



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
MASTER OF BUSINESS LEADERSHIP (MBL)

**The Effect of Leader's Personality Traits on Employee Job Satisfaction:
The case of Unilever Manufacturing PLC**

**A Thesis Submitted to Addis Ababa University School of Commerce in Partial
Fulfillment of the Requirements for the Degree of Master of Business Leadership**

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Declaration Statement

I, Nardos Endeshaw hereby declare that this research paper entitled "The Effects of Leaders Personality Traits on Employees Job Satisfaction: The case of Unilever Manufacturing PLC" is my original work and has not been submitted either in part or in full to any other University for any other requirement. I further confirm that all sources of the data and materials used for this paper have been acknowledged in the right manner.

By: Nardos Endeshaw

Date: _____

Signature: _____

Statement of Certification

This endorsement is to certify that the project paper prepared by Nardos Endeshaw which is entitled " The Effect of Leaders Personality Traits on Employees Job Satisfaction: The case of Unilever Manufacturing PLC ", is as a partial fulfillment of the requirements for the Degree of Master of Arts in Business Leadership, is the original work of mine which complies with the regulations of Addis Ababa University School of Commerce.

Advisor: Abraraw Chane Workineh (PHD)

Signature: _____

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Abstract

The purpose of the study was to examine the effect of Leaders Personality Traits on Employees Job Satisfaction in the case of Unilever Manufacturing PLC. The big five personality traits were used to determine the leader's personality. To perform the study the researcher used both primary data collection method like questionnaires and interview, as a secondary data different publications and journals were used. Descriptive research design was adopted to conduct the study and to address the research questions a quantitative research method was used. The sampling method used was purposive sampling as this sampling method lets the researcher choose the respondents by taking the aim of the study in consideration. The sample size was 117 out of which 96 of the respondents has filled out the question. To analyze the data collected IBM Statistical Package for Social Sciences 26 was used, to get the mean, and standard deviation a descriptive statistics test was taken. A regression analysis was run to describe the relationship among the dependent and independent variable, analysis of variance table is presented to show the relationship strength of the variables. Accordingly, the Agreeableness personality, Conscientiousness personality, and Openness personality of leaders has a significant effect on employee's job satisfaction, Whereas Neuroticism personality and Extraversion personality of leaders has relatively less impact on job satisfaction of employees. Therefore, the researcher recommends personal development trainings to take place in organization so that leaders can be mindful of their personality understand the significance of their personality on the job satisfaction of their members, in addition to further research to be done on this topic at a wider range and in different sectors as well.

Key Words: Employees Job Satisfaction, and the Big-Five Personality Trait.

Chapter One

Introduction

1.1. Background of the study

Leadership is the ability to have impact on the characteristics or action of others. It can also be defined as the capability to influence members of a given group who are concerned to achieve a common goal. It's mandatory for leaders to develop future visions, and to inspire the members of the organization so that they can willingly strive to meet the organization's visions. It is an interpersonal process in which a manager influences and guides employees to achieve goals.

Personality traits are characteristics and qualities that help define you as a unique individual. They're often developed throughout life and may remain consistent across many situations and circumstances. The most widely used system of traits is called the Five-Factor Model. This system includes five broad traits which is Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism.

Personality plays a key role in organizational behavior because the way that people think, feel, and behave affects many aspects of the workplace. People's personalities influence their group behavior, attitudes, and decision-making processes. Interpersonal skills have a significant impact on how people act and react at work. In the workplace, personality also affects such things as motivation, leadership, performance, and conflict. The more that managers realize how personality in organizational behavior works, the better equipped they are to be effective and accomplish their goals. (Jennifer Leigh, March 20, 2023).

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have

attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (Sharmin Akther, et al., 2016).

One of the main factors that affect the employees job satisfaction is the leadership that the employees are experiencing, and it clear that an individual's personality trait affects on how one behaves in addition to having an impact on the leadership style one follows. And in number of different studies, it is shown that leader's personality influences employee's job satisfaction at different levels. It is also indicated that leader's personality has a positive effect on job satisfaction meaning, employees who has a leader who exhibits favored type of personality trait have a relatively higher level of job satisfaction.

