



ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

**The Effect of Follower Personality Traits on Psychological Contract: In the Case
of Spotlight Ethiopia P.L.C.**

A research project submitted to Addis Ababa University, School of Commerce in partial fulfillment of the requirements for the Degree of Master of Arts in Business Leadership

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THE EFFECT OF FOLLOWER PERSONALITY TRAITS ON PSYCHOLOGICAL

CONTRACT: IN THE CASE OF SPOTLIGHT ETHIOPIA P.L.C.

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DECLARATION

I hereby declare that this project work entitled “**The Effect of Follower Personality Traits on Psychological Contract: In the Case of Spotlight Ethiopia P.L.C.**” submitted to Addis Ababa University, School of Commerce is a record of an original work done by me under the guidance of Mengistu Bogale (PhD). This project is submitted in the partial fulfillment of the requirements for the Degree of Master of Arts in Business Leadership. I attest that this is my own original work and has not been submitted for a degree of any other University.

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ABSTRACT

The study set out to examine the effect of follower personality traits on psychological contract by taking Spotlight Ethiopia P.L.C., to identify the relationship between personality traits, and age, to psychological contract, to determine the extent of their psychological contract to the organization, and to identify the level of psychological contract by gender. To this end, a multiple-question Likert scale questionnaire was prepared and shared to the employees via a Google Docs link. The research showed that conscientiousness, extroversion, and agreeableness have a positive effect on psychological contract while neuroticism has a negative effect. All the personality traits, however, were seen to have a relationship with psychological contract. There is a high level of psychological contract in Spotlight Ethiopia in general and for either gender as well.

Keywords: Openness, Conscientiousness, Extroversion, Agreeableness, Neuroticism,
Psychological Contract

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CHAPTER ONE

INTRODUCTION

This chapter provides an introduction into the subject matter and into the target organization of the study. It also describes the statement of the problem, the objectives, significance, and limitations of this study. Operational definitions of terms are also given here along with a description on how the research paper is organized.

1.1. Background of the Study

Nowadays, decision making power has been handed down from the concentrated power of leaders' hands and has been distributed amongst their followers. This means that followers have the ability to steer a company towards or away from its goal. To this end, follower's psychological contract to their company has become the focus of attention among many institutions.

As Lemire and Rouillard, (2005), Chrobot-Mason, (2003) and Rousseau, (2001), define it, psychological contract is the assortment of beliefs and attitudes that an employee has about the common commitments between the employee and the organization s/he works in. It can also be defined as "the idiosyncratic set of reciprocal expectations held by employees concerning their obligations (what they will do for the employer) and their entitlements (what they expect to receive in return)" (McLean Parks, Kidder & Gallagher, 1998: 697).

The primary focus of the psychological contract is the engagement between a leader and a follower at the individual level (Guest and Conway, 2002; Ali et al., 2010). Researches surrounding

psychological contracts have found two sources for the development of employees' psychological contracts-organizational effects and employees' personal tendencies (Rousseau, 1995, 2001).

Employees' understanding of information from their leader, their reflection of activities and actions in the workplace, as well as, their personal tendencies are hypothesized to create distinguishing contract outlooks in the employees' minds. Although the theoretic proposals for these dispositions are present, few studies have attempted to look into them, and hence, has created a deficiency in the available literature.

Understanding the dispositions that influence the development of follower psychological contracts makes leading and managing them more effective. Raja et al. (2004) progressed to fill this discrepancy when they linked several sides of followers' personality to their psychological contracts.

It is believed, by many theories, that personality has an intense effect in the many aspects of behavior. Personality is the individual differences in tendencies to show consistent patterns of thoughts, feelings, and actions (McCrae & Costa, 1990, p. 23). Research suggests that personality is influenced by different fundamental characteristic and that personality explains the consistency in people's behavior over time and situations while also explaining their distinctiveness.

Felfe & Schyns findings support (2010) the idea that performance, perception, and characteristics of a leader have a practical importance to better understand how people process and evaluate leaders (p.395). In their study they found that followers high in extroversion, agreeableness and openness are assumed to show more affective commitment to their supervisors.

Raising their concern from Raja et al's (2004) study, Tallman and Bruning (2005) furthered the study by examining the Big Five model in its entirety and the link between followers' personalities and their opinions about obligations that associate to the follower and organizational behavior rather than their choice of contract.

1.2. Background of the Company

Spotlight Ethiopia P.L.C. is a marketing and advertising company that specializes in the provision of strategic and creative solutions to help clients succeed in completely transforming their marketing and communications efforts. They have been in business for the past 4 years and in this short time have been able to grow their client base and their impact on the marketing industry.

Their clients now include USAID, European Union, Bill and Melinda Gates Foundation, IFC, Total, 54 Capital, Nokia, and Unilever amongst many. They provide their clients with public relations, brand strategy, digital marketing, design, production, BTL marketing, events planning and management, advertising, media buying and media monitoring services.

They aim to be the embodiment of their name, which is to make their clients brands shine brighter and stand out from the crowd. This requires a deep commitment from both the leader and followers' side. In order to achieve this vision, the founder and CEO, Samuel Bekele, hand-picked the leadership team to lead the workforce to prosperity.

This leadership team consists of nine people, including, the CEO. Other members are the Senior Project Manager, Accounts Manager, Head of Production, Finance Manager, Art Director, Media Manager, and BTL Manager.

1.3. Statement of the Problem

Subordinates are very important in the leadership process, however, too many studies are focused on leaders (Klien & House, 1995). Tallman and Bruning (2005) were the first ones to dive into the study of the follower. They studied about the relationship of personal disposition on leadership. They studied neuroticism, extroversion and conscientiousness from the Big Five model of personality (Goldberg, 1990), in addition to, three narrow personality traits and the degree to which the personality concepts related to followers' psychological contract. Their study presented that followers' personalities relate to their selection of contract. This was proved by further researches conducted by researchers such as Farrukh and Ying (2017) and Choi, Colbert and Oh (2015).

Furnham et al. (1999) concluded that extroverts are intrinsically motivated. Raja et al. (2004) suggested that extroverts tend to seek long-term working relationships that will provide them with increased opportunities to gain status, power or recognition. Hence, there seems to be a positive association between extroversion and followers' responsibilities of commitment to the organization and commitment to the job; there seems to be no relationship with the commitment to serve the organization's needs.

Individuals who score high on neuroticism are more likely to experience stress proneness, personal insecurity, irritability, bad moods and so forth (Costa and McCrae, 1992). Studies have demonstrated that high neuroticism is related to increased job dissatisfaction, low morale, high turnover and withdrawal intentions, a lack of commitment and so on Bozionelos (2004). Hence, there seems to be a negative association between neuroticism and followers' obligation attitudes of commitment to the organization and commitment to the job and no relationship to serving the needs of the organization.

Open-minded individuals, who are inventive, resourceful, original, inquisitive and eccentric (Costa and McCrae, 1992), tend to be inherently interested in new ideas. Their source of happiness at work is not a result of the fulfillment of the extrinsic characteristics of the job, such as salary, benefits and job security, which they tend to underestimate (Furnham et al., 2005). Hence, there seems to be no relationship between openness and followers' obligations to be committed to the organization or to the job and to serve the organization's needs.

Conscientiousness is "a measure of how competent, dutiful, orderly, responsible and thorough a person is" (Costa and McCrae, 1992). People who are high in conscientiousness are more likely to set goals, have higher expectations that their efforts will result in favorable consequences, and believe that they can do more (have higher self-efficacy) than those who are low in conscientiousness Costa and McCrae (1998). Hence, there seems to be a positive association between conscientiousness and followers' obligations to be committed to the organization and to the job and no relation for serving organization needs.

Agreeable people display self-sacrifice, care, and love to provide emotional support and are very considerate towards others. They trust their own integrity and that of others as well. Their ability to trust and care for people helps them create deep relationships. A lack of agreeableness is expressed as competitiveness and impatience (Costa and McCrae, 1992). Hence, there seems to be a positive relationship between agreeableness and followers' obligation of serving the needs of the organization and no relation to their obligations to be committed to the organization, or to be committed to the job.

Numerous studies have been conducted on the leader's personality and psychological, however, only a handful of studies have made an effort to study the link between followers' personality and

psychological contract. As an organization that handles numerous project types that are tailored to each specific client, the leaders in Spotlight Ethiopia cannot single handedly lead a project to satisfactory completion. The devotion and embodiment of Spotlight's identity needs to be reflected in all its employees, which means that most of the power lies with the followers. This is why it has proved a perfect establishment to conduct this study.

1.4. Objectives of the Study

The study was conducted with the following objectives in mind:

1.4.1. General Objective

This research aimed to examine the effect of Spotlight Ethiopia's follower personality traits on their psychological contract to the company.

1.4.2. Specific Objectives

The specific objectives of the study are:

- To determine the level of psychological contract in Spotlight Ethiopia P.L.C.
- To identify the relationship between the five personality traits and psychological contract in Spotlight Ethiopia P.L.C.
- To identify the relationship between age and psychological contract in Spotlight Ethiopia P.L.C.
- To determine the level of psychological contract by gender in Spotlight Ethiopia P.L.C.

1.5. Research Questions

This study has answered the following questions:

- What is the effect of Spotlight followers' personality trait on their psychological contract to the company?
- What is the level of psychological contract in Spotlight Ethiopia P.L.C.?
- What is the relationship between the five personality traits and psychological contract in Spotlight Ethiopia P.L.C.?
- What is the relationship between age and psychological contract in Spotlight Ethiopia P.L.C.?
- What is the level of psychological contract, by gender, in Spotlight Ethiopia P.L.C.?

1.6. Significance of the Study

This study conducted on the effect of follower personality traits on psychological contract was to add to the existing, scarce research on the topic and allow leaders in all sectors to better understand their followers. It will also help them communicate to and better manage their followers which leads to a more efficient and effective workforce ultimately leading to reaping its profits in the form of survival, growth and/expansion of their respective organization's horizons. This research will also add to the existing literature on personality traits and psychological contract.

1.7. Scope of the Study

This study was conducted within Spotlight Ethiopia P.L.C. only. The study was not conducted beyond the walls of this establishment due to the project requirement and time. It was also conducted on its permanent staff only and did not include its temporary staff or staff in the field.

Although psychological contract can be explained in terms of organizational influences as well, this thesis focused on personality traits only and sought to understand the effect of follower personality traits on psychological contract.

1.8. Limitation of the Study

While the researcher has exhausted various literature, there was a scarcity of studies and literature on the relationship between follower personality traits and psychological contract, although there are a lot studies conducted on leader personality traits.

Because the student researcher anticipated time and monetary constraints, she chose to undertake the study on a single organization. This research was also highly dependent on employee perceptions which tends to be highly subjective. Therefore, further research on other organizations needs to be undertaken to supplement this research.

