context. In this regard, interpretivism collects qualitative data from participants over an extended period of time. In the analysis of the data, the researcher tries to discover patterns in the data which are categorised to themes to understand a phenomenon.

TABLE 3.1: Features of positivism and interpretivism

Positivism tends to:	Interpretivism tends to:
Use large samples	Use small samples
Have an artificial location	Have a natural location
Be concerned with hypothesis testing	Be concerned with generating theories
Produce precise, objective, quantitative data	Produce “rich”, subjective, qualitative data
Produce results with high reliability, but low validity	Produce findings with low reliability, but high validity
Allow results to be generalised from the sample to the population	Allow findings to be generalised from one setting to another similar setting

Source: Collis and Hussey (2014)

Based on the narratives of the two paradigms and the respective features as reflected in Table 3.1 this study adopted the positivist approach.

The positivist approach is associated with a quantitative study of its deductive characteristics. The reason for this choice of this approach is based on whether the four selected personality traits and leadership have an influence on an employee’s job performance. It was, therefore, important to pursue this investigation to establish the connection between personality traits and employee job performance. The data and findings obtained from the Nkangala district municipality employees through a questionnaire, assisted the researcher in obtaining knowledge on the identified objectives. Despite the simplicity of this approach, the other reason for choosing this

paradigm is that it was quick to collect data from the sample which could be reached with ease.

3.6 RESEARCH METHODS

A quantitative research method was used in this study to examine the influence of personality traits on employee job performance in the Nkangala District Municipality. Saunders, Lewis and Thornhill (2012:162) explain that quantitative research inspects the relationships between variables that are more numeric and analysed using statistical techniques. To gather data with this type of method, a survey research strategy with a structured questionnaire to assess personality traits and how these could influence employee job performance was employed. This method was selected on the grounds that the researcher intended to cover a large number of respondents to generalise the findings to the entire municipal catchment area.

3.7 POPULATION AND SAMPLING

- **Population**

Population for this study comprised employees from Nkangala District Municipality. Supervisors and managers from top and middle-level management from Nkangala District Municipality. Population refers to the individuals and groups that the researcher has an interest in conducting a study. The municipality had a staff complement of 270 at the time of the study. The aim was to obtain their opinions on the influence of personality traits on employee job performance.

- **Sampling**

For this study the researcher used convenience sampling, that is, only those respondents who were available at the time of the survey were given the questionnaire to complete. In this regard, the researcher did not follow up on the employees who were not available during data collection. In essence, this sampling method involves getting participants conveniently. This type of sampling technique does not have inclusion criteria set out before data collection and which means that all the samples are invited to take part in the study (Bertram & Christiansen, 2014). This type of sampling makes it simpler to conduct the research (McMillan & Schumacher, 2006:125). A total sample of 200 employees in the Nkangala District Municipality was targeted to take part in the study.

3.8 SAMPLE REALISATION

The researcher personally distributed 200 questionnaires to the targeted population. Of the 200 distributed, 143 usable questionnaires were returned. This was a response rate of 71.5%, which is high considering what is regarded as an acceptable return rate. Due to the design of the study, which was cross-sectional, the researcher did not follow up on any of the employees who were not present during the period of data collection. The analysis was based on 143 questionnaires. In analysing data, Stata V15 statistical analysis software was used. Frequencies and percentages were used to summarise the data to create sense.

3.9 DESCRIPTIVE STATISTICS

In this section, the descriptive statistics are presented. This covers the biographical information of the respondents and the statements relating to the selected personality traits with the addition of leadership and job performance.

Section A of the questionnaire enabled the respondents to provide their biographical information, which included gender, age group, level of education, duration of service and management level in the Nkangala District Municipality. These variables are discussed in the following section.

3.9.1 Gender

The figure below illustrates the gender composition.

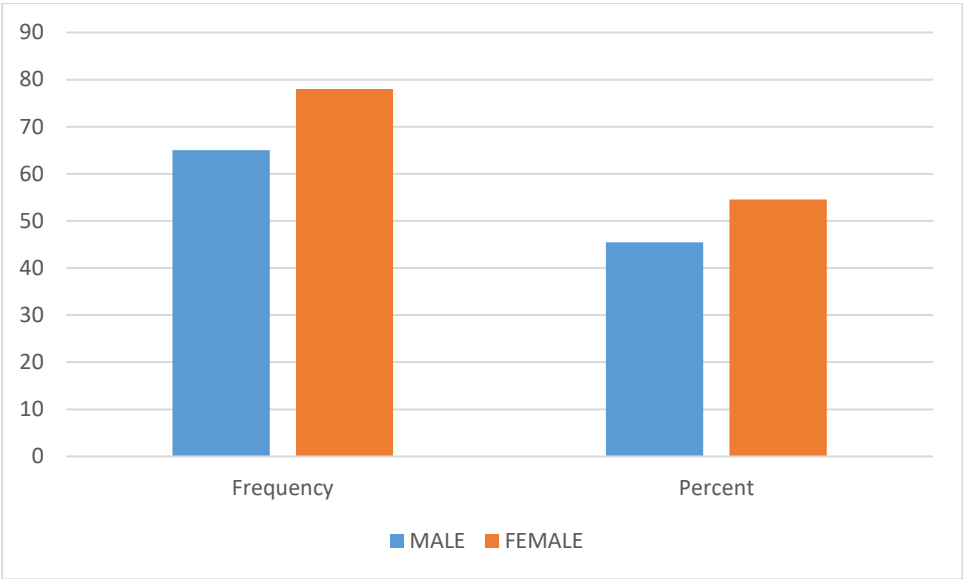


FIGURE 3.1: Gender composition

From the analysis, 78 (54.55%) of the 143 participants were female and 65 (45.45%) were male. The population distribution of Nkangala District Municipality, in terms of gender, comparatively there are more females than males. This is in line with gender equality in employment practices.

3.9.2 Age group

The figure below illustrates the age group composition.

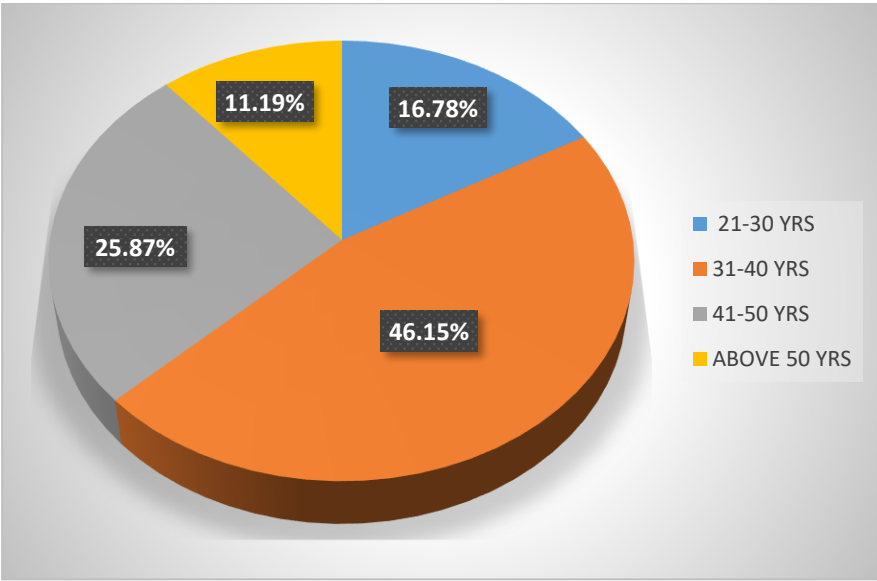


FIGURE 3.2: Age group composition

Most of the respondents (66; 46.15%) were between 31 and 40 years. 37 (25.87%) were 41 – 50 years, 24 (16.78%) were 21 – 30 years old and only a few employees were above 50 years (16; 11.19%).

3.9.3. Level of education

The figure below illustrates the level of education of the respondents.

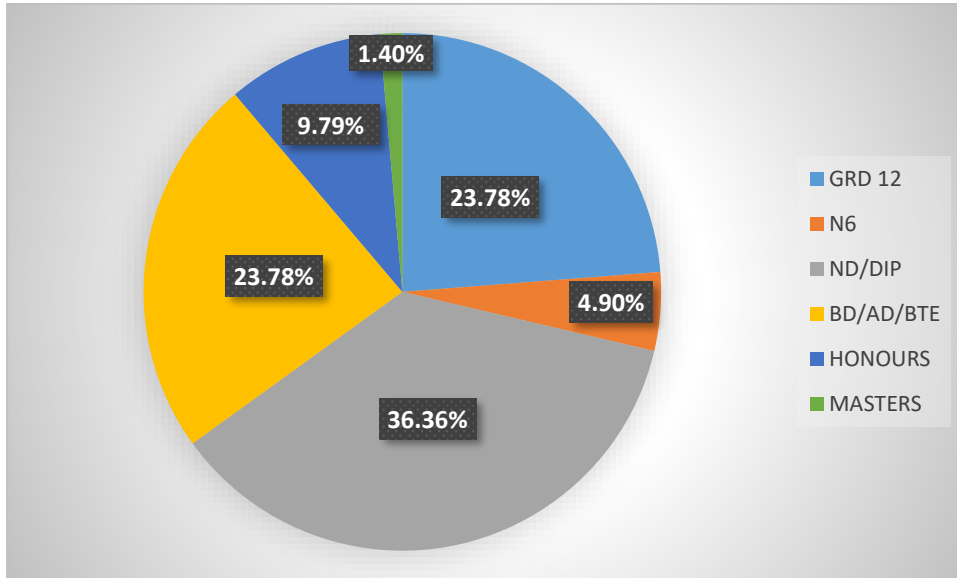


FIGURE 3.3: Level of education

Most of the respondents had national diplomas/diplomas (52; 36.36%), 34 (23.78%) had bachelor's degrees/advanced diplomas/BTech degrees and Grade 12,14 (9.79%) had obtained honours degrees, 7 (4.90%) had N6 certificates and at least 2 (1.40%) of the respondents had a master's degree.

3.9.4 Duration of service

The figure below illustrates the duration of service.

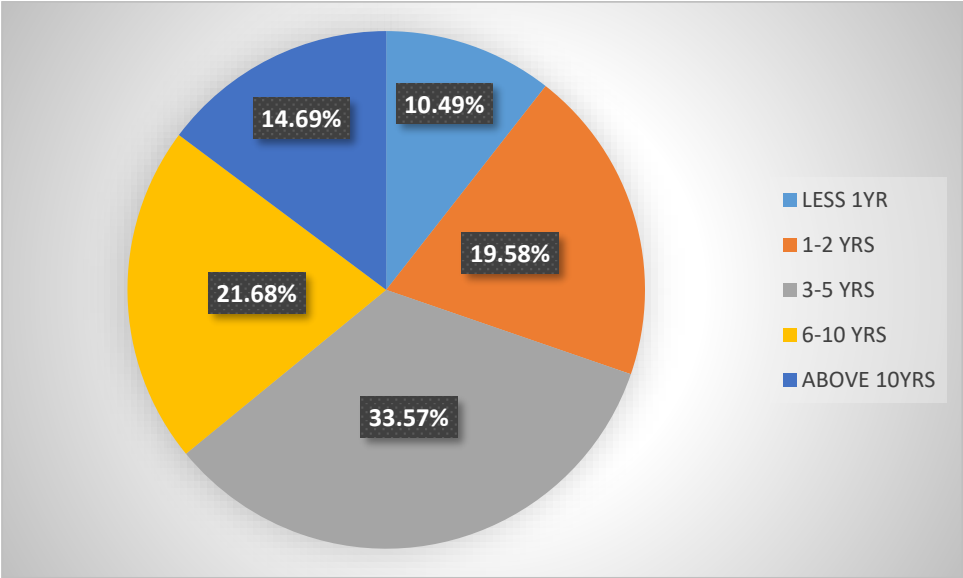


FIGURE 3.4: Duration of service

The above figure highlights that 48 (33.57%) of the respondents had 3-5 years' working experience in the municipality, followed by 30 (21.68%) with 6-10 years of experience, 28 (19.58%) with 1-2 years, 21 (14.69%) with above 10 years and finally 15 (10.49%) with less than 1 year.

3.9.5 Management level

The figure below illustrates the management level of the respondents.

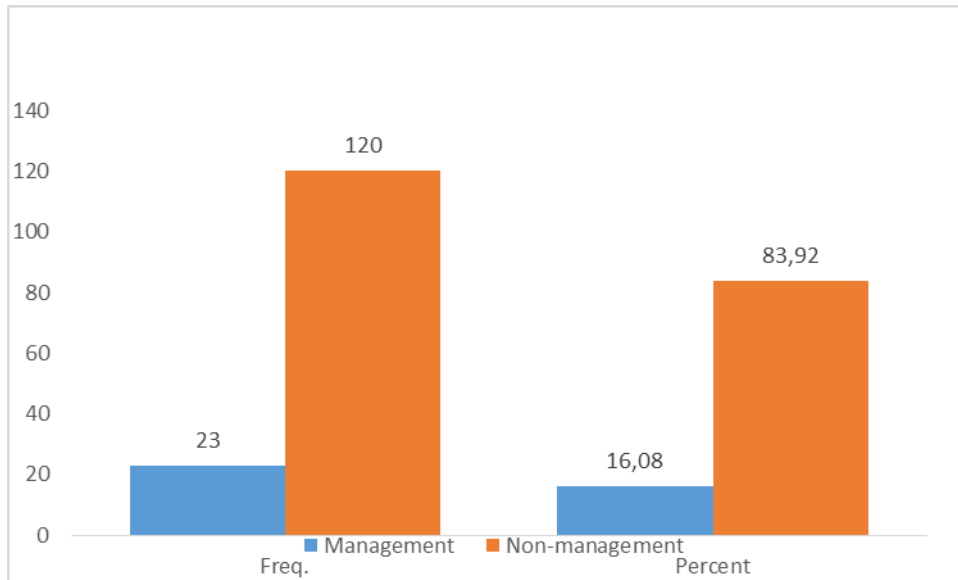


FIGURE 3.5: Management level

Figure 3.5 shows that 120 (83.92%) of the respondents were non-management and 23 (16.08%) were management.