1.2. Background of the organization

Unilever is a global multinational company with the presence in more than 190 countries worldwide. It was established over 100 years ago, it's one of the world's largest consumer goods companies and leading suppliers of Beauty & Personal Care, Home Care, and Foods & Refreshment products with sales in over 190 countries. It is also known for its great brands and its belief that doing business the right way drives superior performance.

Unilever Manufacturing PLC is one of the leading consumer goods manufacturers which supplies Personal care, home care and food products in Ethiopia. Unilever Ethiopia's factory is situated at Dukem, in the Eastern Industry Zone and the Head office is located at Kazanchis. Unilever Manufacturing PLC was established in 2015 in Ethiopia, and it is currently assisting an expanding network of Ethiopian suppliers, distributors, and dealers. After onshoring Soaps and detergent powders, the organization has continued developing its capacity in local production in Ethiopia.

1.3. Statement of the problem

Leadership is significant for job satisfaction and job performance of employees in an organization as it provides a proper direction and lead to followers for achieving the desired goals; the employees having high job satisfaction become able to perform effectively and pursue organizational interests (Sarwar, et al., 2015). Leaders also provide direction and vision that motivate and inspire others to achieve the organization's goals and help to create an environment which is conducive to success by promoting communication and collaboration among team members.

Employee satisfaction translates into tangible effects that inevitably lead to a company's increased profitability, success, and lower turnover. Irrespective of their job titles or salary, employees who are more satisfied with their job, whether they feel satisfied with the organizational culture, with the rewards they are getting, or with recognition, can produce more and do their jobs more efficiently. It also benefits the organization (Joshua Bourne, PsychD 2020).

Employee's job performance is one of the significant relationships with the goals of organization that most of the organizations need to focus on. Job performance has been investigated as the light of work like attitudes in performing job, job satisfaction and their commitment in completing the task (Fatheya Mahmood, 2008).

A given company or organization's success and achievement is highly dependent on the leadership that's being practiced and the employee job satisfaction. So, if leaders of an organization aren't lucky enough to handle and satisfy the employees the productivity and success of the organization will be in doubt/risk; and this happens as a result of the performance of dissatisfied employee because of the workload on one individual, lack of opportunity and promotion, absence of attention and care an employee need from its leader.

Personality is one of the key factors for an effective leadership. Personality is determined by the relationship between genetic and environmental factors. Moreover, one of the key determinants of leadership behavior is personality.

There are many different models and theories on personality traits. The most widely used model is the Big Five Personality Model which is also known with the acronym OCEAN (Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism). Quite few numbers of research have been made in relation to assessing the effects of leader's personality on employee's job satisfaction and performance by taking the Big Five Personality model into a major account, and according to the information the researcher has no research has been done concerning corporate companies in Ethiopia.

Thus, this research aims to ascertain the effects of leader's personality in the employee's job satisfaction and job performance in case of Unilever Manufacturing PLC, by taking the Big Five Personality model to determine the personality of the leaders.

1.4. Research Questions

1. What is the effect of agreeableness leaders' personality on employee's job Satisfaction?
2. What is the effect of extraversion leader's personality on employee's job satisfaction?
3. What is the effect of openness leader's personality on employee's job Satisfaction?
4. What is the effect of conscientiousness leader's personality on employee's job Satisfaction?
5. What is the effect of neuroticism leader's personality on employee's job Satisfaction?

1.5. Research Objective

1. To examine the effect of agreeableness leaders' personality on employee's job Satisfaction
2. To examine the effect of extraversion leader's personality on employee's job satisfaction
3. To examine the effect of openness leader's personality on employee's job Satisfaction
4. To examine the effect of conscientiousness leader's personality on employee's job Satisfaction
5. To examine the effect of neuroticism leader's personality on employee's Job Satisfaction.