1.9. Operational Definitions and Terms

- **Psychological contract:** is the idiosyncratic set of reciprocal expectations held by employees concerning their obligations (what they will do for the employer) and their entitlements (what they expect to receive in return)(McLean Parks, Kidder & Gallagher, 1998: 697).
- **Obligation to the organization:** is a person's demonstration of care for the organization in ways that drive beyond job requirements. It includes faithfulness to and faith in the organization.
- **Obligation to the job:** is executing the job to one's best abilities, being truthful, proper usage of time and using good judgment.
- **Serve need of the organization:** is a person's readiness to agree to a transfer and stay with the organization.
- **Personality:** is the dimension of individual differences in tendencies to show consistent patterns of thoughts, feelings, and actions. (McCrae & Costa, 1990, p. 23).
- **Extroversion:** is the experience of positive emotions and is closely linked with increased social activity and more rewarding social relationships (Watson and Clark, 1997).
- **Neuroticism:** is the lack of positive psychological adjustment and emotional stability.
- **Openness to experience:** is defined by intellection, creativity, unconventionality and broad-mindedness (Barrick et al., 2001).
- **Agreeableness:** is the compliance, soft-heartedness and good naturalness. (Costa and McCrae, 1985).
- **Conscientiousness:** is an individual's degree of self-control and need for achievement, order and persistence (Costa and McCrae, 1992).

1.10. Organization of the Thesis Report

This paper is organized into five chapters. The first chapter briefly touches upon the subject matter, and gives a background into Spotlight Ethiopia P.L.C. It gives a clear introduction into the subject matter of the study, the research objectives and questions, the hypothesis the study is based on, the significance of the study, its scope and limitation.

The second chapter critically reviews the topics of psychological contract and personality, clearly explaining the concepts and variables of study. The third chapter focuses on the research methodology to be undertaken. It outlines the research design, data sources, and sampling design.

The fourth chapter is dedicated to the data analysis and presentation. It gives insight on the respondents, and the findings. The conclusion and recommendations are given on the fifth and final chapter.

CHAPTER TWO

LITERATURE REVIEW

This literature review is meant to provide a summary of previous related studies and literature on the research problem area. It reviews major concepts and research problems in line with the research topic. It aims to contribute to the emergent knowledge base on personality and psychological contract.

2.1. Theoretical Review

2.1.1. Defining Psychological Contracts

The previously paternalistic employer-employee relationship, where employers were caring for employees and provided upward job mobility and security, has been replaced by a transactional relationship, where job security and retirement benefits are lesser (Suazo and Stone-Romero, 2011). This has caused organizations to expect their employees to properly effect their tasks at hand but also expect commitment and more than transactional contract (Balet al., 2010). Likewise, individuals also expect their organizations to repay them for their loyalty and commitment to non-job tasks. They expect these payments to be through a number of non-financial ways such as retention, personal development, flexibility in working and developments.(Aliet al., 2010; Bal et al., 2010; Parzefall and Hakanen, 2010). This is a feature of psychological contract.

As McLean Parks and colleagues (1998, p. 697) define it, the psychological contract between a leader and a follower is “the idiosyncratic set of reciprocal expectations held by employees

concerning their obligations (what they will do for the employer) and their entitlements (what they expect to receive in return).”

Psychological contracts are usually unwritten and/or unspoken expectations in relationships, where, there are assumptions about implicit promises or obligations that exist between the involved parties. These assumptions are frequently perceived differently by the parties involved; this creates a breach or failure to honor an expected obligation which leads to distrust amongst the parties.

One party will assume that a moral obligation has been dishonored by the other party, often with the other party not even knowing about the said obligation’s existence or breach of it. The consequences of these subjectively determined obligations and expectations can have profound effects on the leader and follower’s relationship. Due to the difference in selection, perception and interpretation of these assumptions among each party, psychological contract is subjective, unique and idiosyncratic - they exist 'in the eye of the beholder' (Rousseau, 1990, p. 391).

There are various views on this. Schein (1965) believes that all elements need to be implicit. Kotter (1973), on the other hand, states that some elements of the psychological contract may be very explicit, while some might be implicit. Levinson et al. (1962) also agree with Kotter, as they define psychological contract as a “product of mutual expectations which are largely ‘implicit and unspoken’.

Schein (1965) and Dunahee and Wangler (1974) believe that the psychological contract is obligatory because of the consequences associated with breach. They believe that the psychological contract is much a contract as a legal contract and the consequences of violation can be equally serious. However, Levinson et al., (1962); Portwood and Miller, (1976); Herriot et al., (1996); McLean Parks et al., (1998) argue that the obligatory nature exists only because

of the reciprocal expectation of the two parties that ties them together. Rousseau (1989) argues that the obligatory nature ensues from the promises made. In legal terms, the conception of a contract implies an agreement but since psychological contract is subjective, the possibility of finding the zone of agreement is problematic (Guest, 2004).

From the above arguments, we can infer that psychological contract is subjective, reciprocal, predominantly implicit, and obligatory. It is a quid pro quo exchange and this complementary relationship denotes that the differences between leader and follower are well-balanced.

DeMeuse et al., (2001); Rousseau, (2001); Raja et al., (2004) identify two types of contracts- transactional and relational psychological contracts. Transactional contracts are monetary based, lacking emotional attachment, short term, involve direct exchange and identifiable competencies. Relational contracts, on the other hand, tend to be long term with strong emotional attachment, opportunities or support and training, and increased benefits.

2.1.2. Factors Influencing Perceptions

Common factors that can distort individual perceptions and cloud their judgments include:

- **Personal agenda.** Individuals tend to be so focused on their own goals and personal agenda that they fail to give due attention to others.
- **Internal focus.** Individuals can be egotistical, selfish, and/or so focused on themselves that they ignore the needs and perceptions of others and administer their own personal obligations.
- **Undeveloped empathy.** Individuals can have low emotional intelligence and be limited in their capacity to assess a situation, empathize with the position of others, or understand the circumstances which others are facing.

- **Self-deception.** At the sub-conscious level, some individuals may recognize that they have responsibilities but deny that duty to act. This might be because it is not convenient or contradicts with other more powerful priorities.
- **Moral blindness.** Individuals can be unable to understand the nature of ethical relationships or the accompanying obligations that are part of interpersonal responsibilities.
- **Inability to act.** Individuals may be unable to act in order to honor the obligations which they recognize that they owe to others. This might be because of the lack of resources, time pressure, unforeseen circumstances, or logistical limitations.

As Guest (2004) explains, for the psychological contract to be a suitable tool for analyzing the leadership affiliation, “it needs to realize that it is a two-way exchange, with the focus squarely upon the perceptions of reciprocal promises and obligations of both parties”.

2.1.3. Obligation Dimensions

There are two sets of obligations that explain psychological contract: employee obligations and organizational obligations. Various dimensions have been developed to measure these. Tallman and Bruning (2005) identified five employee obligation dimensions and four organizational obligations to this end.

2.1.3.1. Employee Obligation Dimensions

The dimensions developed by Tallman and Bruning (2005) are:

- **Obligation to the organization:** This dimension includes variables that associate to a demonstration of care for the organization in ways that drive outside job requirements. This included trust and faithfulness to the organization.

- **Obligation to the job:** This dimension involves performing the job to the best of ones' abilities. Honesty, proper utility of time and good judgment are also expected.
- **Stewardship behaviors:** This dimension necessitates tolerance and being resourceful at work.
- **Show initiative:** This dimension emphasizes on followers' management of others and their inspiration to deal with matters faced in the job.
- **Aid the needs of the organization:** This relates to followers' willingness to receive a transfer and stay in the organization.

2.1.3.2. Organizational Obligation Dimensions

The dimensions developed by Tallman and Bruning (2005) are:

- **Support in the job:** This dimension includes delivering information, training, feedback, respect and a just treatment to employees that enable them to function commendably in their jobs.
- **Growth:** This dimension holds the organization's prerequisite to deliver exciting and challenging work and promotional, and career opportunities.
- **Care as a person:** This dimension incorporates positive and supportive relationships within the work environment.
- **Existence:** This dimension entails good pay and benefits.

2.1.4. Personality

Personality, as defined by (Colquitt, Lepin, & Wesson 2013), refers to “the structures and propensities inside people that explain their characteristic patterns of thought, emotion, and behavior”. Personality is not one part of a person but rather the aggregate whole of the individual. It is enduring across situations and life, with determinants such as heredity, environment and situation considerably affecting it (Bozionelos, 2004).

As Burns (1978) states, leadership is a dynamic, reciprocal process in which both leaders and followers are transformed by each other. In further researches conducted, Dvir and Shamir (2003) pointed out that leaders will use a transformational style of leadership when their followers have high levels of social activity, initiative, and self-esteem because they will perceive their followers as having the appropriate characteristics for such leadership.

Dvir & Shamir, (2003) also pointed out that the most central follower characteristics are related to their developmental level within the domains of motivation, morality, and empowerment.

(McCrae & Costa, 1990, p. 23) define personality as “dimensions of individual differences in tendencies to show consistent patterns of thoughts, feelings, and actions”. Many investigations have recognized that personality traits are extraordinarily stable (McCrae & Costa, 1990), they have a significant hereditary component (Loehlin, 1992), and influence behavior in any situation and they contribute to decide which situations persons are motivated to enter and participate in (Matthews & Deary, 1998).

2.1.5. Personality Theories and Leadership

Many theories agree that personality plays a necessary role in the many aspects of behavior. These theories also explain that personality explains the consistency in people's behavior over time. This belief has given the rise of understanding leadership in terms of personality. Various personality views see leadership as a function of individual's trait, behavior, style, cognition, affection, charisma, or other characteristics (Felfe & Schyns 2010, MacDonald, Sulsky, & Brown 2008, Michel & LeBreton, 2011). Strong arguments exist that support personality traits to be particularly related to social interaction and communication (Felfe & Schyns, 2010).

The principle of complementarity states that interpersonal behavior invites a particular class of responses along two dimensions, namely affiliation and control; affiliation could span from friendliness to hostility, and control, from dominance to submission. This theory also assumes that along the affiliation dimension, friendliness invites friendliness and hostility invites hostility (Dryer & Horowitz, 1997).

One model to understand this is the five factor model of personality. Also known as the Big Five Personality Traits, this model is a widely recognized taxonomy of personality dimensions, whose measure has proven to be a reliable and valid measure of personality and is one of the most robust (Costa & McCrae, 1985, 1992).

This model is concerned with dispositional traits and has five central dimensions of personality that have, in past studies, been linked to differences in job performance and job satisfaction (Mount, Barrick, & Stewart, 1998; Salgado, 1998; Tett, 1991).

2.1.6. Follower Personality Traits

Researches that date back to the 20th century evidence that personality traits are involved in leader-follower relationship (Stogdill, 1948; Mann, 1959; Lord, De Vader & Alliger, 1986). To this end, the Five Factor Model has framed various researches in the past 15 years. This model explains personality in five domains. Normally referred to as The Big Five personality Traits, OCEAN or CANOE, these five domains are Neuroticism, Extroversion, Openness, Agreeableness, and Conscientiousness (Costa & McCrae, 1992).

The “Big Five” was coined by Goldberg (1993) and was originally linked to studies of personality traits used in natural language.

Various researchers such as John & Srivasta, (1999); McCrae & Paul Costa (1992) agree that these dimensions can best capture personality better than “two, three, sixteen or forty factor models”.

2.1.6.1. The Big Five Personality Traits

2.1.6.1.1. Conscientiousness

Conscientiousness is associated with an individual’s level of self-control and need for achievement, order and persistence. It is a measure of how competent, dutiful, orderly, responsible and thorough a person is (Costa and McCrae, 1992).

Highly conscientiousness people are more probable to set goals, have higher expectations that their efforts will result in favorable consequences, and have higher self-efficacy. They are also attracted to jobs in which they will be able to form long-term exchange relationships, with greater

opportunities for achievement and success (Raja et al., 2004). According to Furnham et al. (2005), they also rate intrinsic work values higher than the extrinsic.