3.10 DATA COLLECTION

A structured questionnaire was used to collect primary data from the employees from the Nkangala District Municipality as presented in the previous sections. Collis and Hussey (2014:186) define a questionnaire as a list of structured questions, selected with a view to obtaining responses from the chosen population. In this case, the employees from Nkangala District Municipality situated in Mpumalanga. This technique was chosen as it can collect data from a large population. A standardised questionnaire

developed by Seng *et al.* (2013:211) was adapted for the study. During data collection, the researcher visited participants at the research sites to distribute the questionnaires and to explain the purpose of the study to put the participants at ease. The researcher was allocated an office at the municipality so that where there is clarity needed in the completion of the questionnaire, is easily accessible. The questionnaire permitted respondents to take additional time to address questions if they wished to do so since the researcher was on site at all the times. The questionnaire for the current study allowed the researcher to reach a large number of Nkangala District Municipality employees and to maintain anonymity and confidentiality of respondents. Upon filling in the questionnaire, the respondents put the completed questionnaires in a box which was placed in the reception area to ensure confidentiality.

The questionnaire development was done as follows:

The literature review guided the development of the structured questionnaire. For the development of the questionnaire, the existing questionnaire on leaders' personality traits on job performance was then utilised in this study to collect data. Section A and B of the questionnaire was obtained from Seng *et al* (2013). This questionnaire was used because they addressed the problem statement and research objectives of this study. Suitable questions were selected from the existing questionnaire. The questionnaire consisted of two sections as indicated below.

- Section A of the questionnaire required the general information of the municipal employees. The general information assisted in determining the gender, age, level of education, duration of service and management level.

- Section B of the questionnaire focused on the personality traits of the municipal employees.

A five-point Likert scale was used to measure the employees' level of agreement/disagreement with each of the statements. Employees were required to select either strongly disagree, disagree, neutral, agree or strongly agree.

3.11 DATA ANALYSIS

Data collected was analysed using Stata, version 15. According to Field (2009:128), the last phase of the research cycle is to analyse the information gathered. The statistics will be presented in frequencies and proportions (percentages).

Blumberg, Boudreaux, Davern, Ganesh, Luke and Soderberg (2011:117) state that data analysis involves making sense of the collected data by developing summaries, searching for patterns and themes and applying statistical methods. Responses on questionnaires are analysed and relationships among variables are explored. Furthermore, researchers must determine if the findings answer the research question, are consistent with the research theories and accept or reject their hypothesis. Larger data sets enable researchers to make statistical analyses (Blumberg *et al.*, 2011:119).

The researcher used structural equation modelling (SEM) to test the hypothesised model. According to Hair, Hult, Ringle and Sarstedt (2017:89), SEM has been a fundamental instrument for social science researchers for over a century. Civelek (2018:6) defines SEM as a statistical technique increasingly used in scientific studies

in the fields of social sciences in recent years. SEM comprises two basic components, namely structural modelling and measurement modelling. This method is capable of interpreting the measurement errors and the relationships between errors in the experiential variables. Therefore, measurement errors can be minimised (Civelek, 2018:7). SEM involves a system of linear equations. The importance of regression analysis is to determine how much of the modification in the dependent variable is addressed by the independent variable(s) (Civelek, 2018:9).

Civelek (2018:10) discusses partial least square SEM (PLS-SEM). PLS-SEM is created on variance and is a useful method when the expectations of least squares are not met. It is a substitute for covariance-based SEM (CB-SEM). It is a second-generation multivariate analysis method that permits the measurement model and structural model to be analysed together (Civelek, 2018:102). The PLS-SEM technique is a non-parametric technique that does not have any distributional assumption (Hair *et al.*, 2017).

PLS-SEM using R software was utilised to test the hypothesised model. This allowed the researcher to test all of the hypotheses because of the small sample in this study.

3.11.1 Structural equation modelling assessment

Structural equation modelling estimation was utilised by employing bootstrapping to estimate the parameters and associated standard errors. Bootstrapping is utilised to resample a unique sample of the current data widely, inductively showing an assessment of a measurement's estimates. Bootstrapping can apply when one of the measurements cannot be expected to be ordinary, as when estimating a regression coefficient with ordinary least squares in the presence of skewed residuals (Civelek, 2018:100). Therefore, the structural model was used to determine the model's explanatory power to test the developed hypotheses about the associated constructs (Civelek, 2018:9). The model's explanatory power was assessed through the coefficient of determination (R^2) and goodness-of-fit index discussed below.

3.11.2 R^2 determination coefficients

According to Hair, Hult, Ringle and Sarstedt (2014:222), the key valuation criterion of the structural model is R^2 measures. The target of the PLS-SEM approach is to clarify the fluctuation of endogenous inert variables, and a sensibly high R^2 value ought to be obtained. A general guideline in research is that R^2 values of 0.75, 0.50, or 0.25 for endogenous inactive factors in the primary model can be described as generous, moderate, or frail, individually (Hair *et al.*, 2014:217). However, Sanchez (2013:125) considers $R^2 > .60$ as high, somewhere in the range of 0.30 and 0.60 as moderate and below 0.30 as low. Therefore, the acquired R^2 value could be used to interpret the strength of the structural model.

3.11.3 Goodness-of-Fit (GoF) index

Goodness-of-fit (GoF) is a tool that helps the researcher to determine if the sample data corresponds with the values expected under the model. Therefore, GoF summarises any discrepancies observed from the sample data with that expected from the model (Kery & Royle, 2015:589). Kery and Royle (2015:589) explain that GoF is used to assess the performance of a model both internally and externally. It surveys the general expectation performance of the model. The principal disadvantage of the GoF record is that there is no limit that permits researchers to decide its factual importance. A GoF of 0.78 can be assumed to predict that the model capability is 78%. The dependable guideline is that the higher the GoF, the better. The acceptable value is $\text{GoF} > 0.7$.

There is widespread agreement that a base worth of 0.90 is needed to demonstrate a solid match (Hair *et al.*, 1998:185). Tabachnick and Fidell (2007:405) explain that GoF is an option in contrast to the chi-squared test, as it computes the level of the fluctuation that is represented when the populace covariance is controlled by assessing the model's change. Populace covariance should go from 0 to 1 with an expanded value in bigger examples with a cut-off point of 0.90.

3.12 RELIABILITY

Reliability refers to the ability of a model to produce the same results (Collis & Hussey, 2014:301). Reliability is achieved when an experiment, measuring a procedure or test, is able to produce the same results under the same circumstances as it is associated

with its validity (Bryman, 2014:916). To test the internal consistency of the survey, a Cronbach's alpha co-proficiency with a cut-off point of 0.70 will be utilised (Bilankulu *et al.*, 2014:101). This is similar to other cut-off points; for instance, Cortina (1993:98) suggests 0.7 as an acceptable point. There are two types of reliability, namely internal and external consistency reliability. Internal consistency reliability assesses the consistency of results against items within a test (Streefkerk, 2021: par 2). External consistency reliability refers to the extent to which a measure varies from one use to another (Streefkerk, 2021: par 3).

To ensure the reliability of the study, the researcher focused on three models which were tested and are discussed in detail in chapter 4.

Consistency evaluations are tested through individual manifest and construct reliability tests. Reliability was measured and reported in terms of Cronbach's alpha and composite reliability. A composite variable (also referred to as a variate) is a linear combination of numerous variables that are selected in terms of the current investigation (Hair, Black, Babin & Anderson, 2010:319).

Cronbach (1951:330) describes internal consistency as the extent to which all the items in a test measure the same concept or construct based on the inter-correlations of the items within the test. Internal consistency is determined before a test can be initiated for research purposes to ensure validity. As a result, reliability estimations indicate the amount of measurement error in a test. Essentially, this analysis of reliability is the correlation of the test with itself. Additionally, if the items in a test are correlated to each other, the value of alpha is increased (Cronbach, 1951:331).

3.13 VALIDITY

Measurement validity, which is often called construct validity, addresses the question of whether or not a measure reflects the concept that is hypothetical to capture (Bryman *et al.*, 2014:1167).

According to Collis and Hussey (2014:53), validity indicates the extent to which an instrument measures what the researcher intends to assess to address the phenomenon under study. To confirm that the questionnaire was valid, the researcher addressed content validity by distributing the questionnaire to five specialists in leadership and human resources management for assessment. Based on the assessment reports, unclear and irrelevant items were excluded and adjustments were done accordingly (Huck, 2012:418). Validity is concerned with the reliability of the results of the research. Before looking at validity in greater detail below, it is important to be aware of the main categories of validity (Cronbach, 1951:329). Measurement validity evaluates and measures whether or not the correlation is a good indication that the test is measuring what it intends to measure (Bryman *et al.*, 2014:1167).

To confirm the validity of the study, the researcher adopted the following procedures:

The reflective measurement models included in the assessment are composite reliability to assess internal reliability, individual indicator consistency and average variance extracted (AVE) to assess convergent validity (Fornell & Larcker, 1981:38). Reflective measurement models in the assessment also include discriminant validity.

Reflective indicators should therefore be removed from measurement models should their loadings within the PLS model be less than 0.7 (Hulland, 1999:198).

- External validity

The study participants were managers and supervisors of the Nkangala District Municipality. The data obtained for this study can therefore not be generalised to managers and supervisors of other District Municipalities.

- Convergent validity

Hair *et al.* (2017:112) explain that convergent validity is the degree to which a measure relates positively with other measures of similar constructs. The items that are indicators (measures) of a detailed reflective construct should therefore converge or share a high proportion of variance. To assess the convergent validity of reflective constructs, the outer loadings of the indicators and the AVE are considered by researchers.

- Discriminant validity

Discriminant validity determines whether the constructs in the model are highly correlated or not. It associates the square root of the AVE of a specific construct with the correlation between that construct and other constructs; the value of the square root of the AVE should be higher than the correlation (Awang, Afthanorhan & Mamat, 2016:13). In this regard, the factor loading is reported in chapter 4.

Ravand and Baghaei (2016:8) further clarify discriminant validity as an instrument that displays how different a specified construct is from the other respective constructs. The distinction of the constructs can be established by the loyalty of the indicators to their respective latent, each indicator loading higher to its own latent than the others.

According to Fornell and Larcker (1981:41), the square root of the AVE of each construct must be greater than its correlations with other constructs. The discriminant validity was measured based on this criterion. The results of this study indicate that the square root of AVE values for all constructs were higher than all other construct values as they correlated with a latent variable correlation. As a result, the discriminant validity constructs have been established (Henseler, Ringle & Sinkovics, 2009:277; Hair *et al.*, 2017:122).

3.14 LIMITATIONS OF THE STUDY

In this study, the researcher experienced a number of limitations associated with this study. Firstly, the research method used for the study was cross-sectional. This means that information collection was by a defined phase. Therefore, those who did not participate could perhaps have provided different perspectives. This suggests that the consequences of the study are present-moment based and could differ as time progresses. Secondly, a longitudinal study could provide a better comprehension of the connections investigated in this study. Thirdly, the study was conducted in one municipality and, as such, no generalisation can be claimed and this suggests that the findings are more specific to the research site.

3.15 ETHICS

Before data collection, the researcher applied for ethics approval from the Faculty Committee for Research and Ethics which was acceded to. The study was carried out in accordance with the Tshwane University of Technology Policy on Ethics. Besides the ethics approval, the researcher obtained permission to conduct the study was obtained from the Nkangala District Municipality. In getting permission from the participants, the researcher made use of informed consent. The informed consent consisted of the following information; (i) purpose of the study and the importance of participating in the study; (ii) the rights of the participants such as the right to withdraw from the study at any given point and that participation in the study is voluntary; (iii) anonymity will be ensured since no personal identifiers would be used in the findings.

3.16 SUMMARY

In this chapter, the researcher presented the research design and methodology used in the study. A detailed discussion of the research design was given, which assisted in achieving a set of objectives. The research paradigm is classified under two approaches, namely the positivist approach and interpretivist approach. The researcher focused on investigating the values and beliefs of social reality, applying rational reasoning to the research and highlighting objectivity. Thus, the positivist approach was suitable for this study. The population and sampling for this study were described; the population consisted of employees from the top and middle management of the Nkangala District Municipality, and stratified random sampling was used. The technique that was used to collect data was a structured questionnaire. Validity and reliability were defined to explain how these two elements were adhered to.

CHAPTER 4

PRESENTATION OF THE RESULTS AND DISCUSSION

4.1 INTRODUCTION

In this chapter, the results are presented. According to Field (2009:957), the final stage of the research process is to analyse the data collected. A detailed discussion is given of how the data was analysed. Data collected was analysed using Stata, version 15 and PLS-SEM. In the next section a presentation of the descriptive and inferential statistics will be made. made.