1.6. Significance of the study

It is very much important and significant to find out about the relationship between personality traits and job satisfaction along with their effects on it. If organizations understand how the leader's personality affect the job satisfaction of the employees, it gives them the opportunity to forecast the job performance of the employees as job performance is directly related with job satisfaction of employees further determine the productivity of the company.

As the significance of leaders' personality on the job satisfaction of employees has been mentioned, it helps the organization to give much emphasis on understanding the personality of a potential leader and assign the leaders where they fit in with the job, the team, and the organization as a whole. When leaders are a poor fit for a given job position it's a major cause of conflict and results high employee turnover.

1.7. Scope of the study

The aim of this study is to analyze the effect of leader's personality traits on employee job satisfaction. It focuses on the employees of Unilever Manufacturing PLC.

This study examines the personality of the leaders by using the Big Five Personality Model as an independent variable and the job satisfaction of the employees to be dependent. And in that sense

the big five personality model will be explained by the following leaders personality which is neuroticism, consciousness, openness, agreeableness, and extroversion.

1.8. Limitation of the study

This study could be limited in a way as it examined the impact of leader's personality in employees job satisfaction in case of Unilever Manufacturing PLC. As the major data that was analyzed was collected from the distributed questionnaires the responses collected from the population might be subjected to biased views because it's subjective and depends on the individual who's filling the survey.

1.9. Organization of the study

The paper is comprised of Five Chapters. Of which the first chapter of the paper is the introduction part, which comprises the background of the study, statement of the problem, research questions, objectives of the study, significance of the study, the scope of the study, limitation of the study and organization of the study.

In the second Chapter there is a review of related literature which includes both theoretical and empirical review regarding the effects of leaders' personality in employees job satisfaction. And chapter three contains the methodology used in the research and it comprises the research design and approach, population and sample, data source and type, data collection procedures, ethical considerations, and data analysis. The fourth chapter of the paper presents the finding and analysis, interpretation, and discussion of the data collected. The final chapter which is the fifth one consists of the summary of major findings, conclusion, and recommendation of the study.

Chapter Two

Review of the Related Literature

In this chapter of the study the theoretical review is covered in addition to the empirical review which discusses the review of research conducted in the topic area and the conceptual framework.

2.1.Theoretical review

2.1.1. Personality traits

People who are from various backgrounds have varying views, beliefs, and conventions. These people do, in fact, come from many cultural backgrounds, and they will undoubtedly reflect those backgrounds. Because of these distinctions, people have diverse personalities, which influence their actions and behaviors and affect the leader to follower connection. Some leaders may have a strong and weak personality that can impact staff performance and decide how a business performs. Therefore, it is reasonable to expect that the leaders' personality traits can influence attitudes and personal values (Nadiyah Maisarah Abdul Ghani, 2016).

Maryland, Robert McCrae who was born in 1949 and Paul Costa in 1942 who was working at the Gerontology Research Center of the National Institutes of Health in Baltimore embarked on an extensive research program starting in the 1980s that identified five so-called robust or Big Five factors. The factors were confirmed through a variety of assessment techniques including self-ratings, objective tests, and observers' reports. McCrae and Costa then developed a personality test, the NEO Personality Inventory, using an acronym which is derived from the initials of the first three factors (DUANE P. SCHULTZ, 2015).

Almost all of the measures of personality can be covered on the Big-five personality model. We can see the research that was conducted over 40 years on the interpersonal, attitudinal, emotional, experiential, and motivational styles of an individual coming together to the big-five personality model. BFM had been renowned as a highly generalizable and stable, cross-culturally adaptable, and globally recognized personality characteristics model. For the purpose of this research paper the well-known Five-Factor (or Big-Five) Model was applied, which characterizes a person's personality with five types of psychometric attributes, in order to identify the personality of employees. BFM includes five dimensions of personality: agreeableness, openness to experience, conscientiousness, neuroticism or emotional stability, and extraversion, although a number of

studies concern significant and generalizable relationships between each dimension of the five-factor model and either leadership emergence or effectiveness (Nayel Mousa Rababah, 2019).