These people are highly diligent, attentive, responsible, emotionally intelligent, and strong-minded. Individuals who are conscientious are able to focus on goals and work to achieve them in a systematic manner, and are organized and plan ahead (Hitt, Miller & Colella, 2006).

2.1.6.1.2. Agreeableness

Agreeableness is a measure of how people are able to get along with others. “It is the affinity to be pleasant in social situations reflecting individual differences in concern for cooperation and social harmony” (Graziano & Eisenberg 1997).

Agreeable people are empathetic, considerate, friendly, optimistic, generous, and helpful. They have a strong belief that are honest, decent, and trustworthy. (Bierman, 2003). Additional research suggests that these people are likely to help out even when the other parties involved are not their kin (Graziano, Habashi, Sheese, & Tobin 2007).

These people are compliant, soft-hearted and good natured. They avoid conflict and disagreements in the workplace; they are not jealous but warm and gentle (Costa and McCrae, 1985). Agreeable people display altruism, care, and love to provide emotional support and are considerate to others. They rely on their own integrity as well as others’, and their ability to trust and care for people enables them to form deep relationships. A lack of agreeableness is expressed as competitiveness and impatience (Costa and McCrae, 1992).

Agreeable people are trusting, good natured, cooperative, forgiving, and kind. These individuals are often easy going and tolerant and are team workers. (Colquitt, Lepine & Wesson, 2013).

2.1.6.1.3. Neuroticism

Neuroticism is the lack of positive psychological adjustment and emotional stability. People with high scores on neuroticism are more likely to experience stress proneness, personal insecurity, irritability, and bad moods (Costa and McCrae, 1992). They get highly anxious which leads them to choosing low-stress tasks with well-defined job responsibilities and low workload. These people are associated with increased job dissatisfaction, low morale, high turnover and withdrawal intentions, and a lack of commitment. They are not career oriented and are attracted to extrinsic rewards rather than intrinsic (Bozionelos, 2004).

As Bozionelos (2004) states, highly neurotic individuals are very worrying, display negative emotions, pessimists and low in confidence. They have no belief or faith in others and have little ambition.

These people respond poorly to environmental stress and are likely to interpret ordinary situations as life threatening ones. They are self-conscious, shy and have difficulty controlling urges and delaying gratification. They have low emotional intelligence, motivation and interpersonal skills. They at risk of mental disorders, such as, phobia, depression and panic attacks (Hettema, Neale, Myers, Prescott, & Kendler 2006).

Neurotic people tend to avoid coping strategies at situations; they instead resort to denying, wishful thinking, and self-criticism. Due to this, they tend to be burned out in their work environments (Bolger, 1990; Heppner et al., 1995; McCrae & Costa, 1986).

2.1.6.1.4. Openness to Experience

Openness to experience is defined by intellection, creativity, originality and broad-mindedness (Barrick et al., 2001). It refers to the willingness of people to make adjustments in views and activities in line with new ideas or situations (Goldberg, 1993; McCrae, & John, 1992). Open-minded individuals are imaginative, innovative, creative, curious, interested in new ideas and original (Costa and McCrae, 1992). Their curiosity leads them to favor jobs that fulfill their needs for gaining experience.

These people like to experiment, are eager to try new activities, are adventurous and hate routines. Their search for experimentation, excitement and variety directs them to positions with varied job duties and increased responsibilities. Their satisfaction in their jobs lies within the intrinsic rewards and not the extrinsic ones, such as salary, benefits and job security (Furnham et al., 2005).

People who are highly open-minded experience anything out of the ordinary; they enjoy doing never before done things and strive for challenges. They have a vivid imagination and have a broad perspective on things. They enjoy discovering and understanding new things. They are not critical about anything that might seem ridiculous—they strive to understand that too. They are very insightful, attentive to their inner feelings and prefer variety (Costa, & McCrae, 1992).

2.1.6.1.5. Extroversion

Extroversion is the state of being predominantly concerned with and obtaining gratification from what is outside the self. (Ewen, 1998). It is related to the experience of positive emotions and is closely linked with increased social activity and more rewarding social relationships (Watson and Clark, 1997). Extroverted people enjoy other people's company, attending social events and being

adventurous. They are assertive, honest, sociable, conversational, and make friends easily (Costa and McCrae, 1992).

These people are audacious and easily state their opinion. They seek excitement to alleviate boredom, are intrinsically motivated, and prefer being involved in many activities. They seek out work environments that value praise and influence and are encouraged by reminders of potential rewards. (Furnham et al., 1999). They tend to seek long term working arrangements that provides status, power or recognition. (Raja et al. 2004). They long for social acceptance, control and command. They are very ambitious in their careers and tend to engage more actively in the workplace. (John & Srivastava, 1999).

2.2. Empirical Review

2.2.1. The Effect of Personality Traits on Psychological Contract

Previous researches conducted on follower's personality traits have shown that it relates to psychological contract. Atwater & Yammarino, (1993); Hetland & Sandal, (2003); Judge & Bono, (2001) all have given links between leadership leader traits and behaviors in several studies. However, researchers who give focus on followers, such as (Klein & House, 1995), argue that inspiration resides not in the leader or in the follower but in the relationship between a these parties and their environment.

Additionally, (Riketta, 2005) has found that employees' dispositional factors influence their behaviors in work settings to a great extent. As Dorner, (2006) explained, organizational identification is the part of person's self-concept that is further influenced by personality.

Perhaps the biggest research done on follower personality traits in relation to psychological contract lies with Tallman and Bruning's study on the topic in 2005. This study was conducted on

163 employees in Canada stretched across 10 organizations with a pick from every sector. Their study was conducted based on the Big Five personality traits. Their studies proved the existence of relationship between follower's personality traits and psychological contract.

In their research, they revealed that neuroticism is negatively related to psychological contract. Neurotic people are not active in the workplace and fail to adopt workplace cultures. They seldom contribute beyond their job description and have no desire to work extra times. They don't use their time work and tend to be late to work. They rarely have good judgment in making decisions for their organizations. Farrukh and Ying (2017) also proved this. They stated this happens because they always view things negatively. However, they do follow instructions from supervisors whether it makes sense to them or not. Researches haven't also been able to find a relationship to their tenure with the company.

Farrukh and Ying (2017) found out that extroversion is positively related to psychological contract. This was also the result of the study conducted by Tallman and Bruning (2005) years ago. It was found that extroverted individuals trust their employer, contribute to workplace improvements and perform tasks that go beyond their job description. They are happy to work extra times and adopt and share work place culture. Choi, Colbert & Oh (2015) stated that these individuals give their all to their jobs and are honest. They do what they can with what they have are very professional. They supervise and direct the work of others and are independent and solve unusual problems. These people tend to have a longer tenure with their company.

Choi, Colbert & Oh (2015) found in their study that openness is negatively related to psychological contract. One of the reason for this negative relationship is its link with turnover behavior. Maertz and Griffeth (2004) argued that individuals high in openness value switching

jobs and are therefore be more likely to quit an organization. As Tallman and Bruning (2005) proved, people who are open tend not to make with what is available and refuse to do work that is not part of their job description. They don't follow instructions especially if it doesn't make sense to them and don't do work they are not qualified to do. Their study also found no relation between openness and the person's ability to have good judgment when making decisions.

Farrukh and Ying (2017) found that agreeableness is positively related to psychological contract. The same results were found by Choi, Colbert & Oh (2015) and Tallman and Bruning (2005). Their studies evidence that that agreeable people trust and are loyal to their organization, and contribute beyond their job description. They accept the work place values as their own and do the best with what they have. They show respect to and follow supervisor's instructions and do work they are not qualified to do. There has, however, been evidence on the negative relationship of agreeable people to do to the best of their ability and using their time well. They don't also use good judgment in making decisions and don't attend or arrive to work on time.

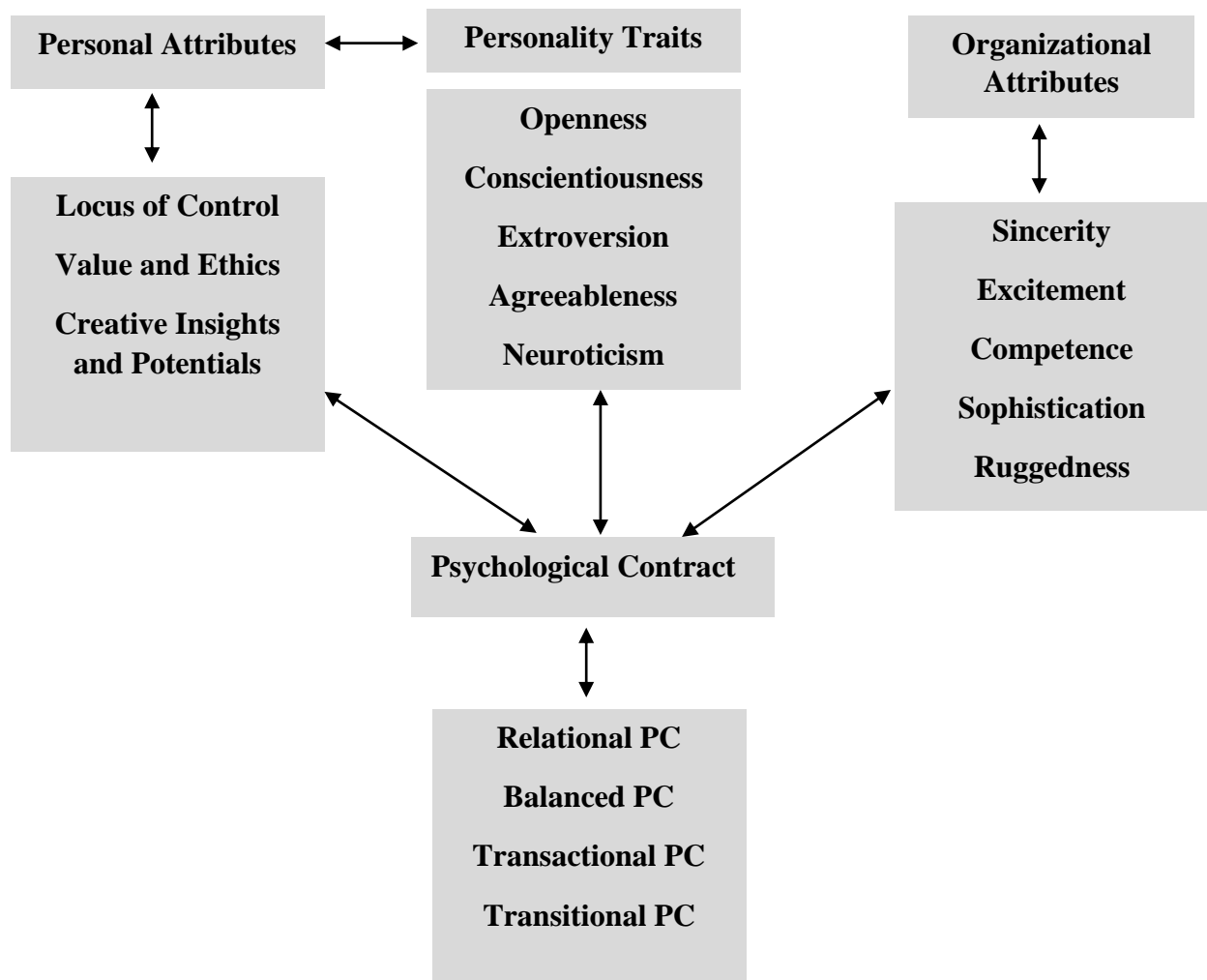
Previous researches indicate a positive relationship between conscientiousness and psychological contract. Other studies have corroborated this so much so that conscientiousness had been previously suggested to be a dispositional root of organizational commitment (Hochwarter et al., 1999). Conscientious people trust their organization and are loyal to it. They accept workplace value as their own and go beyond their job requirements. They do their jobs to the best of their abilities and properly utilize their time. They do what is required and act professionally inside and outside the organization, in addition to, acting independently and solving unusual problems. However, no relation was found to whether or not they follow instructions or if they do work they are not qualified to do. There has also been no evidence as to if conscientiousness determines the length of follower's tenure at the organization.