4.2 DESCRIPTIVE STATISTICS IN RESPECT OF THE PERSONALITY TRAITS MODEL

In this section, the results relating the personality traits are presented. In this section, the descriptive results with the main trends are presented in the tables below.

4.2.1 Openness to experience

The table below illustrates the level of employees' perception of openness to experience.

TABLE 4.1: Openness to experience

Description	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
I see myself as someone who is original and comes up with new ideas.	4	2.80	5	3.50	19	13.29	49	34.27	66	46.15
I see myself as someone who is curious about many different things.	3	2.10	8	5.59	20	13.99	55	38.46	57	39.86
I see myself as someone who is ingenious and deep thinker.	1	0.70	4	2.80	20	13.99	61	42.66	57	39.86
I see myself as someone who has an active imagination.	3	2.11	4	2.82	19	13.38	59	41.55	57	40.14
I see myself as someone who is creative and inventive.	3	2.11	4	2.82	13	9.15	64	45.07	58	40.85
I see myself as someone who like art, music or literature.	11	7.75	17	11.97	32	22.54	34	23.94	48	33.80

Leaders who are open to experience are regarded as approachable and listen attentively to employees. By so doing, a conducive environment could be created. Because this leader is open, individuals feel comfortable sharing their experiences with the leader and at times discuss critical issues, successes and failures (Özbag, 2016:238). Openness to experience is a positive ingredient for effective leadership which could increase the job performance of employees. Leaders, in this case, experience a high degree of moral obligation and have a high regard for their duties and responsibilities. Above all, they act ethically at all times and, as such, they can be trusted by their followers in what they are doing at all times.

66 (46.15%) of the respondents strongly agreed and 49 (34.27%) agreed that they saw themselves as someone who was original and came up with new ideas. The majority (80.42%) therefore perceived themselves as innovative. 5 (3.50%) disagreed and 4 (2.80%) strongly disagreed. What this means is that the employees who took part in the study viewed themselves as individuals that brought new original ideas to their organisation.

Most of the respondents (57; 39.86%) strongly agreed and 55 (38.46%) agreed that they saw themselves as curious about many different things, which is a total of 78.32%. This means that they were not egocentric, that is, they had different perspectives on things. 8 (5.59%) disagreed and 3 (2.10%) strongly disagreed. Employees who participated in the study described themselves as being inquisitive, investigative, discoverers, questioners, seekers, or eager to learn if they were interested in gaining knowledge or learning something new.

61 (42.66%) of the respondents agreed and 57 (39.86%) strongly agreed that they were ingenious and deep thinkers, i.e. the overwhelming majority (82.52%). Only 4 (2.80%) disagreed and 1 (0.70%) strongly disagreed. Here, the participants regarded themselves as people who took in more than they put out, meaning that they said less and observed more. The positivity relating to the statement displays the possible work culture of the employees, which is likely to promote job performance.

59 (41.55%) of the respondents agreed and 57 (40.14%) strongly agreed that they had an active imagination. Overall 81 per cent of the respondents hold a similar view. Based on these two options, it is evident that most of the respondents regarded

themselves as imaginative. This means that they displayed a sense of open-mindedness in whatever they were doing. 4 (2.82%) disagreed, followed by 3 (2.11%) who strongly disagreed. In this regard, employees who took part in the study regarded themselves as dreamers.

64 (45.07%) of the respondents agreed and 58 (40.85%) of the respondents strongly agreed that they were creative and inventive, whereas 4 (2.82%) disagreed, followed by 3 (2.11%) that strongly disagreed. In this regard, most employees who participated in the study regarded themselves as inventive people who were good at inventing things and bringing up original ideas. When employees are creative and innovative, they are likely to be effective in executing their functions.

4.2.2 Conscientiousness

The table below illustrates the level of employees' perception of conscientiousness.

TABLE 4.2: Conscientiousness

Description	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
I see myself as someone who does a thorough job.	0	0	0	0	10	7.04	51	35.92	81	57.04
I see myself as someone who is a reliable worker.	0	0	0	0	7	4.93	37	26.06	98	69.01
I see myself as someone who tends to be disorganised.	76	53.52	47	33.10	10	7.04	6	4.23	3	2.11
I see myself as someone who tends to be lazy.	72	50.70	47	33.10	18	12.68	3	2.11	2	1.41
I see myself as someone who does things efficiently.	4	2.82	3	2.11	16	11.27	55	38.73	64	45.07
I see myself as someone who makes plans and follows through with them.	2	1.41	1	0.70	16	11.27	61	42.96	62	43.66

Conscientiousness is characterised by orderliness, responsibility and dependability.

It refers to personality traits such as organisation, thoroughness and reliability (Ongore, 2013:1316). According to Bhatti *et al.* (2013:77), this dimension is task-oriented behaviour and may lead to effective work adjustment and task achievement. This dimension is critical for the organisations aimed at accomplishing goals and ensures improved performance.

81 (57.04%) of the respondents strongly agreed and 51 (35.92%) agreed that they did a thorough job. Overall, 92.96% had a positive response to the statement. No respondents strongly disagreed or disagreed, followed by 10 (7.04%) who were neutral. In this regard, most respondents regarded themselves as efficient, hard-

working and doing a thorough job. This finding reflects positivity in terms of achieving organisational goals regarding job performance.

98 (69.01%) of the respondents strongly agreed, followed by 37 (26.06%) who agreed that they were reliable workers, i.e.. overall 95.07%. 4.93% remained neutral or indifferent in terms of whether they were reliable or not. No respondents strongly disagreed or disagreed. Reliable employees are a fundamental aspect for the employer, in this instance, Nkangala District Municipality.

Only 3 (2.11%) of the respondents strongly agreed and 6 (4.23%) agreed that they tended to be disorganised. On the other hand, 76 (53.52%) strongly disagreed and 47 (33.10%) of the respondents disagreed. Therefore, most of the respondents saw themselves as organised. This is important when working towards achieving job performance. When employees are disorganised, they may not achieve their set targets and they will not work with precision.

Only 2 (1.41%) of the respondents strongly agreed and 3 (2.11%) agreed that they tended to be lazy, whereas 72 (50.70%) strongly disagreed and 47 (33.10%) disagreed with this notion. Therefore, most of the respondents did not see themselves as lazy.

64 (45.07%) of the respondents strongly agreed and 55 (38.73%) of them agreed that they did things efficiently. The overall positive response towards the statement is 83.8%, which suggests that the majority of the respondents regarded themselves as doing things efficiently. This is an important aspect of job performance that should be instilled in all employees to achieve high job performance levels. A minimal number of

respondents had differing views. The responses are as follows: 4 (2.82%) strongly disagreed, followed by 3 (2.11%) who disagreed.

62 (43.66%) of the respondents strongly agreed and 61 (42.96%) agreed that they made plans and followed through with them, i.e. overall 86.62%. Only 2 (1.4%) strongly disagreed and 1 (0.70%) disagreed.

4.2.3 Extraversion

The table below illustrates the level of employees' perception of extraversion.

TABLE 4.3: Extraversion

Description	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
I see myself as someone who is full of energy.	0	0	0	0	15	10.56	70	49.30	57	40.14
I see myself as someone who generates a lot of enthusiasm.	0	0	1	0.70	24	16.90	72	50.70	45	31.69
I see myself as someone who has an assertive/confident/aggressive personality.	0	0	0	0	31	21.83	64	45.07	47	33.10
I see myself as someone who is outgoing and sociable.	1	0.70	3	2.11	28	19.72	51	35.92	59	41.55
I see myself as someone who is shy and inhibited/depressed.	38	26.76	33	23.24	40	28.17	23	16.20	8	5.63
I see myself as someone who tends to be quiet.	31	21.83	30	21.13	47	33.10	18	12.68	16	11.27

Extraversion relates to the extent to which an individual is active, talkative, assertive and influential. As a result of their optimistic opinions of the future, they are seen as role models. People who are regarded as extraverts are more comfortable with setting direction and they enjoy change (Deinert *et al.*, 2015:1098).

57 (40.14%) of the respondents strongly agreed and 70 (49.30%) agreed that they were full of energy. None of the respondents disagreed or strongly disagreed. This means that all the respondents who took part in the study viewed themselves as energetic people in their organisation.

45 (31.69%) of the respondents strongly agreed and 72 (50.70%) agreed that they generated a lot of enthusiasm, 1 (0.70%) disagreed and 0 (0%) strongly agreed. In this regard, almost all of the respondents who took part in the study viewed themselves as people who were always interested in work activities and they were passionate about what they were doing.

59 (41.55%) respondents strongly agreed and 51 (35.92%) agreed that they were sociable people. Only 3 (2.11%) disagreed and 1 (0.70%) strongly disagreed. In this regard, most of the respondents viewed themselves as people who were friendly and outgoing.

4.2.4 Agreeableness

The table below illustrates the level of employees' perception of agreeableness.

TABLE 4.4: Agreeableness

Description	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
I see myself as someone who tends to find fault with others.	70	49.30	36	25.35	26	18.31	8	5.63	2	1.41
I see myself as someone who is helpful and unselfish with others.	5	3.52	5	3.52	10	7.04	54	38.03	68	47.89
I see myself as someone who is generally trusting another person.	8	5.63	8	5.63	39	27.46	60	42.25	27	19.01
I see myself as someone who is considerate and kind to almost everyone.	2	1.41	2	1.41	11	7.75	62	43.66	65	45.77
I see myself as someone who likes to cooperate with others.	1	0.70	3	2.11	9	6.34	56	39.44	73	51.41
I see myself as someone who can forgive the mistakes of others.	2	1.41	6	4.23	18	12.68	50	35.21	66	46.48

Agreeableness relates to the extent to which individuals value cooperation and generosity, they are trustworthy and avoid conflicts (Deinert *et al.*, 2015:1098). The leaders are very friendly in this domain as they want the best for their employees. They are more concerned about their jobs and have an interest in the employees' growth prospects and developmental needs. Once this is visible, there is a greater possibility that employees' job performance will increase.

Only 2 (1.41%) respondents strongly agreed and 8 (5.63%) agreed that they found fault with others, 36 (25.35%) disagreed and 70 (49.30%) strongly disagreed. Overall, 81.69% of the respondents attested that they did not tend to find fault in others. This means that they concentrated on their job performance and not on checking what others were doing, which is one of the job performance derailers.

68 (47.89%) strongly agreed and 54 (38.03%) agreed that they were helpful and unselfish with others. 5 (3.52%) disagreed, followed by 5 (3.52%) that strongly disagreed. In this regard, most of the employees who took part in the study regarded themselves as people who were helpful and unselfish towards other employees. This is in line with people who like to do good for others in the workplace.

65 (45.77%) of the respondents strongly agreed and 62 (43.66%) agreed that they were considerate and kind to almost everyone, 2 (1.41%) each disagreed and strongly disagreed with the statement. Most of the employees who took part in the study, therefore, regarded themselves as considerate, putting other people's needs before their own.

73 (51.41%) of the respondents strongly agreed and 56 (39.44%) agreed that they liked to cooperate with others, followed by 3 (2.11%) that disagreed and 1 (0.70%) that strongly disagreed. Almost all the employees who took part in the study regarded themselves as considerate people, who always put other people's needs before their own.

66 (46.48%) strongly agreed and 50 (35.21%) agreed that they could forgive the mistakes of others; on the other hand, 6 (4.23%) disagreed, followed by 2 (1.41%) that strongly disagreed. In this regard, in individual behavioural characteristics, most of the respondents perceived themselves as kind, sympathetic, cooperative, warm and considerate and also forgivers.

4.2.5 Leadership

The table below illustrates the level of employees' perception of leadership.

TABLE 4.5: Leadership

Description	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
I always avoid getting involved when important issues arise.	40	28.17	36	25.35	36	25.35	17	11.97	13	9.15
I always seek differing perspectives when solving problems arise.	3	2.11	12	8.45	19	13.38	75	52.82	33	23.24
I always talk optimistically about the future.	2	1.41	2	1.41	18	12.68	67	47.18	53	37.32
I wait for things to go wrong before taking action.	58	41.13	37	26.24	20	14.18	18	12.77	8	5.67
Makes clear what one can expect to receive when performance goals are achieved.	6	4.23	4	2.82	22	15.49	79	55.63	31	21.83
Demonstrate that problems must become chronic before taking action.	43	30.28	34	23.94	27	19.01	27	19.01	11	7.75

13 (9.15%) of the respondents strongly agreed and 17 (11.97%) agreed that they always avoided getting involved when important issues arose, followed by 36 (25.35%) that disagreed and 40 (28.17%) that strongly disagreed. What this means is that the employees who took part in the study viewed themselves as people who got involved when important issues arose. This sentiment is important for the organisation to thrive as the employees own the processes and activities taking place.

33 (23.24%) of the respondents strongly agreed and 75 (52.82%) agreed that they always sought differing perspectives when solving problems, followed by 12 (8.45%) that disagreed and 3 (2.11%) that strongly disagreed. This means that most of the employees who took part in the study viewed themselves as people who sought different perspectives when solving problems that may arise in their organisation.