Extraversion (or extroversion) is a personality trait characterized by assertiveness, excitability, sociability, talkativeness, and high amounts of emotional expressiveness. Extraverts are gregarious and tend to acquire energy in social situations. Being in the company of others makes them feel invigorated and excited. People that are introverted or have a low level of this personality characteristic are more reserved. (Power RA, Pluess M., 2015).

Conscientiousness is a competence, order, dutifulness, achievement striving, and self-discipline in which an employee acknowledges the significance of achieving a goal and expends vigorous, long-suffering, and unremitting efforts to derive satisfaction from efficiently completing the responsibility (Burch & Anderson, 2004). A leader with a lower score of conscientiousness is less structured and less organized.

Agreeableness is the characteristic of being cooperative, obedient, kind, and friendly. This personality trait also includes attributes such as trust, altruism, kindness, affection, and other prosocial behaviors. People with high agreeableness tend to be more cooperative, whereas those with low agreeableness tend to be more competitive, and sometimes even manipulative. (Power RA, Pluess M., 2015).

Openness to experience is a personality attribute that involves imagination, insight, and a desire to learn and experience new things, this personality trait is very strong in that sense. It leads to having a wide range of interests and being more daring when it comes to decision making process (Jayson Darby, 2023).

According to Costa, P. T. J., & McCrae, R. R. (1992) neuroticism is defined as upset, agitated, irrational, and impetuous. Emotional stability has been identified as one of the most powerful dispositional determinants of work satisfaction. Employees with high levels of neuroticism are more prone to be uncooperative at work. Simultaneously, persons with inadequate emotional stability exhibit exaggerated responses to incentives.

It has been shown that entrepreneurs and managers tend to demonstrate lower Neuroticism in contrast to employees in different studies. An individual with a relatively less levels of Neuroticism are termed as having emotional stability that allows them to handle uncertainty and stress, in addition to cultivating positive working relationships with others. It has also been emphasized that leaders/ entrepreneurs need to keep their emotions in control because the growth of their firm's or organization they are working in growth might depends on how they control this (Weixi Kang, 2023).

2.1.2. Job Satisfaction

Job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics. It is the most important component in determining worker motivation, effectiveness, and performance. Previously, most job satisfaction research attempted to predict one or two specific behaviors such as output or absenteeism using employees' overall attitude toward a job, but job satisfaction provides additional validity in predicting employee performance beyond what is currently feasible for employee knowledge, skills, or capacities. (Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. 1993). A person with a high degree of job satisfaction is positive about his or her employment, whereas a person with a low level is negative towards it.

Job performance is another most important variables in organizational behavior. It can be defined as individual behavior, something that people do which can be observed and generates certain value for the organization as well contributes to organization's goal. It can also be understood as an achievement-related behavior with some evaluative component, that is, the extent to which an employee meets general organizational performance expectations (Vázquez Rodríguez, Paula, 2021).

Over the last decades, the meaning of job performance has varied considerably, from the more traditional view focused on employment and fixed tasks to a broader understanding of work roles in dynamic organizational contexts (Ilgen & Hollenbeck, 1991). The fundamental reason for this focus shift is to the highly competitive and global work environment, where all organizations must be oriented to respond to dynamic and changing situations (Baard, Rench, & Kozlowski, 2014). Many research's that has examined the relationship between job satisfaction and job performance has indicated that there is a significant positive relationship among the two. If the job satisfaction is high, the employees will perform better. On the other hand, if the job satisfaction is low, there

will be performance problems. Accordingly, the result of this study which examines the impact of leader's personality on the job satisfaction of the employees can also be used to determine the impact of leader's personality on the job performance of the employees.

2.2. Empirical Review

According to Amha Molla (2022) a study exercised to examine the impact of leader's personality on employee's job satisfaction regarding Commercial bank of Ethiopia explained that conscientiousness personality and agreeableness personality of leader were relatively the most frequently manifested personality in the bank. On the contrary Neuroticism personality was the least exercised personality among the CBE's leaders. The result indicates that the "ideal" suggested levels of agreeable and conscientiousness personality such as sense of empathy, taking care and ethical considerations of employees and well preparedness were exhibited in the workplace of CBE. This finding also revealed that the third and fourth most prevalent types of leader personality practiced in CBE are openness and extraversion leaders' personalities, which include creativity, attempting new things, and friendliness.