As can be seen above, there is a very scarce research conducted on the effect of personality traits on psychological contract, as far as the researcher can explore. None of these researches are also done in the marketing and communications sector and none are also done in the Ethiopian context. The student researcher, therefore, seeks to examine the effect of follower personality trait on psychological contract in Spotlight Ethiopia P.L.C.

2.3. Conceptual Framework

There are various factors that can affect psychological contract. These can be divided as personal attributes and organizational attributes. Personal attributes stem from the desire of the followers' to have a positive image in the eyes of their leaders. This perception of positive image in turn stems from the follower's internality which can be expressed in terms of locus of control, value and ethics, creative insights and potentials, as well as, personality traits. Organizational attributes refer to the influences that an organization can have in the perception of followers and can be explained through sincerity, excitement, competence, sophistication, and ruggedness of the company.

When looking at the personal attributes, the locus of control refers to the controlling spot for oneself or outside forces. That means, someone with an internal locus of control is more likely to be accountable. Values and ethics refer to what a person believes to be good or bad/right or wrong. Creative insights and potentials refer to a person's ability to construct ideas that are innovative. Personality traits are the propensities inside a person that explains his/her patterns of emotions, thoughts and behavior. The organizational attributes suggest that organizational attributes includes size, location, firm's ability to pay, opportunity for training and development, brand image, job security, etc (Syed Nadimul, 2018).



*Figure 1. Conceptual framework
Adapted from Syed Nadimul (2018)*

The above framework shows that personal attributes and organizational attributes are the facets to consider when trying to understand psychological contract. It also shows that psychological contract can in turn affect these attributes. This research aimed at understanding psychological contract from the personal attributes and especially from the perspective of personality traits.

In this study, the personality model chosen was the Big Five Personality Traits which measures personality in five domains. Openness measure the willingness of person to adjust in line with his/her situations, conscientiousness measures how competent a person is, extroversion measures how much gratification and person seeks from outside of self, agreeableness measures how a person can get along with others, and neuroticism measures the emotional stability and psychological adjustment of a person (Goldberg, 1990). Therefore, based off of the conceptual framework, the below hypotheses were tested.

H1: There will be a positive relationship between extroversion and follower's psychological contract.

H2: There will be no relationship between openness and follower's psychological contract.

H3: There will be a negative relationship between neuroticism and follower's psychological contract.

H4: There will be a positive relationship between conscientiousness and follower's psychological contract.

H5: There will be a positive relationship between agreeableness and follower's psychological contract.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter provides an overview on the methods that are used to answer the research questions to fulfil the purpose of the research. It explains the research design approach to be used, data gathering instrument, target population, sources of data, and methods of data analysis, presentation and interpretation.

3.1. Research Design

Research design is a plan for a study, providing the overall framework for collecting data (Leedy, 1995:195). The objective of a good research design is to provide results that are reliable. A research can be exploratory or explanatory. When enough is not known about a phenomenon and there is no clearly defined problem, the study conducted becomes exploratory-it explores the research topic at various levels of depth and doesn't aim to provide final conclusive answers (Saunders et al., 2007).

An explanatory research on the other hand seeks to explain-it answers 'why' and 'how'. It raises from exploratory researches and looks for causes and reasons to provide evidence to support or disprove a prediction (Grey, 2014).

In this study, the student researcher looked to uncover and understand an observed problem. She sought to understand how personality traits affect psychological contract by testing existing hypotheses on the matter. Therefore, explanatory research method was used.

3.2. Research Approach

A research approach is the theory of how an inquiry should proceed and involves the analysis of the assumptions, principles, and procedures in an inquiry (Schwardt, 2007). A research approach is either qualitative or quantitative. According to Van der Merwe (1996), qualitative approach is a research approach aimed at the development of theories and understanding while quantitative research is aimed at testing theories, determining acts, demonstrating relationships between variables, and predicting outcomes.

Qualitative research involves a researcher studying and interpreting his/her phenomena in their natural settings and is reliant on process that are not experimentally examined or measured (Denzin & Lincoln, 2005: 10). Quantitative research, on the other hand, uses random selection of research participants from the target population in an unbiased manner and uses standardized questionnaire to collect information. It also uses statistical methods to test predetermined hypotheses regarding the relationship between specific variables. (Weinreich, 2009).

In this study, the student researcher sought to measure relationships from a sample selected from a targeted population with the help of a standardized questionnaire. The researcher also knew exactly what to look for and all aspects of the data were also carefully designed before data collection. Therefore, quantitative research method was used.

3.3. Sampling Design

3.3.1. Target Population Size

The student researcher conducted the research on Spotlight Ethiopia P.L.C. which has a total target population of 72 employees.

3.3.2. Sampling Technique

Because of the various departments present within Spotlight Ethiopia P.L.C., the researcher chose to use stratified sampling technique, where the entire population was partitioned into homogeneous sub groups and sample size was drawn from each strata to have representational sample size.

3.3.3. Sample Size Determination

Taro Yamane's sampling formula was used to identify the sample size for this study. This was because Yamane's formula is simplified and could provide a reliable sample size determination. Therefore, deploying this formula to calculate from a total population of 72, with 95% confidence level and 5% acceptable margin of error, a sample of 61 was selected.

The formula to calculate this is:

$$n = N / (1 + N * (e)^2)$$

Where n = the required sample size

N = population size

e = acceptable margin of error

$$n = 72 / (1 + 72 * (.05)^2)$$

n=61 respondents

3.4. Data Source and Method of Collection

3.4.1. Source and Types of Data

All the data was collected from credible sources. The primary data was collected via questionnaires distributed to the respondents and the secondary data to supplement and guide the primary data was collected from literature reviews and researches done in the past.

3.4.2. Data Collection Method

The student researcher used questionnaires to collect information on the personality traits, and psychological contract obligations of respondents. The questions to address the personality traits of the respondents was the Big Five Personality Test, that has been used by other researchers in the field of psychology and has been proven credible in the testing of personality traits. The questionnaire was in a Likert scale format where the respondents were asked to rate their responses from strongly disagree to strongly agree.

The questionnaire had three parts. Part I was for personality traits related questions, Part II was for psychological contract related questions, and Part III was for demographics.

3.4.3. Data Collection Procedures

Data was collected via the questionnaires that was distributed to respondents sampled through stratified sampling. The questionnaire was prepared in Google Docs and the link was sent to the respondents. Since the addresses of the respondents was not to be given out to the student researcher, she sent the link to a representative of the company who distributed the link. The filled out questionnaire came directly to the student researcher through the system.

3.5. Validity and Reliability

In general, validity refers to the accuracy of a research measurement. There are various kinds of validity. The student researcher gives priority to content validity, which is the degree that measurement instruments are applicable and representative of the target, and criterion predictive validity, which is the extent that a measure predicts another measure. The student researcher has exhausted the available literature to develop measurement for both personality traits and psychological contracts in order to validate its content. The student researcher used regression analysis to measure the criterion predictive validity.

Reliability or internal consistency, is the extent to which a measurement of a phenomenon provides stable and consistent results. This was checked by Cronbach's Alpha. As Malhotra, (2007) suggests, an alpha of 0.70 or greater should be considered adequate to develop a new questionnaire. He states that a large coefficient alpha implies that k-items test correlates with the true scores closely.

3.6. Method of Data Collection

The student researcher used a close ended, Likert scaled questionnaires to gather the information regarding personality traits and psychological contracts from the employees of Spotlight Ethiopia P.L.C. Both primary and secondary data was used to get a complete view on the effect of follower personality traits on psychological contract.

3.7. Method of Data Analysis

The student researcher presented her analysis and interpretation of data by the use of SPSS. Descriptive analysis was used to present the distribution of the data while regression analysis was used to examine the effect of follower personality traits and psychological contract. Correlation analysis was used to evaluate the strength of the relationship between personality traits and psychological contract.

3.8. Ethical Considerations

The student researcher conducted the study with the highest level of ethical manner. The respondents were the ones that were voluntary only. Prior communication about the purpose of the study was given before the student researcher distributed the questionnaire link. Anonymity of respondents was kept and no confidential information was requested. The student researcher also, to the best of her abilities, conducted the study objectively and without bias.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS & INTERPRETATION

This chapter presents the data findings and analysis for the data collected on “The Effect of Follower Personality Traits on Psychological Contract”. It gives details on the respondent response rate, respondent demographics, and descriptive analyses on personality traits and psychological contract. At the end of the chapter, the effect and relationship of follower personality on psychological contract is shown using regression and correlation analysis.

4.1. Respondents Response Rate

The questionnaire on the “Effect of Follower Personality Traits on Psychological Contract” was distributed via a Google Docs link to 61 Spotlight Ethiopia P.L.C. employees. Out of those, 56 were submitted, bringing the response rate to 91.8 %.

Table 4-1 Respondents’ Response Rate

TARGET POPULATION	TOTAL QUESTIONNAIRE DISTRIBUTED	QUESTIONNAIRES SUBMITTED	DIFFERENCE	RESPONSE RATE
61	61	56	5	91.8%

Source: Own Survey, 2020

4.2. Respondent Demographics

The below table, *Table 4-2*, depicts the respondents' demographics in terms of gender, age and number of years worked at Spotlight Ethiopia P.L.C.

Table 4-2 Respondents' Demographics

DESCRIPTION	FREQUENCY	PERCENT	VALID PERCENT	CUMULATIVE PERCENT
GENDER				
Female	33	58.93	58.93	58.93
Male	23	41.07	41.07	100.00
AGE				
23	2	3.57	3.57	3.57
24	3	5.36	5.36	8.93
25	5	8.93	8.93	17.86
26	9	16.07	16.07	33.93
27	7	12.50	12.50	46.43
28	7	12.50	12.50	58.93
29	6	10.71	10.71	69.64
30	5	8.93	8.93	78.57
31	3	5.36	5.36	83.93
32	2	3.57	3.57	87.50
33	2	3.57	3.57	91.07
34	1	1.79	1.79	92.86
36	3	5.36	5.36	98.22
37	1	1.78	1.78	100.00
NUMBER OF YEARS WITH THE ORGANIZATION				
0.5	3	5.36	5.36	5.36
1	12	21.42	21.42	26.78
1.3	1	1.79	1.79	28.57
1.5	1	1.79	1.79	30.36
2	15	26.78	26.78	57.14
2.5	1	1.79	1.79	58.93
3	16	28.57	28.57	87.50
4	7	12.5	12.5	100.00

As can be seen from *Table 4-2*, the majority of the respondents are female, comprising 58.93% of the total. The remaining 41.07% are male. This, however, doesn't denote that there are more females in the organization than there are males.