53 (37.32%) of the respondents strongly agreed and 67 (47.18%) agreed that they always talked optimistically about the future, followed by 2 (1.41%) each that disagreed and strongly disagreed. What this means is that most of the employees who took part in the study viewed themselves as people who were more optimistic about the future.

31 (21.83%) respondents strongly agreed and 79 (55.63%) agreed that they clearly understood what they would receive when performance goals were achieved. 4 (2.82%) disagreed and 6 (4.23%) strongly disagreed. Overall 84.51% of the respondents agreed that there was a clear indication of what they would receive once the performance goals were accomplished. This means that most of the employees who took part in the study viewed themselves as goal-orientated people.

4.3 JOB PERFORMANCE

The table below illustrates the level of employees’ perception of job performance.

TABLE 4.6: Job performance

Description	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
I seldom get things done on time.	19	13.38	16	11.27	19	13.38	50	35.21	38	26.76
My supervisor is never disappointed with the quality of my work.	3	2.11	4	2.82	15	10.56	45	31.69	75	52.82
I seldom exhibit willingness to go beyond.	8	5.63	19	13.38	20	14.08	46	32.39	49	34.51
I always strive to exhibit exemplary work habits (arriving to work on time, never take undeserved breaks, never absent without application, etc.)	2	1.41	2	1.41	12	8.45	54	38.03	72	50.70
On the job, I always exhibit an underlying concern for doing things or tasks better, for improving situations.	0	0	1	0.70	11	7.75	63	44.37	67	47.18
On the job, I exhibit zeal/passion about the job and a consequent willingness to work hard and energetically.	1	0.70	1	0.70	11	7.75	48	33.80	81	57.04

75 (52.82%) of the respondents strongly agreed and 45 (31.69%) agreed that their supervisor was never disappointed with the quality of their work, whereas only 4 (2.82%) disagreed and 3 (2.11%) strongly disagreed. The supervisors of most of the employees who took part in the study were therefore never disappointed with the quality of their work in their organisation. This is in line with supervisors empowering their employees and developing and raising their morale.

72 (50.70%) strongly agreed and 54 (38.03%) agreed that they always tried to exhibit exemplary work habits. 2 (1.41%) each disagreed and strongly disagreed. In this regard, the majority of employees who took part in the study viewed themselves as those who always exhibited exemplary work habits in their organisation.

67 (47.18%) of the respondents strongly agreed and 63 (44.37%) agreed that they always had an underlying concern for doing things or tasks better. Only 1 (0.7%) disagreed and none strongly disagreed. This means that most of the employees who took part in the study viewed themselves as people who always tried to do things or tasks better, for improving situations in their organisation.

81 (57.04%) strongly agreed and 48 (33.80%) agreed that they exhibited zeal/passion about the job and were willing to work hard and energetically. Only 1 (0.70%) each disagreed and strongly disagreed. This means is that most of the employees who took part in the study viewed themselves as people who exhibited zeal/passion about their job and a consequent willingness to work hard and energetically for their organisation. In other words, the respondents took pride in what they were doing and they worked

hard for the organisation. Once employees are working hard, the level of their job performance will increase.

4.4 INFERENCE STATISTICS

Table 4.7 below shows the original assessment model, i.e. model 1, which consists of 36 variables. Reliability is assessed and reported in terms of Cronbach's alpha and composite reliability. The factor loadings are presented to assess convergent validity. Convergent validity is also assessed based on the AVEs.

TABLE 4.7: Measurement model assessment

CONSTRUCT	MANIFEST VARIABLE	FACTOR LOADING	CRONBACH ALPHA	DG. Rho/COMPOSITE RELIABILITY	AVE
Openness to experience (Y1)	I see myself as someone who is original and comes up with new ideas (X1)	0.73027	0.805947	0.862789	0.5106081
	I see myself as someone who is curious about many different things (X2)	0.676312			
	I see myself as someone who is ingenious and deep thinker (X3)	0.82334			
	I see myself as someone who has an active imagination (X4)	0.797162			
	I see myself as someone who is creative and inventive (X5)	0.784721			
	I see myself as someone who like art, music or literature (X6)	0.379227			
Conscientiousness (Y2)	I see myself as someone who does a thorough job (X1)	0.798256	0.7358	0.819433	0.4338001
	I see myself as someone who is a reliable worker (X2)	0.823362			
	I see myself as someone who tends to be disorganised (X3)	0.539866			
	I see myself as someone who tends to be lazy (X4)	0.449628			
	I see myself as someone who does things efficiently (X5)	0.652356			
	I see myself as someone who makes plans and follows through with them (X6)	0.606031			
Extraversion (Y3)	I see myself as someone who is full of energy (X1)	0.840488	0.760402	0.833604	0.4541249
	I see myself as someone who generates a lot of enthusiasm (X2)	0.830809			
	I see myself as someone who has an assertive/confident/aggressive personality (X3)	0.684575			
	I see myself as someone who is outgoing and sociable (X4)	0.767051			
	I see myself as someone who is shy and inhibited/depressed (X5)	0.427555			
	I see myself as someone who tends to be quiet (X6)	0.297108			
Agreeableness (Y4)	I see myself as someone who tends to find fault with others (X1)	0.526931	0.746156	0.829603	0.4307424
	I see myself as someone who is helpful and unselfish with others (X2)	0.23766			
	I see myself as someone who is generally trusting another person (X3)	0.595483			
	I see myself as someone who is considerate and kind to almost everyone (X4)	0.777088			
	I see myself as someone who likes to cooperate with others (X5)	0.753195			
	I see myself as someone who can forgive the mistakes of others (X6)	0.851204			
Leadership (Y5)	I always avoid getting involved when important issues arise (X1)	0.243105	0.507424	0.059824	0.2857662
	I always seek differing perspectives when solving problems arise (X2)	0.75051			
	I always talk optimistically about the future (X3)	0.675298			
	I wait for things to go wrong before taking action (X4)	0.240191			
	Makes clear what one can expect to receive when performance goals are achieved (X5)	0.735775			

	Demonstrate that problems must become chronic before taking action (X8)	0.192741			
Job performance (Y6)	I seldom get things done on time (X1)	0.552188	0.7757	0.843255	0.4781725
	My supervisor is never disappointed with the quality of my work (X2)	0.627572			
	I seldom exhibit the willingness to go beyond (X3)	0.606189			
	I always strive to exhibit exemplary work habits (arriving to work on time, never take undeserved breaks, never absent without application, etc.) (X4)	0.708543			
	On the job, I always exhibit an underlying concern for doing things or tasks better, for improving situations (X5)	0.828631			
	On the job, I exhibit zeal/passion about the job and a consequent willingness to work hard and energetically (X6)	0.785495			

4.4.1 Measurement model evaluation

The assessment of the measurement model was conducted to ensure the quality criteria before proceeding to the structural model assessment. For this reason thorough evaluations were done, which are explained below.

4.4.1.1 First measurement model

- **Reliability**

Cronbach's alpha coefficient is utilised to evaluate how well grouped indicators measure their corresponding latent construct (Sanchez, 2013:57) or to test the internal consistency amongst the grouped variables. The alpha coefficients for openness, conscientiousness, extraversion, agreeableness and job performance were above the minimum cut-off point of 0.7 as recommended by Sarstedt and Mooi (2014:177), indicating internal consistency.

The alpha coefficient for leadership was very low, according to Nunnally and Bernstein (1994:240). The internal consistency of the measures was moderate to high. One of the five was below 0.7, which normally determines acceptable reliability and is considered adequate. The low result is due to the small number of variables in the construct which resulted in these relatively moderate coefficients. Cronbach's alpha estimation of reliability indeed increases as the number of variables in the construct increases (Cronbach, 1951:321; Voss, Stem & Fotopoulos, 2000:179; Katz, Golstand, Bar-lian & Parush, 2007:52).

- **Homogeneity**

Dillon-Goldstein's Rho coefficient (composite reliability) focuses on the variance of the indicators in the construct of interest. It is also considered to be a better indicator of internal consistency than Cronbach's alpha because it takes into account the extent to which the constructs explain their grouped indicators (Sanchez, 2013:58).

The Dillon-Goldstein Rho coefficients were all above 0.7, which indicates homogeneity amongst the grouped variables, except for leadership which suggests low loadings of its indicators. According to Hair *et al.* (2017:112), convergent validity is the extent to which a measure correlates positively with other measures of the same construct using different indicators. Therefore, when evaluating formative measurement models, a test must be done to determine whether the formatively measured construct is highly correlated with a reflective measure of the same construct. This type of analysis is also known as redundancy analysis (Chin, 1998:113). To evaluate the convergent validity of reflective constructs, researchers consider the outer loadings of the indicators and the AVE. The quality of a measurement model will be further inspected by checking

convergent validity which shows the degree to which the indicators under the constructs are related. It is inspected by the loadings of the indicator variables onto their respective latent constructs; the loading should load higher than 0.5 as that is the standardised common rule (Hair *et al.*, 2017:113). The higher the value, the better the factor loading. Most of the factor loadings, according to the above table, were above 0.7, which is considered as excellent and acceptable (Hair *et al.*, 2017:114). The loadings below 0.5 were removed from the above table. These are openness: X6, conscientiousness: X4, extraversion: X5 and X6, agreeableness: X2 and leadership: X1, X4 and X6. Indicators with very low outer loadings (below 0.40) should be eliminated from the construct (Bagozzi, Yi & Phillips, 1991:439; Hair *et al.*, 2010:331).

The AVE is an indicator of how much the construct explains the variance of its observed variables (Ravand & Baghaei, 2016:18). An AVE value of 0.50 or higher indicates that, on average, the construct explains more than half of the variance of its indicators. In this case, openness to experience is considered acceptable. An AVE of less than 0.50 indicates that, on average, more variance remains in the error of the items than in the variance explained by the construct (Hair *et al.*, 2017:114). The AVEs for conscientiousness, extraversion, agreeableness, leadership and job performance were all near or below 0.4 as they had a low correlation with openness to experience, which means that they did not measure what they were supposed to measure.

4.4.1.2 Revised measurement model

Table 4.8 below presents the results of the revised model, in terms of Cronbach's alpha, Dillon-Goldstein's Rho and factor loadings.

TABLE 4.8: Revised measurement model results

CONSTRUCT	MANIFEST VARIABLE	FACTOR LOADING	CRONBACH ALPHA	DG. Rho/COMPOSITE RELIABILITY	AVE
Openness to experience (Y1)	I see myself as someone who is original and comes up with new ideas (X1)	0.7362904	0.824149	0.877121	0,5846895
	I see myself as someone who is curious about many different things (X2)	0.6797273			
	I see myself as someone who is ingenious and deep thinker (X3)	0.8299503			
	I see myself as someone who has an active imagination (X4)	0.7898004			
	I see myself as someone who is creative and inventive (X5)	0.7789047			
	I see myself as someone who like art, music or literature (X6)	0.379227			
Conscientiousness (Y2)	I see myself as someone who does a thorough job (X1)	0.8283686	0.766543	0.844002	0,514131
	I see myself as someone who is a reliable worker (X2)	0.8519674			
	I see myself as someone who tends to be disorganised (X3)	0.4779595			
	I see myself as someone who tends to be lazy (X4)	0.449628			
	I see myself as someone who does things efficiently (X5)	0.6948347			
	I see myself as someone who makes plans and follows through with them (X6)	0.6688586			
Extraversion (Y3)	I see myself as someone who is full of energy (X1)	0.8537151	0.808741	0.874639	0,6266808
	I see myself as someone who generates a lot of enthusiasm (X2)	0.8408466			
	I see myself as someone who has an assertive/confident/aggressive personality (X3)	0.7005539			
	I see myself as someone who is outgoing and sociable (X4)	0.7616396			
	I see myself as someone who is shy and inhibited/depressed (X5)	0.427555			
	I see myself as someone who tends to be quiet (X6)	0.297108			

Agreeableness (Y4)	I see myself as someone who tends to find fault with others (X1)	0.5149916	0.752822	0.838969	0.5105241
	I see myself as someone who is helpful and unselfish with others (X2)	0.23766			
	I see myself as someone who is generally trusting another person (X3)	0.6031114			
	I see myself as someone who is considerate and kind to almost everyone (X4)	0.7851538			
	I see myself as someone who likes to cooperate with others (X5)	0.7626859			
	I see myself as someone who can forgive the mistakes of others (X6)	0.8517654			
Leadership (Y5)	I always avoid getting involved when important issues arise (X1)	0.243105	0.655067	0.813355	0.5890516
	I always seek differing perspectives when solving problems arise (X2)	0.7784269			
	I always talk optimistically about the future (X3)	0.7232205			
	I wait for things to go wrong before taking action (X4)	0.240191			
	Makes clear what one can expect to receive when performance goals are achieved (X5)	0.7988481			
	Demonstrate that problems must become chronic before taking action (X6)	0.192741			
Job performance (Y6)	I seldom get things done on time (X1)	0.552168	0.7757	0.843255	0.4779542
	My supervisor is never disappointed with the quality of my work (X2)	0.627572			
	I seldom exhibit the willingness to go beyond (X3)	0.606189			
	I always strive to exhibit exemplary work habits (arriving to work on time, never take undeserved breaks, never absent without application, etc.) (X4)	0.706543			
	On the job, I always exhibit an underlying concern for doing things or tasks better, for improving situations (X5)	0.828631			
	On the job, I exhibit zeal/passion about the job and a consequent willingness to work hard and energetically (X6)	0.785495			

Cronbach alpha's for conscientiousness, agreeableness and job performance were above the minimum cut-off point of 0.7. The alpha coefficients for openness to

experience, conscientiousness, extraversion and agreeableness improved after dropping low variables, and the alpha coefficient for job performance remained unchanged. Cronbach's alpha for leadership was 0.65, which is considered to be very good.