In terms of the effects of leaders' personalities on employee work satisfaction, the data suggest that neuroticism has a positive, high-moderate, and statistically significant relationship with employee job satisfaction with a 0.01 confidence level. The other variable that is independent has a confidence level of 0.00, indicating that there is no link with the dependent variable, which is job satisfaction in this study. (Amha Molla, 2022).

Another research that was done in case of BASIC Bank Limited gathered data to assess the same topic and the analysis indicated that the Big Five Model variables that were taken into consideration are positively correlated with the independent variable. It has been found that dimensions like extraversion and emotional stability are weakly but positively correlated with job performance while others are quite strongly correlated. The most strongly correlated dimension of the Model with job performance is perceived to be openness to experience. The study concluded that personality traits are important determinants of job satisfaction. The hypotheses postulated by this paper have been accepted to a considerable extent (Couldn't find the name of the researcher).

As stated by Nadiyah Maisarah (2016), it is confirmed that there are four variables of leaders' personality traits that have significant and positive relationship with employee job performance. The four variables are extroversion, openness to experience, conscientiousness and agreeableness

and agreeableness has shown the highest significant correlation with employee job performance. Conversely, neuroticism found negatively related with employee job performance. Moreover, employee job performance considered crucial in all organizations since it will affect the production and reputation of an organization. As for the employee job performance, it was found that the leaders personality plays an important role since it influence job performance between the employee and it consistent. The study concluded that this provides good determinant factors for the organization to concern about leadership personality, which are extroversion, openness to experience, conscientiousness and agreeableness in order to increase level of employee job performance since personality found to be associated with followers' performance.

Personality qualities are linked to high levels of work satisfaction. Personality traits of leaders such as extraversion, agreeableness, Openness to experience, and conscientiousness have a substantial positive link with work/job satisfaction, according to the findings. This indicates that personality traits also have an influence on job satisfaction. Subsequently, people should be aware of those personality traits that can discover them to the satisfaction and expose consciously the direction of their behavior, which is an advance high-performance worker (Nayel Mousa Rababah, 2019).

A research that was conducted in Media sectors in Kenya by Loice Maru (2017) with the aim of determining the effects of leaders personality trait on employees job satisfaction states that personality trait of leaders is one of the concern in the current business environment in regards to its effect on employees job satisfaction. And in order to determine the cause and effect of between the two variables explanatory research design was used. Based on the hypothesis tested using multiple regression equation model it was found that the leaders trait of openness to new experience, emotional stability, agreeableness, conscientiousness and extraversion has a significant effect on job satisfaction of the employee. The study states that leaders have to effectively communicate with employees, mentoring and empowering them, listen to their input and feedback, be empathetic, should be able to grip the determination of standards for task performance and be innovative and creative. "As organizations are exposed to changes, not only to prosper but also to survive in the current dynamic changing environment, leaders must be cognizant of the fact that employee job satisfaction is the bedrock of sustainable organizational performance."

2.3. Conceptual Framework

The below diagram is to illustrate the what the expected relationship is there within the variables, which is to indicate the dependent and independent variables.