Table 4-2 also depicts the age of the employees. The minimum age is 23 years, comprising 3.57% of the respondents and the maximum is 37 years, comprising 1.78% of the respondents. It can be

inferred that the majority of the respondents are in their twenties, with those in their early twenties comprising 17.86% of the respondents and those in their late twenties comprising 51.77%. The respondents in their thirties comprise 30.37% of the respondents. This can denote that Spotlight Ethiopia P.L.C. has a more youthful workforce.

We can also infer, from *Table 4-2*, that most of employees have been with the company for 3 years. These people comprise 28.7% of the respondents. 26.79% of the respondents, which is the second highest frequency, have worked at Spotlight Ethiopia P.L.C. for 2 years. The third highest frequency can be seen with those that have worked there for a year, coming in at 21.42% of the respondents.

4.3. Follower Personality Traits Frequencies

The below table, *Table 4-3*, depicts the respondents' personality profile with regards to the Big Five personality traits.

Table 4-3 Follower Personality Frequencies

PERSONALITY	FREQUENCY	PERCENT
Open	21	37.5
Agreeable	10	17.9
Conscientious	15	26.8
Extrovert	5	8.9
Neurotic	5	8.9
TOTAL	56	100.00

As can be seen from *Table 4-3*, the majority of the respondents have an open personality trait. These people account for 37.5% of the total respondents. The second highest personality trait

observed is conscientious, accounting for 26.8% of the total respondents. The third highest respondents have an agreeable personality trait, comprising 17.9% of the respondents. The remaining respondents have been found to have the extroverts, and neurotic personality trait, each comprising 8.9% of the total respondents.

4.4. Descriptive Analysis on Psychological Contract

In order to understand the respondents’ psychological contract to Spotlight Ethiopia P.L.C., questionnaire in a Likert format was prepared, and was later analyzed by the use of descriptive statistics, where “Strongly Agree” =5, “Agree”=4, “Neutral”=3, “Disagree”=2, and “Strongly Disagree”=1. The results of the analysis on this is shown on in tabular form below, however, in order to understand what each mean rating means, the below table, referenced from the Oxford Writing Criterion Scale will serve as a guide.

Table 4-4 Criterion Referenced Scales

MEAN RATING	SCALE LEVEL	RESPONSE FREQ. LEVEL
1.00-1.49	Strongly Disagree	Very Low
1.50-2.49	Disagree	Low
2.50-3.49	Neutral	Medium
3.50-4.49	Agree	High
4.50-5.00	Strongly Agree	Very High

Source: Oxford Writing Criterion Scale

4.4.1. Openness in Spotlight Ethiopia P.L.C.

This section discusses the openness personality trait in Spotlight Ethiopia P.L.C. The result is shown in tabular form in *Table 4-5*.

Table 4-5 Openness in Spotlight Ethiopia P.L.C.

DESCRIPTION	MEAN	STA. DEV.	RANK
I am active in the work place	3.48	0.750	3
I share the workplace culture	3.19	0.680	8
I am loyal to my employer	3.48	0.750	3
I contribute to workplace improvements	3.38	0.498	5
I accept workplace values as my own	3.57	0.676	1
I work extra time	3.24	0.889	7
I do my work to the best of my ability	3.33	0.730	6
I am open and honest in my workplace	3.43	0.507	4
I have good judgment in making decisions	3.19	0.750	8
I attend work and am on time	3.52	0.680	2
I act professionally inside and outside of work	3.52	0.981	2
OPENNESS AVERAGE	3.39	0.72	

Source: Own Survey, 2020

As can be seen from *Table 4-5*, openness personality trait has shown a range of answers from 3.19, i.e. “Sharing workplace culture”, and “Having good judgment in decision making”, as a minimum to 3.57, i.e., “Accepting workplace values as one’s own” as a maximum. The statements referring to “Attending work on time” and “Acting professionally inside and outside of work” ranked second,

each with a mean score of 3.52. The statements referring to “Being loyal to employer” and “Being active in the workplace” ranked third, each with a mean of 3.48. Previous researches have shown that those who have the open personality trait were seen to have a high tendency of switching jobs or not being loyal to the employer (Tallman and Bruning, 2005). It was also found that while they do share the workplace values, and act professional, they do so as far as the scope of their description goes. Maertz and Griffeth (2004) also found that there was no evidence to whether they have good judgment in making decisions. However, in this study, it was seen that those with this personality trait perceived themselves as having good judgment in decision making.

Overall, the open personality trait has been found to be a common practice with regards to psychological contract with a mean of, $M=3.39$ which is a moderate agreement. This shows that employees of Spotlight Ethiopia P.L.C. who have the open personality trait, tend to perceive a moderate psychological contract. The openness personality trait has a standard deviation of 0.72, which is low, indicating that most of the individual responses are close to the mean.

4.4.2. Conscientiousness in Spotlight Ethiopia P.L.C.

This section discusses the conscientiousness personality trait in Spotlight Ethiopia P.L.C. The result is shown in tabular form in *Table 4-6*.

Table 4-6 Conscientiousness in Spotlight Ethiopia P.L.C.

DESCRIPTION	MEAN	STA. DEV.	RANK
I am active in the work place	4.73	0.458	3
I share the workplace culture	4.60	0.507	5
I am loyal to my employer	4.80	0.414	2
I contribute to workplace improvements	4.67	0.488	4
I accept workplace values as my own	4.87	0.352	1
I work extra time	4.60	0.507	5
I do my work to the best of my ability	4.60	0.507	5
I am open and honest in my workplace	4.80	0.414	2
I have good judgment in making decisions	4.53	0.516	6
I attend work and am on time	4.80	0.414	2
I act professionally inside and outside of work	4.47	0.640	7
CONSCIENTIOUSNESS AVERAGE	4.68	0.47	

Source: Own Survey, 2020

As can be seen from *Table 4-6*, conscientiousness personality trait has shown a range of answers from 3.89, i.e., “Sharing the workplace culture”, and “Working extra time” as a minimum to 4.13, i.e., “Accepting workplace values as one’s own” as a maximum. The statement referring to “Attending work and being on time” has ranked second with 4.11 and “Loyalty to employer” has ranked third with 4.10. Previous researches have also found that those with the conscientious

personality trait are loyal to their organization and accept workplace values as their own. They have also been found to be professional inside and outside of work, and have been found to have good judgment in making decisions. This is in line with the findings of this study.

Overall, the conscientious personality trait has been found to be a common practice with regards to psychological contract with a mean of, $M=4.68$ which is a very high agreement. This shows that employees of Spotlight Ethiopia P.L.C. who have the conscientious trait, tend to perceive a very high psychological contract. The conscientiousness personality trait has a standard deviation of 0.47, which is low, showing that most of the individual responses are close to the mean.

4.4.3. Extroversion in Spotlight Ethiopia P.L.C.

This section discusses the extroversion personality trait in Spotlight Ethiopia P.L.C. The result is shown in tabular form in *Table 4-7*.

Table 4-7 Extroversion in Spotlight Ethiopia P.L.C.

DESCRIPTION	MEAN	STA. DEV.	RANK
I am active in the work place	4.60	0.548	3
I share the workplace culture	4.20	0.837	5
I am loyal to my employer	4.20	0.447	5
I contribute to workplace improvements	5.00	0.000	1
I accept workplace values as my own	4.40	0.548	4
I work extra time	4.40	0.548	4
I do my work to the best of my ability	4.80	0.447	2
I am open and honest in my workplace	4.40	0.548	4
I have good judgment in making decisions	4.80	0.447	2
I attend work and am on time	4.80	0.447	2
I act professionally inside and outside of work	4.60	0.548	3
EXTROVERSION AVERAGE	4.56	0.49	

Source: Own Survey, 2020

As can be seen from *Table 4-7*, the extroversion personality trait has shown a range of answers from 4.20, i.e., “Sharing workplace culture”, and “Loyalty to employer” as a minimum to 5.00, i.e., “Contributing to workplace environment” as a maximum. “Having good judgments in making decisions” and “Attending work on time” have ranked second, each with 4.80, while “Being active in the workplace” and “Acting professionally inside and outside of work” have third, with 4.60

each. Previous research findings have shown that those with the extrovert personality trait are loyal to their employer, contribute to workplace improvements and work to the best of their abilities. They have been found to attend work on time and are highly active. This supports the findings of Spotlights study.

Overall, the extrovert personality trait has been found to be a common practice with regards to psychological contract with a mean of, $M=4.56$ which is a very high agreement. This shows that employees of Spotlight Ethiopia P.L.C. who have the extrovert personality trait, tend to perceive a very high psychological contract. The extrovert personality trait has shown a standard deviation of 0.49, which is low, indicating that most of the individual responses are close to the mean.

4.4.4. Agreeableness in Spotlight Ethiopia P.L.C.

This section discusses the agreeableness personality trait in Spotlight Ethiopia P.L.C. The result is shown in tabular form in *Table 4-8*.

Table 4-8 Agreeableness in Spotlight Ethiopia P.L.C.

DESCRIPTION	MEAN	STA. DEV.	RANK
I am active in the work place	4.20	0.632	4
I share the workplace culture	4.20	0.422	4
I am loyal to my employer	4.10	0.876	5
I contribute to workplace improvements	4.00	0.816	6
I accept workplace values as my own	3.90	0.738	7
I work extra time	3.90	0.738	7
I do my work to the best of my ability	4.10	0.568	5
I am open and honest in my workplace	4.50	0.707	1
I have good judgment in making decisions	4.10	0.876	5
I attend work and am on time	4.40	0.699	2
I act professionally inside and outside of work	4.30	0.483	3
AGREEABLENESS AVERAGE	4.15	0.69	

Source: Own Survey, 2020

As can be seen from *Table 4-8*, the agreeableness personality trait has shown a range of answers from 3.90, i.e., “Working extra time”, and “Accepting workplace values as one’s own” as a minimum to 4.50, i.e., “Being open and honest in the workplace” as a maximum. “Attending work and being on time” has ranked second with 4.40, while “Acting professionally inside and outside of the company” has ranked third with 4.30. Farrukh and Ying (2017) research showed that those

with the agreeable personality trait are loyal and contribute beyond their job description. They have found that they work extra time, which has also been found in this study, however, they have suggested that this is because of their inability to use their time well. Choi, Colbert and Oh (2015) also found that these people don't attend or arrive to work on time, which contradicts this study findings. In this study, those with the agreeable personality trait perceive themselves as attending work and being on time.

Overall, the agreeable personality trait has been found to be a common practice with regards to psychological contract with a mean of, $M=4.15$, which is a high agreement, showing that employees of Spotlight Ethiopia P.L.C. who are agreeable, tend to perceive a high psychological contract. The agreeableness personality trait has a standard deviation of 0.69, which is low, indicating that most of the individual responses are close to the mean.

4.4.5. Neuroticism in Spotlight Ethiopia P.L.C.

This section discusses the Neuroticism personality trait in Spotlight Ethiopia P.L.C. The result is shown in tabular form in *Table 4-9*.

Table 4-9 Neuroticism in Spotlight Ethiopia P.L.C.