The Dillon-Goldstein Rho coefficients were all above 0.7, which indicates homogeneity amongst the grouped variables and is to be considered excellent and indicates a good model fit.

In terms of convergent validity, the AVE for openness to experience, conscientiousness, extraversion, agreeableness and leadership were still above the 0.5 cut-off point. The AVE for leadership improved from 0.28 to 0.58. The AVE for job performance remained at 0.47.

The factor loadings for openness to experience, conscientiousness, extraversion, agreeableness and leadership improved based on the results from the original model. The factor loading for conscientiousness variable X3 decreased from 0.53 to 0.47, but it was still considered to be a low value as it does not fall below the cut-off point of 0.7 and it was subsequently dropped, resulting in the new model (model 3).

4.4.1.3 Third measurement model

Table 4.9 below presents the reliability results for factor loadings, Cronbach's alphas, Dillon-Goldstein Rho and AVEs.

TABLE 4.9: Reliability results for factor loadings

CONSTRUCT	MANIFEST VARIABLE	FACTOR LOADING	CRONBACH ALPHA	DG. Rho/COMPOSITE RELIABILITY	AVE
Openness to experience (Y1)	I see myself as someone who is original and comes up with new ideas (X1)	0.7366527	0.824149	0.877121	0.584674
	I see myself as someone who is curious about many different things (X2)	0.6795122			
	I see myself as someone who is ingenious and deep thinker (X3)	0.8299137			
	I see myself as someone who has an active imagination (X4)	0.7897303			
	I see myself as someone who is creative and inventive (X5)	0.7788094			
Conscientiousness (Y2)	I see myself as someone who does a thorough job (X1)	0.8474974	0.79287	0.865636	0.602402
	I see myself as someone who is a reliable worker (X2)	0.8843822			
	I see myself as someone who tends to be lazy (X4)	0.449628			
	I see myself as someone who does things efficiently (X5)	0.6878848			
	I see myself as someone who makes plans and follows through with them (X6)	0.6603321			
Extraversion (Y3)	I see myself as someone who generates a lot of enthusiasm (X2)	0.8531454	0.766321	0.865281	0.672902
	I see myself as someone who has an assertive/confident/aggressive personality (X3)	0.7742975			
	I see myself as someone who is outgoing and sociable (X4)	0.8314511			
Agreeableness (Y4)	I see myself as someone who tends to find fault with others (X1)	0.5144348	0.752822	0.838969	0.510677
	I see myself as someone who is generally trusting another person (X3)	0.6034869			
	I see myself as someone who is considerate and kind to almost everyone (X4)	0.7858058			
	I see myself as someone who likes to cooperate with others (X5)	0.762884			
	I see myself as someone who can forgive the mistakes of others (X6)	0.8515048			

Leadership (Y5)	I always seek differing perspectives when solving problems arise (X2)	0.777327	0.655067	0.813355	0.588887
	I always talk optimistically about the future (X3)	0.7228494			
	Makes clear what one can expect to receive when performance goals are achieved (X5)	0.7999453			
Job performance (Y6)	I seldom get things done on time (X1)	0.5462066	0.7757	0.843255	0.4776621
	My supervisor is never disappointed with the quality of my work (X2)	0.6393356			
	I seldom exhibit willingness to go beyond (X3)	0.6068941			
	I always strive to exhibit exemplary work habits (arriving to work on time, never take undeserved breaks, never absent without application, etc.) (X4)	0.7022874			
	On the job, I always exhibit an underlying concern for doing things or tasks better, for improving situations (X5)	0.826772			
	On the job, I exhibit zeal/passion about the job and a consequent willingness to work hard and energetically (X6)	0.7834545			

As expected, the Dillon-Goldstein Rho, Cronbach's alpha coefficients, factor loadings and AVEs for openness to experience, conscientiousness, agreeableness, leadership and job performance remained unchanged. Those for extraversion changed slightly; however, they were above the cut-off point, which is 0.7.

4.4.2 Cross-loadings of third measurement model

TABLE 4.10: Cross-loadings

CONSTRUCT	MANIFEST VARIABLE	Openness	Conscientiousness	Extraversion	Agreeableness	Leadership	Performance
Openness to experience (Y1)	I see myself as someone who is original and comes up with new ideas (X1)	0,74	0,40	0,19	0,17	-0,33	0,26
	I see myself as someone who is curious about many different things (X2)	0,68	0,15	0,22	0,04	-0,16	0,21
	I see myself as someone who is ingenious and deep thinker (X3)	0,83	0,24	0,20	0,16	-0,25	0,36
	I see myself as someone who has an active imagination (X4)	0,79	0,28	0,22	0,09	-0,16	0,18
	I see myself as someone who is creative and inventive (X5)	0,78	0,24	0,26	0,13	-0,17	0,25
Conscientiousness (Y2)	I see myself as someone who does a thorough job (X1)	0,26	0,85	0,18	0,18	-0,26	0,22
	I see myself as someone who is a reliable worker (X2)	0,30	0,88	0,34	0,21	-0,34	0,27
	I see myself as someone who does things efficiently (X5)	0,26	0,69	0,18	0,27	-0,31	0,16
	I see myself as someone who makes plans and	0,29	0,66	0,23	0,27	-0,31	0,08

	follows through with them (X6)						
Extraversion (Y3)	I see myself as someone who is full of energy (X1)	0,24	0,36	0,85	0,46	-0,38	0,37
	I see myself as someone who generates a lot of enthusiasm (X2)	0,25	0,17	0,84	0,30	-0,45	0,30
	I see myself as someone who has an assertive/confident/aggressive personality (X3)	0,23	0,23	0,70	0,33	-0,31	0,15
	I see myself as someone who is outgoing and sociable (X4)	0,18	0,18	0,76	0,37	-0,40	0,26
Agreeableness (Y4)	I see myself as someone who tends to find fault with others (X1)	0,03	0,12	0,21	0,51	-0,20	0,24
	I see myself as someone who is generally trusting another person (X3)	0,10	0,20	0,28	0,60	-0,26	0,15
	I see myself as someone who is considerate and kind to almost everyone (X4)	0,17	0,20	0,44	0,79	-0,39	0,19
	I see myself as someone who likes to cooperate with others (X5)	0,19	0,33	0,43	0,76	-0,46	0,18
	I see myself as someone who can forgive the mistakes of others (X6)	0,12	0,17	0,33	0,85	-0,31	0,30
Leadership (Y5)	I always seek differing perspectives when solving problems arise (X2)	-0,11	-0,23	-0,40	-0,35	0,78	-0,24

	I always talk optimistically about the future (X3)	-0,29	-0,30	-0,47	-0,35	0,72	-0,26
	Makes clear what one can expect to receive when performance goals are achieved (X5)	-0,24	-0,33	-0,28	-0,33	0,80	-0,32
Job performance (Y6)	I seldom get things done on time (X1)	0,12	0,05	0,33	0,15	-0,20	0,54
	My supervisor is never disappointed with the quality of my work (X2)	0,31	0,27	0,22	0,12	-0,33	0,64
	I seldom exhibit willingness to go beyond (X3)	0,18	0,08	0,28	0,25	-0,18	0,60
	I always strive to exhibit exemplary work habits (arriving to work on time, never take undeserved breaks, never absent without application, etc.) (X4)	0,19	0,22	0,21	0,29	-0,24	0,70
	On the job, I always exhibit an underlying concern for doing things or tasks better, for improving situations (X5)	0,32	0,22	0,30	0,20	-0,26	0,83
	On the job, I exhibit zeal/passion about the job and a consequent willingness to work hard and energetically (X6)	0,27	0,20	0,21	0,30	-0,27	0,79

The results in Table 4.10 above (cross-loadings) indicate that all the indicators loaded higher on their respective latent construct than the other latent constructs, supporting discriminant validity. For instance, X1 loaded 0.74 on openness to experience, which is higher than its loading on conscientiousness (0.40), extraversion (0.19), agreeableness (0.17), leadership (-0.33) and job performance (0.26). X2 loaded 0.68 on openness to experience.

TABLE 4.11: Fornell and Larcker criteria results

	OPENNESS	CONSCIENTIOUSNESS	EXTRAVERSION	AGREEABLENESS	LEADERSHIP	JOB PERFORMANCE
OPENNESS	0.76464					
CONSCIENTIOUSNESS	0.346	0.776146				
EXTRAVERSION	0,281	0,305	0.79166			
AGREEABLENESS	0.166	0.274	0,465	0.714616		
LEADERSHIP	-0.288	-0.381	-0,488	-0.447	0.76739	
JOB PERFORMANCE	0.347	0.263	0,365	0.316	-0.363	0.691131

Note: The diagonal values represent the square root of the AVE for the respective constructs and off-diagonal values represent the intercorrelation between the respective constructs.

As shown in Table 4.11 above, the square root of the AVEs was greater in all cases than the off-diagonal elements in their corresponding row and column. This shows that the necessary discriminant validity by Fornell and Larcker was accomplished.

4.5 STRUCTURAL EQUATION MODELLING RESULTS (HYPOTHESES TESTING)

The measurement model was first evaluated in R Software using the PLSPM package to test the hypotheses. Measurement model evaluation involves evaluating the consistency and validity of the manifest variables. Consistency evaluations are done through individual manifest and construct reliability tests. The validity of the variables is confirmed based on convergent and discriminant validity (Civelek, 2018:11).

TABLE 4.12: Hypotheses testing

	Relationship	Coefficient	Std. Error	95% Confidence Interval	
Openness to experience	→ Job performance	0.235	0.072	0.11296	0.3996
Conscientiousness	→ Job performance	0.0609	0.0902	-0.11994	0.2261
Extraversion	→ Job performance	0.1599	0.0868	0.00143	0.3508
Agreeableness	→ Job performance	0.1429	0.1103	-0.06934	0.3754
Leadership	→ Job performance	-0.148	0.1092	-0.35674	0.0847

The results in the above table indicate that there is a significant positive relationship between both openness to experience ($\beta = 0.235$; confidence interval (CI) 0.11296, 0.3996) and job performance. This means that when openness increases, job performance increases as well. The results further show that extraversion ($\beta = 0.1599$; CI 0.00143, 0.3508) has a positive significant effect on job performance.

Conscientiousness ($\beta = 0.0609$; CI -0.11994, 0.2261) and agreeableness ($\beta = 0.1429$; CI -0.06934, 0.3754) has no significant effect on job performance.

In terms of leadership ($\beta = -0.148$; CI $-0.35674, 0.0847$), the results show that the effect of leadership on performance is negative, meaning that when leadership increases, job performance declines. However, the effect is not significant.

4.5.1 Openness to experience and job performance

The results in the above Table 4.12 indicate that there is a significant positive relationship between both openness to experience ($\beta = 0.235$; confidence interval (CI) $0.11296, 0.3996$) and job performance. This means that when openness increases, job performance increases as well. This finding concurs with Rose *et al.* (2010:79), who conducted a study on the effects of the Big Five personality traits on expatriate job performance and found that employees with greater openness to experience performed better in their respective task, contextual and assignment-specific work. Similarly, scholars such as Seng *et al.* (2013:338) discovered that openness to experience is a decent indicator of job performance. In other words, those employees who are open to experience will actually want to build their job performance by using these traits to the best of their ability.

4.5.2 Agreeableness and job performance

The results in Table 4.12 indicates that agreeableness ($\beta = 0.1429$; CI $-0.06934, 0.3754$) has no significant effect on job performance. The results are in line with those reported by Barrick, Mount and Judge (2001:24) and Ashton, Lee, Goldberg and De Vries (2009:87), who found that the presence of agreeableness results in a greater possibility for cooperation in the workplace, and hence anticipated job performance. Employees who display more agreeableness are more often versed with their jobs. Accordingly, Meier and Robinson (2004:859) describe the types of people with an undeniable degree of pleasantness as typically warm, cordial and prudent who try to avoid relational contentions, animosity and outrage. Agreeable employees consider themselves as helpful and unselfish towards others, prepared to cooperate with their managers and co-workers and leaders are able to build trust with such employees. It could be deduced that when leaders show trust among the employees, such employees are likely going to achieve their objectives. They are considerate and kind to almost everyone, which makes it easier to perform their jobs. When there is agreeableness, there is a greater possibility for cooperation in the workplace and therefore anticipated job performance. These findings are congruent McCrae and Costa (1999:150) and DeNeve & Cooper, (1998:197) who argue that agreeableness is related to pleasure, since such employees have a greater motivation to accomplish their set objectives and had a better relationships with others which could a good performance.

4.5.3 Conscientiousness and job performance

The results on Table 4.12 indicates that Conscientiousness ($\beta = 0.0609$; CI -0.11994, 0.2261) has no positive effect on job performance. Contrary to this findings, Barrick, Parks and Mount (2005:757) and Steel, Schmidt and Shultz (2008:138) had different views that conscientiousness is a predictor of job performance as there is a significant link between them (Judge, Thoresen, Bono & Patton, 2001:376). The findings further align with Tuteja and Sharma (2017:7366), who found in their study that as a result of the attributes displayed by highly conscientious employees, they are regarded as the best performers in their respective job responsibilities in contrast to their counterparts who are less conscientious.