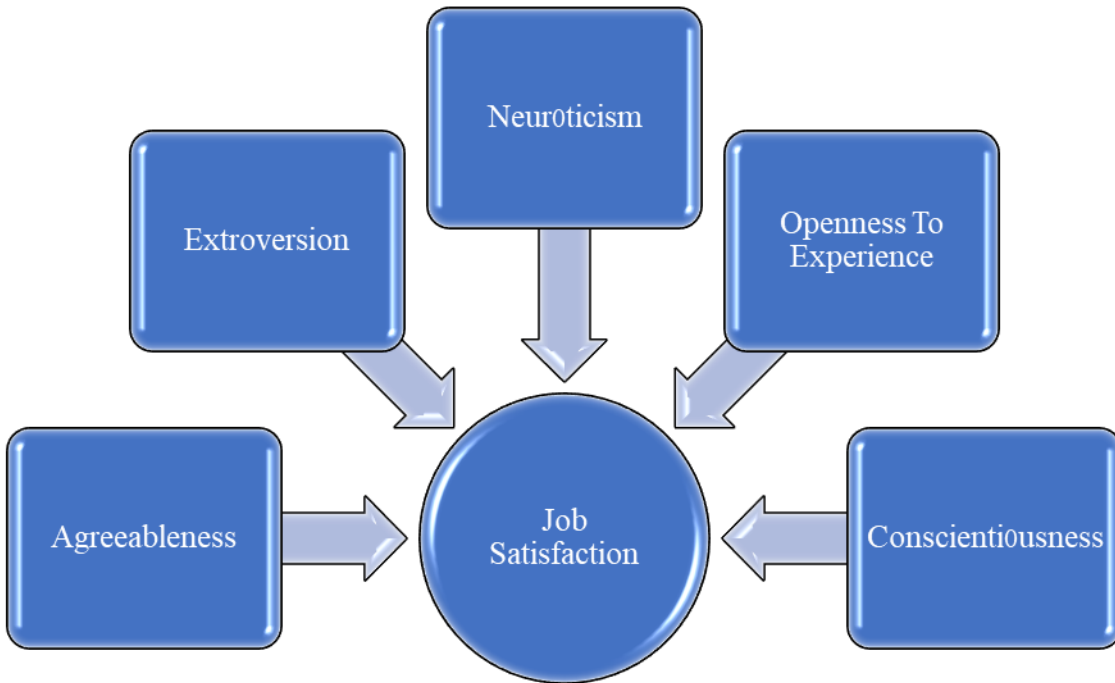


Figure 1: Conceptual framework which is developed from the reviewed literature.

According to the above diagram, the major purpose of the study is to examine the how the independent variables (Agreeableness, Conscientiousness, Neuroticism, Openness to Experience, and Extroversion) that leaders exhibit is affecting the individual's or employee's job satisfaction.

Chapter Three

3. Research Methodology

3.1. Research Design

Research design can be considered as the structure of research it is the “Glue” that holds all the elements in a research project together, in short it is a plan of the proposed research work. The term "research design" refers to the prior planning of the methods to be utilized for gathering relevant data and the techniques to be employed in analysis, while keeping the study purpose in mind. (Dr. Inaam Akhtar, 2016).

The type of question asked by the researcher ultimately determines the type of approach necessary to complete an accurate assessment of the topic at hand. Descriptive research design focuses on providing a detailed and accurate representation of the data collected, descriptive studies is primarily concerned with finding out and addressing "what is," type of questions (The Association for Educational Communications and Technology, 2001).

Following the above explanation, the study deployed descriptive research design as it provides information about the personality of the leader's and its impact on job satisfaction.

3.2. Research Approach

Quantitative research is the process of collecting and analyzing numerical data. It can be used to find patterns and averages, make predictions, test causal relationships, and generalize results to wider populations (Pritha Bhandari, 2020). Quantitative research methods result in data that provides quantifiable, objective, and easy to interpret results.

So, in order to address the research questions quantitative research method is used.

3.3. Population of the Study

Study population is a subset of the target population from which the sample is selected, or it is a group considered for a study. The population of this study consists of the direct employees of Unilever Manufacturing PLC, there are 320 employees who are concerned in that sense.

3.4. Sampling Method

The sampling method used to perform the study is both judgmental/purposive sampling as it enables the researcher to select samples by considering the purpose of the study and stratified random sampling because it allows to split the population into groups based on the functions the employees are in.

And in order to determine the sample size Slovin's Formula is used which is:

$n = \frac{N}{1 + N e^2}$ where N is population size and e is the margin of error to figure out the confidence level

N= 320 and e= 0.05 at a confidence level of 95%

$n = 320 / (1 + 320 * (0.05)^2)$ which result the sample size to be 117.