DESCRIPTION	MEAN	STA.DEV.	RANK
I am active in the work place	1.00	0.000	7
I share the workplace culture	2.00	0.000	4
I am loyal to my employer	2.80	0.447	1
I contribute to workplace improvements	1.60	0.894	5
I accept workplace values as my own	2.40	0.548	2
I work extra time	2.20	1.095	3
I do my work to the best of my ability	1.20	0.447	6
I am open and honest in my workplace	2.20	0.447	3
I have good judgment in making decisions	2.40	0.894	2
I attend work and am on time	1.80	0.837	5
I act professionally inside and outside of work	2.00	1.000	4
NEUROTICISM AVERAGE	1.96	0.60	

Source: Own Survey, 2020

As can be seen from *Table 4-9*, the neuroticism personality trait has shown a range of answers from 1.00, i.e., “Being active in the workplace” as a minimum to 2.80, i.e., “Loyalty to employer” as a maximum. “Accepting workplace values as one’s own” and “Having good judgment in making decisions” have ranked in second with 2.40 each, while “Being open and honest in the workplace” and “Working extra time” have ranked third with 2.20 each. This is in line with the

findings of Tallman and Bruning (2005). They, too, found that those who have a neurotic personality trait are not active in the workplace. Although accepting workplace values as one's own and having good judgment have ranked second, their very low mean of 2.40 shows that this is low. This coincides with Tallman and Bruning (2005) research as well as Farruk and Ying (2017) findings. Their research also discovered that they are loyal to the employers because they follow instructions whether it makes sense to them or not.

Overall, the neuroticism personality trait has been found to be a common practice with regards to psychological contract with a mean of, $M=1.96$, which is a low agreement, showing that employees of Spotlight Ethiopia P.L.C. who are neurotic, tend to perceive a lower psychological contract. The neuroticism personality trait has been found to have a standard deviation of 0.60, which is low, indicating that most of the individual responses are close to the mean.

4.5. Descriptive Analysis on Psychological Contract

In this section, the respondents' responses to psychological contract is summarized. *Table 4-10* shows the respondents mean scores to each of the questions drafted to assess Spotlight Ethiopia P.L.C.'s employees' psychological contract. These statements were presented to the respondents in a Likert scale format.

Table 4-10 Descriptive Analysis on Psychological Contract

DESCRIPTION	MEAN	STA. DEV.	RANK
I am active in the work place	3.89	1.24	7
I share the workplace culture	3.89	1.05	7
I am loyal to my employer	4.10	0.90	2
I contribute to workplace improvements	3.98	1.07	4
I accept workplace values as my own	4.12	0.91	1
I work extra time	3.89	1.09	7
I do my work to the best of my ability	3.96	1.15	5
I am open and honest in my workplace	4.07	0.95	3
I have good judgment in making decisions	3.94	1.00	6
I attend work and am on time	4.10	1.05	2
I act professionally inside and outside of work	3.85	1.10	8
PSYCHOLOGICAL CONTRACT	3.98	1.05	

Source: Own Survey, 2020

The average agreement to these statements ranges from the smallest mean of 3.85, i.e., Acting professionally inside and outside of the organization) to the largest mean of 4.12, “Accepting work

place values as one's own". The statements referring to "Attending work on time" and "Being loyal to their employer" ranked second with a mean of 4.10 each, while "Being open and honest in the workplace" has ranked third with a mean score of 4.07.

Overall, the psychological contract level of Spotlight Ethiopia P.L.C., as perceived by the sampled employees, is at a mean level of 3.98, which is a high level of psychological contract. This indicates that there is a high sense of psychological contract among Spotlight Ethiopia P.L.C. employees. The standard deviation of psychological contract is 1.05, which is low, showing that most of individual responses for this dimension are close to the mean.

4.6. Descriptive Analysis on Psychological Contract By Gender

4.6.1 Male Gender in Spotlight Ethiopia P.L.C.

This section discusses the male gender in Spotlight Ethiopia P.L.C. The result is shown in tabular form in *Table 4-11*.

Table 4-11 Descriptive Analysis on the Male Gender

DESCRIPTION	MEAN	STA. DEV.	RANK
I am active in the work place	3.48	1.53	8
I share the workplace culture	3.65	1.15	6
I am loyal to my employer	3.91	0.99	1
I contribute to workplace improvements	3.70	1.36	5
I accept workplace values as my own	3.87	1.06	2
I work extra time	3.65	1.10	6
I do my work to the best of my ability	3.39	1.44	9
I am open and honest in my workplace	3.83	1.05	3
I have good judgment in making decisions	3.78	1.04	4
I attend work and am on time	3.83	1.05	3
I act professionally inside and outside of work	3.61	1.34	7
MALE AVERAGE	3.70	1.19	

Source: Own Survey, 2020

The average agreement to these statements ranges from the smallest mean of 3.39 i.e., “Working to the best of one’s ability”, to the largest mean of 3.91, “Loyalty to employer”. The statements referring to “Accepting work place values as one’s own” ranked second with a mean of 3.87, while

“Being open and honest in the workplace” and “Attending work on time” have ranked third with a mean score of 4.07 each.

Overall, the male gender has been found to have a common practice with regards to psychological contract with a mean of, $M= 3.70$, which is a high agreement, showing that male employees of Spotlight Ethiopia P.L.C., tend to perceive a high psychological contract. The male gender has been found to have a standard deviation of 1.19, which is low, indicating that most of the individual responses are close to the mean.

4.6.2 Female Gender in Spotlight Ethiopia P.L.C.

This section discusses the female gender in Spotlight Ethiopia P.L.C. The result is shown in tabular form in *Table 4-12*.

Table 4-12 Descriptive Analysis on the Female Gender

DESCRIPTION	MEAN	STA. DEV.	RANK
I am active in the work place	4.06	0.83	2
I share the workplace culture	3.79	0.86	7
I am loyal to my employer	3.97	0.85	4
I contribute to workplace improvements	3.91	0.84	5
I accept workplace values as my own	4.00	0.83	3
I work extra time	3.79	0.96	7
I do my work to the best of my ability	4.00	0.83	3
I am open and honest in my workplace	4.06	0.78	2
I have good judgment in making decisions	3.80	1.02	6
I attend work and am on time	4.09	1.01	1
I act professionally inside and outside of work	4.06	0.79	2
FEMALE AVERAGE	3.96	0.87	

Source: Own Survey, 2020

The average agreement to these statements ranges from the smallest mean of 3.79 i.e., “Sharing workplace culture” and “Working extra time”, to the largest mean of 4.09, “Attending work on time”. The statements referring to “Being active in the workplace” and “Acting professionally inside and outside of work” ranked second with a mean of 4.06 each, while “Doing work to the best of one’s ability” has ranked third with a mean score of 4.00 each.

Overall, the female gender has been found to have a common practice with regards to psychological contract with a mean of, $M= 3.96$, which is a high agreement, showing that female employees of Spotlight Ethiopia P.L.C., tend to perceive a high psychological contract. The female

gender has been found to have a standard deviation of 0.87, which is low, indicating that most of the individual responses are close to the mean.

4.6. Pearson Correlation for Age and Personality Traits on Psychological Contract

A Pearson Correlation Analysis is conducted to evaluate the relationship between age and psychological contract.

It has also been done for follower personality traits and psychological contract at Spotlight Ethiopia P.L.C., as per the objective of the study. This analysis will indicate the strength of the linear relationship by quantifying the relationship between the independent variables (Openness, Conscientiousness, Extroversion, Agreeableness, and Neuroticism), and the dependent variables (Psychological Contract) and providing values between -1 and +1. The result of this analysis is shown below.

Correlation is the most useful indicator for associations between variables. As such, the Pearson Correlation Coefficient shows the magnitude, direction, and intensity of these relationships. The sign before the coefficients explain the direction of the relationship, i.e., if the sign is positive, it indicates a positive relationship between the relationships, and if the sign is negative, it indicates a negative relationship between the variables (Marczyk, Dematteo & Festinger, 2005).

The coefficients explain the significance of the relationship between the variables. This is explained in the table below.

Table 4-13 Correlation Coefficients Interpretation

CORRELATION COEFFICIENT (r)	INTERPRETATION
$r = -1$	Perfect Negative Relationship
$-1 < r \leq -0.70$	Strong Negative Relationship
$-0.70 < r \leq -0.30$	Moderate Negative Relationship
$-0.30 < r < 0$	Weak Negative Relationship
$r = 0$	No relationship
$0 < r \leq 0.30$	Weak Positive Relationship
$0.30 < r \leq 0.70$	Moderate Positive Relationship
$0.70 < r < 1$	Strong Positive Relationship
$r = 1$	Perfect Positive Relationship

Source: Marczyk, Dematteo & Festinger, 2005

4.6.1. Pearson Correlation Analysis on Age

The below table depicts the Pearson Correlation Matrix for the relationship between age and psychological contract.

Table 4-14 Pearson Correlation Analysis Matrix (Age)

		Age	Psychological Contract
Age	Pearson Correlation	1	.725
	Sig. (2-tailed)		.048
	N	56	56

SPSS Pearson Correlation Output, 2020

As can be seen from the above table, there is a strong significant positive relationship between the age and psychological contract, with an r value of 0.725. This shows that, in Spotlight Ethiopia P.L.C., as the age of the employee increases, their psychological contract to the company increases.

4.6.2. Pearson Correlation Analysis on Personality Traits

Table 4-15 depicts the Pearson Correlation Matrix for the relationship between the five follower personality traits and psychological contract.

Table 4-15 Pearson Correlation Analysis Matrix (Personality Traits)

		Psychological Contract
Psychological Contract	Pearson Correlation	1
	Sig. (2-tailed)	
	N	56
Openness	Pearson Correlation	-.420**
	Sig. (2-tailed)	.001
	N	56
Conscientious	Pearson Correlation	.594**
	Sig. (2-tailed)	.000
	N	56
Extrovert	Pearson Correlation	.265**
	Sig. (2-tailed)	.049
	N	56
Agreeable	Pearson Correlation	.168
	Sig. (2-tailed)	.215
	N	56
Neurotic	Pearson Correlation	-.701**
	Sig. (2-tailed)	.000
	N	56

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

SPSS Pearson Correlation Output, 2020

As can be seen from the above table, there is a moderate significant positive relationship between the conscientious personality trait and psychological contract with an r value of 0.594. This positive relationship has also been found in the studies of Tallman and Bruning (2005), as well as, in the studies of Hochwarter et al. (1999).

It can also be seen that there is a strong significant negative relationship between the neurotic personality trait and psychological contract with an r value of -.701. This relationship has also been discovered in the studies of Farrukh and Ying (2017), as well as, Tallman and Bruning (2005).

Psychological contract is also seen to have a moderate negative relationship with openness personality trait with the r value of -0.420. This negative relationship was also discovered in the studies of Choi, Colbert and Oh (2015) but Tallman and Bruning (2005) had found no relationship between open personality trait and psychological contract.

The extrovert and agreeable personality traits have a weak positive relationship with psychological contract. The relationship between extroversion and psychological has also been found in the study of Farrukh and Ying (2017) and Tallman and Bruning (2005). The relationship between agreeableness and psychological contract has been seen from the studies of Tallman and Bruning (2005), Choi, Colbert and Oh (2015), and Farrukh and Ying (2017)

This indicates that the moderate level of psychological contract seen at Spotlight Ethiopia P.L.C., $M=3.98$ is influenced by the personality traits of its employees.

In general, in this study, the conscientious, extrovert and agreeable personality traits have a positive relationship with psychological contract, with conscientiousness having the highest

significance, followed by the extroversion and agreeableness. This means that the stronger the level of these personality traits, the higher the psychological contract.

Openness and neuroticism have been found to have a negative relationship with psychological contract, with neuroticism having the most significant relationship. This means that the lesser these personality traits exist, the more the psychological contract in Spotlight Ethiopia P.L.C. will increase.

In order to check whether or not to accept this relationship, an exploratory factor analysis to compute the KMO and Bartlett’s test. The result of this test is described below.