4.5.4 Extraversion and job performance

The results on Table 4.12 indicate that extraversion ($\beta = 0.1599$; CI 0.00143, 0.3508) has a positive significant effect on job performance. The finding is in line with what Hlatswayo, Mhlanga and Zingwe (2013:556) found in their study that employees who get well with people with different personalities, take efforts to develop social relationships which could at times put them under pressure to meet targets. Extravert employees are full of energy, generate a lot of enthusiasm and have assertive personalities, though they are sociable, shy and quiet. Similarly, a study conducted by Johnson (1997:19) found that there was a positive relationship between extraversion and job performance of police personnel and explained the relationship as being based on the high level of interaction in the police service. Rothman and Coetzer (2003:74)

also found that extraversion is related to job performance and, importantly, that extraverts experience beneficial outcomes for job performance.

4.5.5 Leadership and job performance

In terms of leadership ($\beta = -0.148$; CI $-0.35674, 0.0847$), as depicted in Table 4.12 show that the effect of leadership is negative, and the job performance of employees declines. However, the effect is not significant.

The concept of leadership is crucial to humankind in general, particularly in work settings. How the leaders deport themselves could influence the performance of the employees either positively or negatively. The results of the study are that the effect of leadership on performance is negative, job performance declines. In essence, the leadership trend could affect employees' job performance negatively, and the effect is not significant. The findings contradict those of Mohammed, Yusuf, Sanni, Ifeyinwa, Bature and Kazeem (2014:9) who found that employee performance will increase if there is good leadership within the organisation.

The results in Figure 4 confirm that personality traits affect the degree of an individual's job performance. For example, high openness and high agreeableness of the employees in Nkangala District Municipality have a positive significant relationship with the overall job performance, whereas high conscientiousness, extraversion and leadership in the employees do not have a significant relationship with job performance.

The empirical results were used to investigate the direct structural path between independent variables for the personality traits (openness, conscientiousness,

extraversion, agreeableness and leadership) and the dependent variable (job performance). In this study, all the hypotheses were tested based on bootstrapping. This was created from structural path analysis or simultaneous equations to accept or reject the study hypotheses.

The objectives of this study were to explore the relationship between the traits of openness to experience and employee job performance, conscientiousness and employee job performance, extraversion and employee job performance, agreeableness and employee job performance, and leadership and employee job performance.

These values in Figure 4 specify that the personality traits scale items (using model 2) met the validity criteria. The structural equation model (Table 4.12) was run for the measurement models that were first established individually for the sample of Nkangala District Municipality employees using PLS as described in chapter 1. The structural model comprised structural paths from the personality traits model (openness, conscientiousness, extraversion, agreeableness and leadership) to job performance (Figure 4). The estimates from the hypothesised model are presented in Figure 4 below.

Table 4.13 depicts a summary of the tested hypotheses to determine whether they were supported or not.

TABLE 4.13: Summary of relationship hypotheses

Hypothesis	Relationship	Results
Openness	Job performance	Supported
Conscientiousness	Job performance	Not supported
Extraversion	Job performance	Supported
Agreeableness	Job performance	Not supported
Leadership	Job performance	Not supported

Out of the five hypotheses tested, only two were supported and the rest were not.

The results are represented schematically in Figure 4 below.

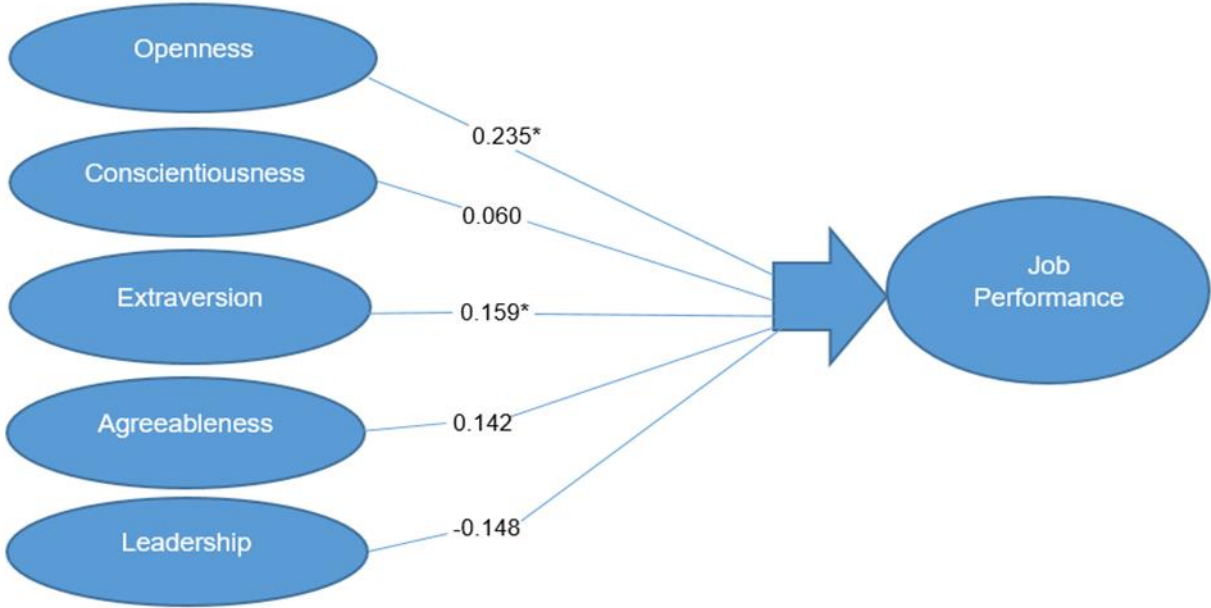


FIGURE 4: The personality traits model of job performance

4.5.6 The relationship between personality traits and job performance

Openness to experience as a human personality trait relates to job performance, which is defined as the standard for advancements, redundancy, rewards, punishments, reviews and salary changes. The results presented support hypothesis 1. This is in agreement with what Liao, Lu, Huang and Chiang (2012:7305) found in their study that the needs of the employees are met in the form of rewards and salaries.

Based on the six constructs of openness to experience, Nkangala District Municipality employees demonstrated positive energy because they regarded themselves as original individuals that came up with new ideas. Furthermore, they were curious about many different things, ingenious and deep thinkers with active imaginations, and they made extra efforts to be creative and innovative individuals. They also liked art, music or literature. On the other hand, with regard to job performance constructs, it appears that these employees were highly committed to their jobs because they only sometimes completed things on schedule, their supervisors were never disillusioned with the nature of their work, they were more likely to exhibit the ability to go beyond, striving to display commendable work as well as always being concerned about getting things done or doing tasks better and exhibiting energy/enthusiasm about the work and trying everything sincerely and vivaciously. Therefore, it can be hypothesised that employees are able to change their current situation by introducing new ideas and making extra efforts to improve their situation and attain high levels of openness to experience and job performance. Lastly, a high level of openness to experience suggests that the employees were significantly content. Openness to experience should be maintained at Nkangala District Municipality to exhibit high levels of job

performance in striving to meet the standards, developing their personality traits and understanding the influences of personalities; this will all improve productivity as well. H1 is thus supported.

The results reveal that H2 is not supported. Conscientious employees strongly agreed that they performed jobs thoroughly and that they were reliable employees, thus attaining job performance. Conscientiousness does not predict employees' job performance. Respondents further established that they were individuals who did things efficiently and they made plans and followed through with them competently. As a result, highly conscientious employees may be likely to provide quality service to the municipality, as they strongly disagreed that they tended to be disorganised and lazy.

Extravert employees in Nkangala District Municipality require a calm, sociable environment that helps them reach their objectives, thus attaining job performance. H3 is supported. This suggests that there is a significant relationship between extraversion and employee job performance in the Nkangala District Municipality. In other words, extraversion is a predictor of employees' job performance.

It emerged that agreeableness is not positively and significantly associated with job performance in Nkangala District Municipality employees. This means that agreeableness do not predict job performance in the municipality. Hypothesis 4 is not supported.

The results suggest that there is a negative relationship between leadership and job performance, and therefore hypothesis 5 is rejected. In essence, leadership does not predict employees' job performance. Employees in Nkangala District Municipality always avoided getting involved when important issues arose, they always sought differing perspectives when solving problems, they always waited for things to go wrong before taking action, and they also made it clear what they could expect to receive when performance goals were achieved and demonstrated that problems had to become chronic before taking action. Based on the negative relationship between leadership and job performance, it can thus be deduced that leaders do not influence an employee's job performance.

4.5.7 Structural equation modelling assessments

SEM estimation was utilised by employing bootstrapping to estimate the parameters and associated standard errors. Bootstrapping is utilised to resample a unique sample of the current data widely, inductively showing an assessment of a measurement's testing circulation. Bootstrapping can apply when the basic examining circulation of the measurement cannot be expected to be ordinary, as when estimating a regression coefficient with ordinary least squares in the presence of skewed residuals (Civelek, 2018:100). Therefore, the structural model was used to determine the model's explanatory power to test the developed hypotheses about the associated constructs (Civelek, 2018:9). The model's explanatory power was assessed through the coefficient of determination (R^2) and goodness-of-fit index discussed below.

4.5.7.1 R² determination coefficients

According to Hair *et al.* (2014:222), the key valuation criterion of the structural model is R² measures. The target of the PLS-SEM approach is to clarify the fluctuation of endogenous inert variables, and a sensibly high R² value ought to be obtained. A general guideline in research is that R² values of 0.75, 0.50, or 0.25 for endogenous inactive factors in the primary model can be described as generous, moderate, or frail, individually (Hair *et al.*, 2014:217). However, Sanchez (2013:125) considers R² > .60 as high, somewhere in the range of 0.30 and 0.60 as moderate and below 0.30 as low. Therefore, the acquired R² value could be used to interpret the strength of the structural model. The R² for performance is 0.2404838, which means that openness to experience, conscientiousness, extraversion, agreeableness and leadership explain 24% of the variation in job performance. According to Sanchez (2013:126), this can be considered as low.

4.5.7.2 Goodness-of-fit (GoF) index

GoF helps the researcher to determine if the sample data corresponds with the values expected under the model. Therefore, GoF summarises any discrepancies observed from the sample data with that expected from the model (Kery & Royle, 2015:589). GoF is used to assess the performance of a model both internally and externally. A GoF of 0.78 can be assumed to predict that the model capability is 78%. The dependable guideline is that the higher the GoF, the better. The acceptable value is GoF > 0.7.

The results of this current study show that the GoF for openness to experience is 0.3658412. Therefore the GoF for the model is 37%, which is below the cut-off point of 70%.

4.6 SUMMARY

In this chapter the data analysis for the hypothesised relationships was presented. The influence of leadership on the relationship between leaders' personality traits on employees and their attitudes to job performance in Nkangala District Municipality was analysed. Whereas many empirical studies have been carried out in the areas of personality traits and job performance, in this study the personality traits model was used mainly as the theoretical underpinning for the employee personality constructs. This study found that a mixture of personality traits (openness to experience, conscientiousness, extraversion, agreeableness and leadership) assist in increasing job performance.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

In the previous chapter, the results of the study were presented. An explanation was given of how the data collected was analysed to create sense of it. In this chapter, a summary of the chapters will be presented. The research objectives will be revisited to verify whether they were achieved. Conclusions and recommendations will be made for the study. The last sections of this chapter address the limitations of the study as well as future research.

5.2 SUMMARY OF THE CHAPTERS

This dissertation entails five chapters. The outline of every chapter is described below:

Chapter 1 provided an overview and background of the study. The problem statement was introduced and research objectives were formulated. A brief introduction to the research design and methodology was given.

Chapter 2 dealt with the relevant literature relating to the personality traits Model, consisting of personality traits. Another construct that was discussed is leadership and

its types, and how leadership styles can influence employees' job performance in organisations. Factors that hamper the job performance of employees within organisations were identified.

Chapter 3 covered the research design and methodology employed for the study. The study followed a cross-sectional survey design. The population and sample for the study were discussed in detail. The data collection method used in the study was described. In this chapter, validity and reliability were discussed as well as how ethical considerations were addressed in the study with Nkangala District Municipality and the Tshwane University of Technology.

Chapter 4 presented the results of the study in the form of descriptive statistics, which covered the biographical information of the respondents, and descriptive statistics relating to the personality traits model. This was followed by the testing of the models, which covered composite reliability, hypothesis testing and the finalisation of the model.

5.3 OBJECTIVES OF THE STUDY REVISITED

The formulated objectives are related to the findings below.

The first objective was to determine if there is a significant relationship between openness to experience and employee job performance in the Nkangala District Municipality. The results of the study confirm that there is a relationship between openness to experience and job performance. Openness to experience was found to

have a positive influence on employee job performance and therefore this objective was achieved.

The second objective was to ascertain if there is a significant relationship between conscientiousness and employee job performance in the Nkangala District Municipality. The results of the study indicate that conscientious employees perform their jobs thoroughly and are reliable, thus attaining job performance. Participants were individuals who did things efficiently and tended to plan, and they were more concerned about adhering to deadlines and optimistic to perform better in their respective duties. This objective was not achieved as predicted that is to ascertain if there is a significant relationship between conscientiousness and employee job performance in the Nkangala District Municipality. Notably, the results indicated that there is no significant relationship between conscientiousness and employees job performance.