Table 4-16 KMO and Bartlett’s Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)		.927
Bartlett’s Test of Sphericity	Approx. Chi Square	492.980
	df	66
	Sig	.000

SPSS Exploratory Factor Analysis, 2020

As can be seen from the KMO value of .927, it can be said that the sample size is good. This is because the value is greater than 0.5, which indicates that there is no issue with the sample. From the Bartlett’s test, we can see that it is significant (value is < 0.05, the p value). This shows that there is at least one significant correlation between the variables.

4.7. Multiple Regression Analysis for the Effect of Follower Personality Traits on Psychological Contract

Regression analysis is a statistical technique used to analyze relationships / associations between variables. When taking into account one dependent variable and one independent variable, the regression analysis used is a simple linear regression. However, when it involves two or more independent variable, multiple regression is deployed (Gulden & Nese, 2013).

This study seeks to understand the association between one dependent variable (Psychological Contract) and multiple independent variables (Openness, Conscientiousness, Extroversion, Agreeableness, and Neuroticism), therefore, multiple regression analysis was used.

4.7.1 Model Summary

Table 4-17 Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.951 ^a	.903	.896	.27436

a. Predictors: (Constant), Neurotic, Extrovert, Agreeable, Conscientious

b. Dependent Variable: Psychological Contract

SPSS Regression Analysis Output, 2020

As can be seen from *Table 4-17*, the R value equals 0.951. This indicates a strong linear relationship between the independent and dependent variables.

Because this study used multiple independent variables, instead of relying on the R Square to understand how the values fit the model, the Adjusted R Square will be used. As can be seen from the above table, the Adjusted R Square is computed to be 0.896. That implies that 89.6% of the variation of psychological contract can be predicted by the independent variables (Conscientiousness, Extroversion, Agreeableness, and Neuroticism). That is, personality traits at Spotlight Ethiopia P.L.C. has 89.6% influence on its psychological contract. The remaining 10.4%

of the variation on psychological contract can be explained by other variables. Although there is a small sample, this high adjusted R square has been achieved because of the high percentage confidence interval used.

Looking at the Standard Error of Estimate, i.e. 0.274, it is concluded that the precision of the regression coefficient is good. This implies that leadership should take a closer look at the personality traits of its followers because it is a major factor in determining their psychological contract level. When the psychological contract of employees increases, it means that their commitment to the organization, to the job and to serving the organizations' needs becomes better. Therefore, this analysis indicates that leaders should attentively look at their followers' personality traits.

4.7.2. Coefficients

Table 4-18 below shows the standardized and unstandardized coefficients. The Unstandardized Beta Coefficient explains the effect a change in an independent variable has on the dependent variable, while the Standardized Beta Coefficient compares the strength of each individual independent variable to the dependent variable. This means, the higher the value of the standardized beta, the stronger the effect.

Table 4-18 Coefficients Summary

MODEL		UNSTANDARDIZED COEFFICIENTS		STANDARDIZED COEFFICIENT	t	SIG.
		B	Std. Error	Beta		
1	(Constant)	3.394	.060		56.689	.000
	Conscientiousness	.257	.019	.675	13.853	.000
	Extroversion	.234	.027	.396	8.568	.000
	Agreeableness	.152	.021	.346	7.216	.000
	Neuroticism	-.289	.027	-.484	-10.477	.000

a. Dependent Variable: Psychological Contract

Table 4-19 Excluded Variables

MODEL	BETA LN	T	SIG.	PARTIAL CORRELATION	COLLINEARITY STATISTICS		
					Tolerance	VIF	Minimum Tolerance
1	Openness000	.	.000

a. Dependent Variable: Psychological Contract

b. Predictors: ((Constant), Conscientiousness, Extroversion, Agreeableness, Neuroticism)

SPSS Regression Output, 2020

As can be seen from Table 4-18, the significance level is 0.000 which is much lower than the p-value of 5%, therefore, this indicates the definite existence of association between the dependent and independent variables. It can also be seen, from the significance column on Table 4-19, that openness has no significant influence on psychological contract.

The table also shows that as extroversion increases by one unit, psychological contract will increase by 23.4%, as neuroticism increases by one unit, psychological contract will decrease by 28.9%, as conscientiousness increases by one unit, psychological contract will increase by 25.7%,

and as agreeableness increases by one unit, psychological contract will increase by 15.2%. It can also be seen that openness has no significant relationship with psychological contract because it has no significance or beta value.

4.7.3. Collinearity

Table 4-20 shows the collinearity for the significant independent variables (Conscientiousness, Extroversion, Agreeableness, and Neuroticism). The table is an extension of Table 4-18..

Table 4-20 Collinearity Summary

MODEL		COLLINEARITY	
1		Tolerance	VIF
	(Constant)		
	Conscientiousness	.797	1.255
	Extrovert	.887	1.128
	Agreeable	.825	1.213
	Neurotic	.887	1.128

SPSS Regression Analysis Output, 2020

For the variables to be collinear, the VIF in the collinearity column need to be less than 10. As can be seen from Table 4-16, the VIF is much lower and closer to one. Therefore, the variables have been proved to be collinear.

4.7.4. ANOVA

In order to compare two sample means to determine whether the population means are significantly different or not, an ANOVA test has been employed. ANOVA has been chosen because the study will compare the means across more than two groups.

Table 4-21 ANOVA

MODEL		SUM OF SQUARES	DF	MEAN SQUARE	F	SIG.
1	Regression	35.937	5	8.984	119.357	.000
	Residual	3.839	51	0.75		
	Total	39.776	56			

a. Dependent Variable: Psychological Contract

b. Predictors: (Constant), Neuroticism, Extroversion, Agreeableness, Conscientiousness

SPSS Regression Analysis Output, 2020

The residual sum of squares is what shows how much of the dependent variable's variation the model doesn't explain. As can be seen from *Table 4-21*, the residual sum of squares is small, meaning that the model is a good fit into the data.

Another column in the ANOVA test to look at is the Mean Square, which indicates whether the data values are dispersed widely or closely around the mean. As can be seen from *Table 4-17*, the mean square is lower which indicates that the data values are closely dispersed to the mean.

4.7.5. Normality Testing

In order to see whether a sample data has been drawn from a normally distributed population, normality testing has been employed. This is because a number of statistical tests such as ANOVA require a normally distributed sample population.

Table 4-22 Tests of Normality

PERSONALITY TRAITS		SHAPIRO-WILK		
		Statistic	df	Sig.
Openness	Psychological Contract	.771	5	.046
Conscientiousness	Psychological Contract	.939	10	.538
Extroversion	Psychological Contract	.984	5	.955
Agreeableness	Psychological Contract	.936	15	.331
Neuroticism	Psychological Contract	.927	21	.117

This is a lower bound of the true significance

SPSS Normality Test Output, 2020

For a normal distribution, the significance value will need to be >0.05 . As per the above table, *Table 4-22*, it can be seen that, from the significance levels, that although openness is not normally distributed, conscientiousness, extroversion, agreeableness, and neuroticism are normally distributed with a significance level of > 0.05 , therefore, these personality traits are normally distributed.

4.8. Validity Testing

In order to measure reliability, or internal consistency, the student researcher has employed the test most often used in multiple question Likert scale surveys - Cronbach's Alpha. This test will show whether the test designed has accurately measured the variable of interest.

The range of possible outcomes and their interpretation can be seen in *Table 4-23*.

Table 4-23 Cronbach's Alpha Coefficients and Interpretation

CRONBACH'S ALPHA	INTERNAL CONSISTENCY
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: Claire et Al. (2000)

With regards to the effect of follower personality traits on psychological contract, *Table 4-20* shows the reliability analysis.

Table 4-24 Reliability Analysis Summary

CRONBACH'S ALPHA	CRONBACH'S ALPHA BASED ON STANDARDIZED ITEMS
.929	.936

Note: Of the observations, 56 were used, 0 were excluded list wise, and 56 were provided.

SPSS Reliability Analysis Output, 2020

As can be seen from *Table 4-24* the Cronbach's Alpha is 0.929, which is an excellent internal consistency. From this, it is concluded that the test has accurately measured the variable of interest.

4.9 Hypothesis Testing

In order to test whether the hypothesis will be accepted or rejected, the unstandardized beta coefficient and the p-value will be used.

H1: There will be a significant relationship between extroversion and follower's psychological contract.

Inferring from the results of multiple regressions in *Table 4-18*, extroversion has a positive and significant relationship to psychological contract. This is seen from the Unstandardized Beta of 0.234, at 95% confidence level ($p < 0.05$). The Beta value of 0.234 indicates that as extroversion increases by one unit, psychological contract will increase by 23.4%. Therefore, the researcher accepts the hypothesis, and concludes that extroversion has a positive relationship to psychological contract of Spotlight Ethiopia P.L.C. using follower personality traits.

H2: There will be no relationship between openness and follower's psychological contract.

Although the Pearson correlation showed a weak negative relationship between openness and psychological contract, *Table 4-19*, has shown that this relationship is insignificant. This can be seen from the Beta, at 95% confidence level ($p < 0.05$). Since openness is insignificant, the increase by any unit of openness has no effect on psychological contract. Therefore, the researcher accepts the hypothesis, and concludes that openness has no relationship to psychological contract of Spotlight Ethiopia P.L.C. using follower personality traits.

H3: There will be a negative relationship between neuroticism and follower's psychological contract.

As can be seen from the results of multiple regressions in *Table 4-18*, neuroticism has a significant negative relationship to psychological contract. This is seen from the Unstandardized Beta of

-0.289, at 95% confidence level ($p < 0.05$). The Beta value of -0.289 indicates that as neuroticism increases by one unit, psychological contract will decrease by 28.9%. Therefore, the researcher accepts the hypothesis, and concludes that neuroticism has a negative relationship to psychological contract of Spotlight Ethiopia P.L.C. using follower personality traits.

H4: There will be a positive relationship between conscientiousness and follower's psychological contract.

Inferring from the results of multiple regressions in *Table 4-18*, conscientiousness has a positive and significant relationship to psychological contract. This is seen from the Unstandardized Beta of 0.257, at 95% confidence level ($p < 0.05$). The Beta value of 0.257 indicates that as conscientiousness increases by one unit, psychological contract will increase by 25.7%. Therefore, the researcher accepts the hypothesis, and concludes that conscientiousness has a positive relationship to psychological contract of Spotlight Ethiopia P.L.C. using follower personality traits.

H5: There will be a positive relationship between agreeableness and follower's psychological contract.

As can be seen from the results of multiple regressions in *Table 4-18*, agreeableness has a positive and significant relationship to psychological contract. This is seen from the Unstandardized Beta of 0.152, at 95% confidence level ($p < 0.05$). The Beta value of 0.152 indicates that as agreeableness increases by one unit, psychological contract will increase by 15.2%. Therefore, the researcher accepts the hypothesis, and concludes that agreeableness has a positive relationship to psychological contract of Spotlight Ethiopia P.L.C. using follower personality traits.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter summarizes the results of the study and its findings. Conclusions drawn based on these findings, and recommendations are also given.

The study revolved around the effect of follower personality traits on psychological contract in the case of Spotlight Ethiopia P.L.C. As such, the specific objectives were designed along this issue and chose to identify the relationship between traits and psychological contract, as well as, the relationship between age and psychological contract. Another specific objective was to determine the psychological contract level in Spotlight Ethiopia P.L.C.

5.1. Summary of Findings

This section presents the findings of the study:

- Of the 61 respondents reached through the questionnaire link, 56 of the questionnaires were submitted bringing the response rate to 91.8 %.
- The study revealed that the majority of the respondents are female, comprising 58.93% of the total and the remaining 41.07% are male.
- It was found that the majority of the respondents are in their twenties, with 69.63 % of the respondents falling within this age range, while the remaining 30.37 % of the respondents are in their thirties.
- The study discovered that 28.7% of people have been with the company for 3 years, while 26.79% have worked at Spotlight Ethiopia P.L.C. for 2 years. The third highest frequency can be seen with those that have worked there for a year coming in at 21.42% of the respondents.

- With regards to personality traits, the study has found out that the majority of the respondents have an open personality trait (37.5%), followed by conscientious personality trait (26.8%) and agreeable personality trait (17.9%). The extrovert personality trait and neurotic personality trait each comprise 8.9% of the total respondents.
- The study found out that employees who have **open** personality trait rank higher on accepting workplace values as their own, attending work on time, acting professionally inside and outside of work, being loyal to their employer, and being active in the workplace. Overall, these open employees perceive a moderate psychological contract with a mean of **3.39**.
- It was found out that employees who have **conscientious** personality trait rank higher on accepting workplace values as their own, attending work and being on time, and being loyal to their employer. Overall, these conscientious employees perceive a very high psychological contract with a mean of **4.68**.
- The study found out that employees who have **extrovert** personality trait rank high in contributing to the workplace environment, having good judgments in making decisions, attending work on time, being active in the workplace, and acting professionally inside and outside of work. Overall, these extrovert employees perceive a very high psychological contract with a mean of **4.56**.
- It was found that employees who have **agreeable** personality trait rank higher in being open and honest in the workplace, attending work and being on time, and acting professionally inside and outside of the company. Overall, these agreeable employees perceive a high psychological contract with a mean of **4.15**.

- The study also found that employees who have **neurotic** personality trait rank higher on loyalty to employer, accepting workplace values as their own, having good judgment in making decisions, being open and honest in the workplace, and working extra time. However, overall, these neurotic employees perceive a lower psychological contract with a mean of **1.96**.
- With regards to the **psychological contract**, it was found that the majority of the employees accept their work place values as their own, attend work on time, are loyal to their employer, and are open and honest in the workplace. Overall, the employees of Spotlight Ethiopia P.L.C. have a high perception of psychological contract with a mean of **3.98**.
- With regards to **gender**, it was found that the male respondents perceived themselves to work to the best of their abilities, are loyal to the employer and accept workplace values as their own. Overall the males have a high perception of psychological contract with a mean of **3.70**. It was also found that the female respondents perceived themselves to attend work on time, being active in the workplace and acting professionally inside and outside of work. Overall, the females have a high perception of psychological contract with a mean of **3.96**
- Through the **Pearson Correlation Analysis**, it was seen that age has a significant positive relationship to psychological contract with r value of **0.725**. It also showed that psychological contract has a significant moderate positive relationship with the conscientious personality trait ($r = 0.594$), a significant strong negative relationship with neurotic personality trait ($r = -0.701$), a moderate negative relationship with openness personality trait ($r = -0.420$), and a weak positive relationship with extrovert and agreeable personality trait ($r = 0.265$ and $r = 0.168$ respectively).

- Through the further assessment of the effect of follower personality traits on psychological contract by employing **Multiple Regression Analysis**, the R value of 0.951 indicated a strong linear relationship between the independent and dependent variables, while the adjusted R Squared showed that with a value of 0.896, 89.6% of the variation of psychological contract can be predicted by the independent variables of conscientiousness, extroversion, agreeableness, and neuroticism personality traits.
- **Openness** was found to have an insignificant effect on psychological contract, meaning any change in openness has no influence on psychological contract.
- From the **Coefficients Summary**, it can be noted that except for openness, all other personality traits have a definite association and significant effect on psychological contract. Openness has been found to have no significant effect on psychological contract.
- The internal consistency of the study has been checked with **Cronbach's Alpha**. The value of 0.929 showed that it has an excellent internal consistency and that the test has accurately measured the variable of interest.
- The **Hypothesis tests** conducted from the multiple regression has shown that all hypothesis have been accepted, i.e., extroversion has a positive and significant relationship to psychological contract (Beta of 0.234), neuroticism has a significant negative relationship to psychological contract (Beta of -0.289), conscientiousness has a positive and significant relationship to psychological contract (Beta of 0.257), and agreeableness has a positive and significant relationship to psychological contract (Beta of 0.152.). Openness was found to have no significant relationship to psychological contract.

5.2. Conclusion

This section gives the conclusions to the above findings on the effect of follower personality traits on psychological contract. The study has proved the existence of the effect of follower personality traits on psychological contract.

As per the above findings, it has been shown that most of the employees have an open personality trait (37.5%) followed by the conscientious personality trait (26.8%), then agreeable personality trait (17.9%). This is followed by the extrovert, and neurotic personality trait (8.9% each).

The psychological contract of Spotlight employees has also been found to be high with a mean of 3.98. This means that the youth dominated Spotlight Ethiopia P.L.C. workforce has a high perspective on psychological contract. It was also found that both male and female employees have a high psychological contract.

The study has found positive relationship between age and psychological contract indicating that as the age of the Spotlight workforce increases, so does their psychological contract to the company. It also found relationships between each of the personality traits and psychological contract. A moderate positive relationship has been found between the conscientiousness and psychological contract. There is also a strong negative relationship between the neuroticism and psychological contract. A moderate negative relationship has been found between openness and psychological contract, while, a weak positive relationship has been found with agreeableness and extroversion.

With regards to the effect of these personality traits, openness has been found to play no significant effect on psychological contract. Conscientiousness, extroversion, and agreeableness have been

found to have a significant effect on psychological contract, while neuroticism has a significant negative effect on psychological contract.

Through reliability analysis, it has been proven that the variables in the model have an excellent internal consistency-with a Cronbach's alpha of 0.929.

The multiple regression analysis has also supported the existence of a strong linear relationship between the independent and dependent variables. It has also shown that, with an adjusted R Squared value, 89.6% of the variation of psychological contract can be predicted by the independent variables of Conscientiousness, Extroversion, Agreeableness, and Neuroticism.

5.3. Recommendation

5.3.1. Recommendation for Spotlight Ethiopia P.L.C. and Other Businesses

As has been stated in the beginning of the study, decision making power is being distributed amongst followers; meaning that they have more power in guiding the direction of an organization than ever before. This means leaders need to better retain their followers which is why psychological contract is being given much focus. As the findings of this study have shown, personality traits affect psychological contract to a great extent. Therefore, it would benefit leaders to pay attention to the personal make up of their employees. This would not only ensure that communications are being well met, but it also provides the employees with the sense of being understood that will pay off in their efforts in order to grow the company.

It is recommended that the company conducts personality tests within the organization, either during the recruitment stage or regularly after that-these tests can be found for free online (the researcher suggests Truity.com). This will not only help the leaders get a glimpse into the people they hire, but it makes their communications better and increase the results they want to see from

their followers. They can also share these information with the employees themselves which will enable these followers to better understand who they are and what they are good at.

The researcher recommends that leaders take their followers personality traits into account during the recruiting and training process, as well as, in their relationships.

Another recommendation is that Spotlight Ethiopia not only conduct these tests but also take it a step further and use it while conducting their trainings. By understanding the personality traits of followers, they can be trained in which behaviors to forgo or which to adapt in order to bring efficiency and effectiveness in the workplace.

5.3.2. Recommendation for Further Studies

It is recommended that further studies be conducted in this area. There is a scarcity of research on follower personality traits and the more these studies are done, the more they can be understood.

Besides conducting the studies on personality traits in aggregation, it is also recommended that studies for each of the personality traits be conducted in order to deeply understand the extent of each personality trait's influence on followers' psychological contract, for example, "The Effect of Extroversion on Psychological Contract."

In addition to this, it is recommended that studies be conducted on how to communicate with each personality trait to improve psychological contract.

In totality, it is recommended that more studies that focus on the follower be conducted in order to have an understanding of followers' work, instead of simply focusing on the leader. Some examples are:

- “The Effect of Conscientiousness on Psychological Contract.”
- “The Effect of Extroversion on Psychological Contract.”
- “The Effect of Agreeableness on Psychological Contract”
- “The Effect of Neuroticism on Psychological Contract.”
- “How to Communicate with the Extrovert Personality Trait for a Better Psychological Contract”
- “How to Communicate with the Neurotic Personality Trait for a Better Psychological Contract”
- “How to Communicate with the Conscientious Personality Trait for a Better Psychological Contract”
- “How to Communicate with the Agreeable Personality Trait for a Better Psychological Contract”
- “The Effect of Personality on Employee Performance”
- “The Effect of Personality on Job Satisfaction”

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ANNEX

Thesis Survey: Addis Ababa University, School of Commerce (Department of Business Leadership)

Dear Sir/ Miss/ Madam,

Thank you for agreeing to take part in this study. My name is Ephrata and I am a graduate candidate at Addis Ababa University, School of Commerce. I am working on my thesis project entitled “Role of Personality on Psychological Contract”.

To this end, I have crafted this questionnaire (only 20 minutes of your time will be required), and sent it to you because I believe your input is invaluable in providing evidences to draw conclusions from. This study is to be used for my educational purposes only and all the information provided here will be strictly confidential.

I thank you for your cooperation in advance. Feel free to reach out through ephratadereje@gmail.com for further inquiries.

Age: _____

Gender: _____

No of years with the company: _____

OPENNESS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
I believe in the importance of art	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I enjoy going to art museums	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I accept people the way they are	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a vivid imagination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I enjoy hearing new ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am not interested in abstract ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't like art	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I avoid philosophical discussions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CONSCIENTIOUSNESS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
I am always prepared	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I get chores done right away	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is important to me that people are on time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I make plans and stick to them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I always make good use of my time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I change my plans frequently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I avoid taking on a lot of responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EXTROVERSION	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
I feel comfortable around people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel I am better than other people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am the life of the party	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't like to draw attention to myself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a lot to say	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I stay in the back ground	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't talk a lot	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel comfortable with myself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AGREEABLENESS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
I have a kind word for everyone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I make friends easily	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am interested in the meaning of things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I treat everyone with kindness and sympathy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am skilled in handling social situations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I take care of other people before taking care of myself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I criticize other people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I stop what I'm doing to help other people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NEUROTICISM	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
I often feel blue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are many things that I don't like about myself.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I am often troubled by negative thoughts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My moods change easily	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I often feel anxious about what could go wrong	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I start arguments just for the fun of it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I often worry that I am not good enough	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I find it difficult to get to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I seldom feel blue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Rate each word according to how well it describes you.

OPENNESS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
Original	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inquisitive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Charitable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Imaginative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CONSCIENTIOUSNESS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
Systematic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-disciplined	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EXTROVERSION	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
Shy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Out-going	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talkative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AGREEABLENESS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
Softhearted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Agreeable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NEUROTICISM	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
Tense	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Forgetful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reserved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nervous	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Moody	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Humble	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pessimistic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PSYCHOLOGICAL CONTRACT	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
I am active in the workplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I share the workplace culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am loyal to my employer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I contribute to workplace improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I accept work place values as my own	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I work extra time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do my work to the best of my ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am open and honest in my workplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have good judgment in making decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I attend work and am on time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I act professionally inside and outside of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>