The third objective was to determine if there is a significant relationship between extraversion and employee job performance in the Nkangala District Municipality. The results have proven that there is a relationship between extraversion and employee job performance. It is notable that the respondents perceived themselves as people who related very well with their co-workers. Job performance is therefore likely going to increase, and productivity in the municipality will also increase.

The fourth objective was to determine if there is a significant relationship between agreeableness and employee job performance in the Nkangala District Municipality. The results of this study confirm that there is a relationship between agreeableness and employee job performance. This was evident in that respondents perceived

themselves as people who tended to avoid personal and professional conflict by resolving the problems identified in a cooperative and collaborative manner even though they did not agree. In this context, employees tend to be agreeable for the benefit of the organisation instead of pursuing argument and creating more animosity. This objective was therefore achieved.

The fifth objective was to determine if there is a significant relationship between leadership and employee job performance in the Nkangala District Municipality. The results show a negative relationship between leadership and job performance. The hypothesis was not accepted. The employees in Nkangala District Municipality always avoided getting involved when important issues arose, they always sought differing perspectives when solving problems and they always waited for things to go wrong before taking action. The findings revealed that no relationship exist between leadership and employee job performance. This suggests that leadership does not predict job performance.

5.4 SUMMARY OF DESCRIPTIVE STATISTICS

In this section, the summary of the descriptive statistics relating to the Big Five Model statements is presented.

5.4.1 Openness to experience

- From the analysis, it emerged that the respondents perceived themselves to be acting ethically at all times and, as such, they could be trusted by their

employees in what they were doing at all times. Of great importance is that when followers trust their leaders, they are likely to perform their duties diligently according to the set standards.

- The employees who took part in the study viewed themselves as individuals that brought new ideas to their organisation. When employees are permitted to bring new ideas to the workplace, they can introduce new methodologies that could improve efficiency within the organisation. This is important in that when employees are allowed to use their experiences in the work environment, that will create self-efficacy among the employees and, as such, job performance will improve.
- It is further noted that the respondents indicated that when employees are creative and innovative, they are likely to be effective in executing their functions. This suggests that leaders should allow flexibility for employees to be more innovative and creative. In the final analysis, it can be summarised that employees who are open to experience demonstrate active imagination, attentiveness to inner feelings and a preference for variety, and that in itself explains the rationale that they are rated higher in their performance. They display creativity at work which compels them to avoid routine, suggesting that they try to do things differently. Finally, openness to experience appears to be a personality trait that demonstrates an individual's willingness to be innovative, that is, try new ideas on how to carry out certain activities and being imaginative.
- It emerged that the majority of the respondents perceived themselves as ingenious and deep thinkers. In other words, these respondents showed a possible work culture that is likely to promote job performance.

5.4.2 Conscientiousness

This dimension relates to personality traits such as organisation, thoroughness and reliability. Accordingly, this dimension is based on task-oriented behaviour that may lead to effective work adjustment and task achievement. This is associated with the accomplishment of the organisational goals with the view to improving job performance.

- Most of the respondents perceived themselves as people who did their jobs thoroughly. This finding agrees with the characteristics of conscientiousness that relate to thoroughness and efficiency.
- It is noted that the majority of the respondents viewed themselves as reliable people, which is a fundamental aspect for the employer, in this instance, Nkangala District Municipality.
- Most of the respondents disagreed that they saw themselves as disorganised. They saw themselves as being organised.
- Further findings reveal that the majority of the respondents believed that they did things efficiently. The positive aspect of this statement is that the respondents executed their work efficiently following the set standards. This is a fundamental aspect of job performance which should be inculcated in the employees.

In summary, employees with conscientiousness usually have a high level of discipline and they follow a structured plan, creating a pathway for them to perform their duties efficiently. Typically, these employees are more organised and hardworking to achieve the set organisational goals.

5.4.3 Extraversion

Extraversion relates to the extent to which an individual is active, talkative, assertive and influential. As a result of their optimistic opinions of the future, they are seen as role models and such people are always emulated.

- The majority of the respondents regarded themselves as energetic and as generators of enthusiasm. The respondents who took part in the study viewed themselves as people who were always interested in work activities and passionate about what they were doing. In doing so, they were likely to perform their job well and with interest.
- Further findings indicate that most of the respondents perceived themselves as having an assertive personality. In this regard, the respondents viewed themselves as people who related very well with their co-workers. Once colleagues relate well with each other, job performance is likely to increase.

5.4.4 Agreeableness

This dimension relates to the extent to which individuals value cooperation, are generous and trustworthy and avoid conflicts in the workplace.

- The majority of the respondents did not tend to find fault in others. They concentrated more on their job performance compared to checking what others were doing, which is one of the job performance derailleurs. Their job performance will therefore improve, which will lead to high productivity.

- The other aspect that stood out in the findings is how the respondents perceived themselves as being helpful and unselfish towards others. This is in line with people who like to do good for others in the workplace and this is fundamental in the workplace where it should increase productivity.
- It is further noted from the findings that most of the respondents indicated that they were people who were trusting of other people. This sentiment is essential for building good relationships among employees. When there is trust, employees will work harder towards the accomplishment of the goals of the organisation, in this case, Nkangala District Municipality.
- The majority of the respondents perceived themselves as considerate and kind to everyone. They focused more on other people's needs before their own.
- The respondents perceived themselves as people who forgave the mistakes of others. They saw themselves as kind, sympathetic, cooperative, warm and considerate and also forgivers. These types of employees enable others to admit to their mistakes.

Agreeable employees perceive themselves as helpful and unselfish towards others. They are further prepared to cooperate with their line managers and co-workers and to build connections of trust with them, which assists the employees in achieving their objectives in their work environment. Lastly, they are considerate and kind to almost everyone, which makes it easier to perform their jobs.

5.4.5 Leadership

Leadership is fundamental for the smooth functioning of the organisation.

- It emerged from the outcomes that the majority of the respondents always sought differing perspectives when solving problems. This suggests that they did not follow the conventional way of addressing and solving problems.
- The respondents revealed that they talked optimistically about the future in the organisation. This is a good sign that these employees are more committed to the organisation and, as such, they will contribute positively towards the achievement of the goals.
- It emerged from the findings that the respondents did not wait for things to go wrong before taking action. These employees are viewed as proactive people.
- The majority of the respondents were given performance goals to be achieved. This enabled them to be aware of what was expected from them and they were more goal-oriented.

5.4.6 Employee job performance

Performance is fundamental for the success of any organisation. Good job performance ensures increased productivity, which could lead to profitability and/or efficient service. It is therefore important for leaders and employees to ensure that they perform their jobs with the view to achieving common goals of the organisation, in this case, Nkangala District Municipality. In the next paragraphs, the findings in relation to how the respondents perceived job performance are presented.

- It emerged from the findings that most of the respondents seldom got things done on time. When employees get the job done on time, there will be efficiency in the organisation.
- The findings were further that the majority of the respondents believed that their supervisors were never disappointed with the quality of their work. It is notable that the employees in general performed their work to the satisfaction of their supervisors. This is imperative in terms of delivering work in line with the quality standards. This could be as a result of efforts taken by supervisors to empower and develop their employees, and this could raise their morale in executing their duties.
- The respondents further indicated that they seldom exhibited a willingness to go beyond their expected job specification. In most cases, they are more willing when they are afforded an opportunity to come up with innovative ideas and flexibility.
- It further emerged that the respondents always tried to exhibit exemplary work habits. This means that they never took uncalled for breaks and did not preoccupy themselves with approved leave applications.
- The majority of the respondents showed a fundamental concern for getting things done or doing tasks better for advancing circumstances at work. The findings show that the employees took pride in what they did in their duties to fulfil the goals of the municipality.
- It further emerged that the majority of the respondents were passionate about their job and were consequently willing to work hard and with exerted energy. In

other words, the respondents took pride in what they did and worked hard for the organisation. This will subsequently improve their job performance.

5.5 INFERENCE STATISTICS

In testing the reliability of the study, Cronbach's alpha coefficient was computed for the internal consistency of the questionnaire. The model was tested using R Software using the PLSPM package.

5.5.1 Measurement model scale

- Measurement model evaluation involved evaluating the consistency and validity of the manifest variables. Consistency evaluations were done through individual manifest and construct reliability tests. The validity of the variables was tested based on convergent and discriminant validity.
- Cronbach's alpha coefficient was used to evaluate how well grouped indicators measured their corresponding latent construct. In this regard, a reliability test was conducted on the 36 items on the questionnaire which tested six constructs. The alpha coefficients for the constructs are as follows: openness to experience = 0.824149, conscientiousness = 0.766543, extraversion = 0.808741, agreeableness = 0.752822, leadership = 0.655067 and job performance = 0.7757. All the constructs were above the cut-off point of 0.07. Only one construct (leadership) tested below the cut-off point of 0.70. However, at 0.60, it was still acceptable as posited by Sekaran (2003:223).

5.5.2 Testing of the model

The empirical results were used to investigate the direct structural path between independent variables for personality traits (openness, conscientiousness, extraversion, agreeableness and leadership) and the dependent variable, which is job performance. A three-stage analysis was conducted to test the model fit. Three models were tested. In this study, all the hypotheses were tested based on bootstrapping. This was created from structural path analysis or simultaneous equations to accept or reject the study hypotheses. In terms of the results of the study, the R² for the dependent variable, job performance, is 0.2404838, which suggests that all the traits explain 24% of the variation in job performance, which is considered low (Sanchez, 2013:352).

5.6 CONCLUSIONS BASED ON THE FINDINGS

The results of the study are important for Nkangala District Municipality to reflect on how their employees perceive themselves and how their job performance can be improved. It is notable that the employees had a positive view of their leadership, and they believed that they were acting ethically. This is important for the functioning of the municipality as employees will emulate their leaders when taking into account their attitudes and behaviour in the workplace. It is noted that openness to experience plays an important role in the employees' job performance.

It can further be concluded that respondents perceived themselves as doing their duties thoroughly and efficiently. They also displayed a sense of trustworthiness to

their employer and this is fundamental in the workplace, as it could enhance productivity. Of great importance is the fact that conscientiousness predicts job performance in the workplace.

It is noted that people with an extravert personality are more sociable, assertive, talkative and ambitious. A leader or employee uses attributes such as their cool-headedness, passion, optimism and aggressiveness to meet their client's requests. The leaders dictate how the employees will react in their work environment. Respondents perceived themselves as being more energetic and bringing new ideas to the workplace. They were always interested in work activities and had passion for what they were doing. This is important for the accomplishment of the goals of the organisation.

A further conclusion can be drawn that agreeable employees tend to concentrate on their respective duties and they are not involved in trying to find fault in other colleagues. The findings further reveal that by being unselfish and assisting others in succeeding in the execution of their duties, job performance is likely to improve for those who are assisted.

The respondents asserted that they did not follow the conventional way of solving problems and that they always sought differing perspectives when solving problems. This allows flexibility in the solving of problems where employees might be allowed to use their innovative ideas and apply them in the municipality. Another conclusion is that the respondents revealed that they talked optimistically about the future in the organisation. This is an indication of the employees' commitment towards the

municipality. Finally, leadership cannot be regarded as a predictor for job performance. In other words, it can be concluded that leadership has no influence on employee job performance.

5.7 RECOMMENDATIONS

Based on the discussion of the empirical results, the following recommendations are made:

- The municipality should appraise applicants' personality traits to understand how well they are capable of serving the organisation interests for goal accomplishment. In this regard, the municipality, more especially the Department of Human Resources, should sensitise all employees to understand the influence of personality traits on their job performance and similarly how the leaders can impact on their performance and that of the entire municipality.
- One important recommendation is a personality job fit assessment test which is necessary to match the potential employee's personality traits with congruent work environments.
- The municipality should encourage high job performance behaviours that would achieve organisation success. These behaviours include achieving greater job efficiency and ability to explore new viewpoints, which emerged strongly in the results of this study.
- The municipality should acknowledge the inputs that the employees are making towards the success of the municipality.

- The proposed framework can be used as a pathway to understand which traits have the ability to influence job performance.

5.8 FUTURE RESEARCH DIRECTIONS

Based on the limitations of the study, the following future research is suggested:

- Future research should consider using a mixed method design in order to explore the perspectives quantitatively and qualitatively.
- A further study should be considered on a broader scale by including other municipalities in other provinces to enable the findings to be generalised.

5.9 SUMMARY

The study has provided important information regarding the personality traits model in relation to employee job performance. Nkangala District Municipality can identify important factors that could predict employees' job performance in relation to personality traits, particularly those displayed by the leaders. The study has demonstrated that the personality traits such as openness to experience and extraversion are able to predict job performance of the employees. In this context, the leaders should allow flexibility for their employees to bring innovative and create ideas to the workplace. The empirical results show that employees concentrate more on their work activities and they ensure that they execute their work efficiently. It is further noted that the employees of the municipality are all trying their best in the execution of their duties and the municipality should recognise their performance and commitments.

The developed framework could serve as a pathway for other organisations to follow and understand which personality traits model dimensions predict job performance. In understanding them, the leaders will be able to harness the enablers to ensure employees' success in their job performance.

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ANNEXURE A

INFORMATION LEAFLET AND INFORMED CONSENT



Tshwane University
of Technology

We empower people

FACULTY OF MANAGEMENT SCIENCES

DEPARTMENT OF BUSINESS SCHOOL

INFORMATION LEAFLET AND INFORMED CONSENT

**PROJECT TITLE: THE INFLUENCE OF LEADERS' PERSONALITY TRAITS ON
EMPLOYEE JOB PERFORMANCE IN THE NKANGALA DISTRICT
MUNICIPALITY.**

Primary investigator: Ms P Hlongwane, M Tech (Organisational Leadership Candidate)

Study leader: Prof EM Rankhumise, Assistant Dean, D Tech, Postgraduate Studies & Research, Faculty of Management Sciences, Tshwane University of Technology, Pretoria

Co-study leader: Prof CM Schultz, Associate Professor, People Management & Development, Faculty of Management Sciences, Tshwane University of Technology, Pretoria

Dear Potential research participant,

You are invited to participate in a research study that forms part of my formal M Tech-studies. This information leaflet will help you to decide if you would like to participate. Before you agree to take part, you should fully understand what is involved. You should not agree to take part unless you are completely satisfied with all aspects of the study.

WHAT IS THE STUDY ALL ABOUT?

The study is all about the influence of leaders' personality traits on employee job performance in the Nkangala district municipality. Employee's job performance is one

of the significant relationships with the goals of organisations and importantly, organisations should work towards ensuring that employees perform their duties to the required standards. In this Leaders are the main contributors towards organisational performance as they ensure that work is done through others. Therefore, the leaders' personality traits commonly known as "Big five" are imminent. Accordingly, from the good personality of leader in relation to all the personality traits, employee can perform the job well.

WHAT WILL YOU BE REQUIRED TO DO IN THE STUDY?

If you decide to take part in the study, you will be required to do the following:

- To complete the questionnaire in your business office. It will take at least 15 minutes to complete the questionnaire.

ARE THERE ANY CONDITIONS THAT MAY EXCLUDE YOU FROM THE STUDY?

You will not be eligible to participate in this study if you are not in the first and middle management category.

CAN ANY OF THE STUDY PROCEDURES RESULT IN PERSONAL RISK, DISCOMFORT OR INCONVENIENCE?

Questionnaires: The study and procedures involve no foreseeable physical discomfort or inconvenience to you or your family. Due to the personal nature of the questions, you may experience some emotional discomfort.

Minimal risk/discomfort/inconvenience: Participation in the study involves minimal risks, discomforts and/or inconveniences that are no more than the risks, discomforts and/or inconveniences one encounter in daily living.

WHAT ARE THE POTENTIAL BENEFITS THAT MAY COME FROM THE STUDY?

The benefits of participating in this study are:

- You will make a contribution towards establishing a clear understanding on the effect of leadership personality traits on job performance.

WILL YOU RECEIVE ANY FINANCIAL COMPENSATION OR INCENTIVE FOR PARTICIPATING IN THE STUDY?

Please note that you will not be paid to participate in the study.

WHAT ARE YOUR RIGHTS AS A PARTICIPANT IN THIS STUDY?

Your participation in this study is entirely voluntary. You have the right to withdraw at any stage without any penalty or future disadvantage whatsoever. You don't even have to provide the reason/s for your decision. Note that you are not waiving any legal claims, rights or remedies because of your participation in this research study.

HOW WILL CONFIDENTIALITY AND ANONYMITY BE ENSURED IN THE STUDY?

Only the researcher, the supervisors and statistician will have access to the filled-out questionnaires. Your answers will be totally anonymous and your identity will not be revealed under any circumstance. Also, nobody outside the study panel and/or research ethics committee will be able to connect any answer to you in any recognisable way. The results of this study might be published in a scientific journal and/or presented at scientific meetings, but again without revealing the identity of any research participant. The original questionnaires will be stored in a safe place for three years, after which they will be destroyed.

IS THE RESEARCHER QUALIFIED TO CARRY OUT THE STUDY?

The researcher is a qualified B-Tech research methodology in the study fields covered by this research project.

HAS THE STUDY RECEIVED ETHICAL APPROVAL?

Yes. The Faculty Committee for Postgraduate Studies and the Faculty Committee for Research Ethics of the Tshwane University of Technology have approved the formal study proposal. All parts of the study will be conducted according to Tshwane University of technology accepted ethical principles.

WHO CAN YOU CONTACT FOR ADDITIONAL INFORMATION REGARDING THE STUDY?

The primary investigator, Ms P Hlongwane, can be contacted during office hours on his cellular phone at 082 064 9448. The study leader, Prof EM Rankhumise can be contacted during office hours at Tel (012) 382-5267, Prof CM Schultz, can be contacted during office hours at Tel (012) 382-4698. Should you have any questions regarding the ethical aspects of the study, you can contact the chairperson of the TUT Research Ethics Committee, Dr H Mason during office hours at Tel (012) 382 5073, E-mail MasonH@tut.ac.za. Alternatively, you can report any serious unethical behaviour at the University's Toll Free Hotline 0800 21 23 41.

DECLARATION: CONFLICT OF INTEREST

This research study was funded by the Tshwane University of Technology. No publication prohibitions, conditions or limitations were placed on the researcher.

A FINAL WORD

Your co-operation and participation in the study will be greatly appreciated.

P Hlongwane

02 September 2019

ANNEXURE B

PERMISSION LETTER



NKANGALA DISTRICT MUNICIPALITY DISTRKSMUNISIPALITEIT NKANGALA

☎ 013-249-2000
✉ 437 or 2032
Middelburg 1050
www.nkangaladm.org.za

FAX 013-249-2087 (Corporate Services)
FAX 013-249-2114 (Finance)
FAX 013-249-2145 (Technical Services)
FAX 013-249-2136 (Social Services)

My Verw./My Ref.:
U Verw./Your Ref.:

(NgwenyaNN/nem)

14th November 2018

Tshwane University of Technology
Assistant Dean: Postgraduate Studies & Research
Building 30, Office No 288
Private Bag X680
PRETORIA
0001

Tel: 012 382 5267
Fax: 012 382 5972
rankhumiseem@tut.ac.za

Attention: Prof E M Rankhumise

CONFIRMATION TO CONDUCT A RESEARCH STUDY AT NKANGALA DISTRICT MUNICIPALITY

Dear Sir/ Madam

As per our communications via email, a permission is granted to your M Tech: Organisational Leadership student, Ms Portia Hlongwane, student number 200301422 to conduct her research study on "The influence of leader's personality traits on employee job performance" at our institution.

Please indicate when the student will be arriving and their period of stay.

For any further information please contact General Manager: Corporate Services Mrs N N Ngweya @013 249 2012/2013.

Thank you, I'm hoping you will find the above in order

Yours sincerely


M M SKOSANA
MUNICIPAL MANAGER

ANNEXURE C

ETHICAL CLEARANCE LETTER



Faculty of Management Sciences Research Ethics Committee [FCRE-ECO]

The TUT Research Ethics Committee is a registered Institutional Review Board (IRB 00005968) with the US Office for Human Research Protections (DHQP# 0004997) (Expires 30 Jan 2020). Also, it has Federal Wide Assurance for the Protection of Human Subjects for International Institutions (FWA 00011501) (Expires 22 Jan 2019). In South Africa it is registered with the National Health Research Ethics Council (REC-160509-21). The FCRE-ECO is a subcommittee of the TUT Research Ethics Committee

Date: 26 September 2019

Ref #: FCRE2019/FR/08/010-MS (2)
Name: Hlongwane P
Student #: 200301422

Ms P Hlongwane
C/o Prof EM Rankhumise (D Tech)
Business School
Faculty of Management Sciences

Dear Ms Hlongwane

Title: The influence of leader' personality traits on employee job performance in the Nkangala District Municipality

Investigator: P Hlongwane

Programme: M Tech: Organisational Leadership

Supervisor: Prof EM Rankhumise (D Tech)

Co-supervisor: Prof CM Schultz (D Tech)

Thank you for submitting your research summary for ethics clearance.

In reviewing your application for ethics approval, all relevant documents and corrections are duly noted

The proposed research project may now continue with the proviso that:

- 1) The researcher will conduct the study according to the procedures and methods indicated in the approved proposal, particularly in terms of any undertakings and/or assurances made regarding the confidentiality of the collected data.
- 2) The researcher will act within the parameters of any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.
- 3) Kindly note that the mentioned documents will be sent to the TUT-REC for ratification.

Type of Decision:

The Faculty of Management Sciences Research Ethics Committee reviewed the documents at its meeting on **23 August 2019**. The study is **Approved**.

Note:

The reference number [top right corner of this communiqué] should be clearly indicated on all forms of communication [e.g. Webmail, E-mail messages, letters] with the intended research participants.



We empower people



The Committee wishes you well with your research endeavours.



.....
AT Roux (Prof)
Chairperson
Faculty Committee Research Ethics
Email: RouxAT@tut.ac.za
Tel: 012 382 4750/5824
[Ref# : FCRE2019/FR/08/010-MS (2)]

cc Supervisor/HoD/etc.

ANNEXURE D

QUESTIONNAIRE

SECTION A: GENERAL INFORMATION

Please tick (✓) the appropriate answer for you:

1. Please specify your gender:

- Male Female Other

2. Please specify your age group:

- Less than 21 years
 21-30 years old
 31-40 years old
 41-50 years old
 Above 50 years old

3. Level of education:

<input type="checkbox"/> Grade 12/Matric	NQF 4
<input type="checkbox"/> N6 Certificate	NQF 5
<input type="checkbox"/> National Diploma/Diploma	NQF 6
<input type="checkbox"/> Bachelor Degree/Advanced Diploma/B Tech	NQF 7
<input type="checkbox"/> Honours Degree/Post Graduate Diploma	NQF 8
<input type="checkbox"/> Master's Degree	NQF 9
<input type="checkbox"/> Doctoral Degree	NQF 10

4. Please indicate your duration of service with your organisation:

- Less than 1 year
 1 to 2 years
 3 to 5 years
 6 to 10 years
 Above 10 years

5. Management level:

- First-line management
 Middle-line management

SECTION B: INDEPENDENT VARIABLES (PERSONALITY TRAITS)

Please select the indicator which BEST suit for you.

Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

i) Openness to experience

		SD	D	N	A	SA
1	I see myself as someone who is original and comes up with new ideas.	1	2	3	4	5
2	I see myself as someone who is curious about many different things.	1	2	3	4	5
3	I see myself as someone who is ingenious and deep thinker.	1	2	3	4	5
4	I see myself as someone who has an active imagination.	1	2	3	4	5
5	I see myself as someone who is creative and inventive.	1	2	3	4	5
6	I see myself as someone who like art, music or literature.	1	2	3	4	5

ii) Conscientiousness

		SD	D	N	A	SA
1	I see myself as someone who does a thorough job.	1	2	3	4	5
2	I see myself as someone who is a reliable worker.		2	3	4	5
3	I see myself as someone who tends to be disorganised.	1	2	3	4	5
4	I see myself as someone who tends to be lazy.			3	4	5
5	I see myself as someone who does things efficiently.	1	2	3	4	5
6	I see myself as someone who makes plans and follows through with them.	1	2	3	4	5

iii) Extraversion

		SD	D	N	A	SA
1	I see myself as someone who is full of energy.	1	2	3	4	5
2	I see myself as someone who generates a lot of enthusiasm.	1	2	3	4	5
3	I see myself as someone who has an assertive/confident/aggressive personality.	1	2	3	4	5
4	I see myself as someone who is outgoing and sociable.	1	2	3	4	5
5	I see myself as someone who is shy and inhibited/depressed.	1	2	3	4	5
6	I see myself as someone who tends to be quiet.	1	2	3	4	5

iv) Agreeableness

		SD	D	N	A	SA
1	I see myself as someone who tends to find fault with others.	1	2	3	4	5
2	I see myself as someone who is helpful and unselfish with others.	1	2	3	4	5
3	I see myself as someone who is generally trusting another person.	1	2	3	4	5
4	I see myself as someone who is considerate and kind to almost everyone.	1	2	3	4	5
5	I see myself as someone who likes to cooperate with others.	1	2	3	4	5
6	I see myself as someone who can forgive the mistakes of others.	1	2	3	4	5

v) Leadership

		SD	D	N	A	SA
1	I always avoid getting involved when important issues arise.	1	2	3	4	5
2	I always seek differing perspectives when solving problems arise.	1	2	3	4	5
3	I always talk optimistically about the future.	1	2	3	4	5
4	I wait for things to go wrong before taking action.	1	2	3	4	5
5	Makes clear what one can expect to receive when performance goals are achieved.	1	2	3	4	5

6	Demonstrate that problems must become chronic before taking action.	1	2	3	4	5
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SECTION C: DEPENDENT VARIABLE

Please select the indicator which BEST suit for you

Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

Job performance

		SD	D	N	A	SA
1	I seldom get things done on time.	1	2	3	4	5
2	My supervisor is never disappointed with the quality of my work.	1	2	3	4	5
3	I seldom exhibit willingness to go beyond.	1	2	3	4	5
4	I always strive to exhibit exemplary work habits (arriving to work on time, never take undeserved breaks, never absent without application, etc.)	1	2	3	4	5
5	On the job, I always exhibit an underlying concern for doing things or tasks better, for improving situations.	1	2	3	4	5
6	On the job, I exhibit zeal/passion about the job and a consequent willingness to work hard and energetically.	1	2	3	4	5