3.5. Data collection method

It's to describe the techniques and procedures used to gather information for research purposes. So for the aim of this study, the researcher has mainly relied on primary data in order to collect accurate data from the target population. Primary data collection indicates interviews, Observation and questionnaires.

3.6. Data Analysis

In analyzing the data tables and figures will be used as analytical tools. And the data which are to be collected with questionnaires will be analyzed through the use of IBM Statistical Package for Social Sciences 26 (SPSS).

For analyzing the data and to determine the relationship of the two variables regression analysis was used.

Chapter Four

4. Data Presentation and Analysis

This chapter deals with data presentation, analysis, and interpretations of the analyzed data. It includes two major analysis techniques. The first section presents demographic features of respondents which are the subject of the study and the second section of the chapter discusses the results and implications of the findings.

4.1. Response Rate

As per the sample size a total number of 117 questionnaire was shared to the employees of Unilever Manufacturing PLC, out of which 96 were filled and collected. Accordingly, the response rate was 82% and the filled questionnaires was used to analyze the data.

Table 4.1: Distributed questionnaires and response rate

Total questionnaires distributed	117	100%
Filled	96	82%
Not filled	21	18%

Source: Own survey data

4.2. Demographic profile of the respondents

The demographic characteristic of the respondent's consists of gender, age, marital status, and educational qualification. And the detail of the participants were as follows:

Table 4.2: Demographic characteristic of the respondent

Characteristics of the respondent	Number of the respondent	Percentage
Gender		
Female	61	64%
Male	35	36%
Age		
20-30	54	56%

31-40	35	36%
41-50	7	7%
51 and above	0	0
Marital Status		
Single	70	73%
Married	25	26%
Divorced	1	1%
Widowed	0	
Educational Qualification		
Diploma	0	0
Degree	67	70%
Masters	29	30%
PHD and above	0	0

Source: Own survey data

From the above respondent's summary, out of the total 96 participants 61(64%) of them were female and 35 (36%) of them were male. Regarding the age group the younger age range which is from 21 to 30 took 56% of the participants, followed by 36% which is the age range from 31-40 and 7% within the range from 41 – 50. According to the data it shows that most of the respondents are young. And based on the marital status of the respondent's it shows that 85% of the participants are single.

Regarding the qualification status of the respondents, it shows that 30% of the participants have pursued their Masters degree and 70% of them are first degree holders.

4.3. Normality Test and Missing Test

The normality test is an indication test to determine whether the data is collected from a normally distributed population. Normality could be tested with variety of ways; one is the Kolmogorov-Smirnov (KS) test and Shapiro-Wilk (SW) test. KS test is recommended to use when the sample size is large while SW is used with small sample sizes. According to Park (2008) the SW test is not reliable when sample size is larger than 2000 while KS is useful when the sample size is larger than 2000. However, it was also pointed that SW test can be powerful with large sample sizes (Rachon et al., 2012). Besides, it was stated that KS test is not useful and less accurate in practice.

Another test that is used to test the assumption of normality is skewness and Kurtosis, which is used to assess the normality of a continuous variable's distribution. Skewness is a measure of symmetry, or more precisely, the lack of symmetry of the normal distribution. Kurtosis is a measure of the peakedness of a distribution. The skewness and kurtosis should be no greater than ± 1 , to state that a data is normally distributed. For the consumption of this research a skewness and Kurtosis test was run to test the normality.

Table 4.3: Skewness and Kurtosis test1

Descriptives			Statistic	Std. Error
Job Satisfaction	Mean		2.3750	.08009
	95% Confidence Interval for Mean	Lower Bound	2.2160	
		Upper Bound	2.5340	
	5% Trimmed Mean		2.3611	
	Median		2.0000	
	Variance		.616	
	Std. Deviation		.78472	
	Minimum		1.00	
	Maximum		4.00	
	Range		3.00	
	Interquartile Range		1.00	
	Skewness		.025	.246
	Kurtosis		-.405	.488

Source: Own analysis with SPSS

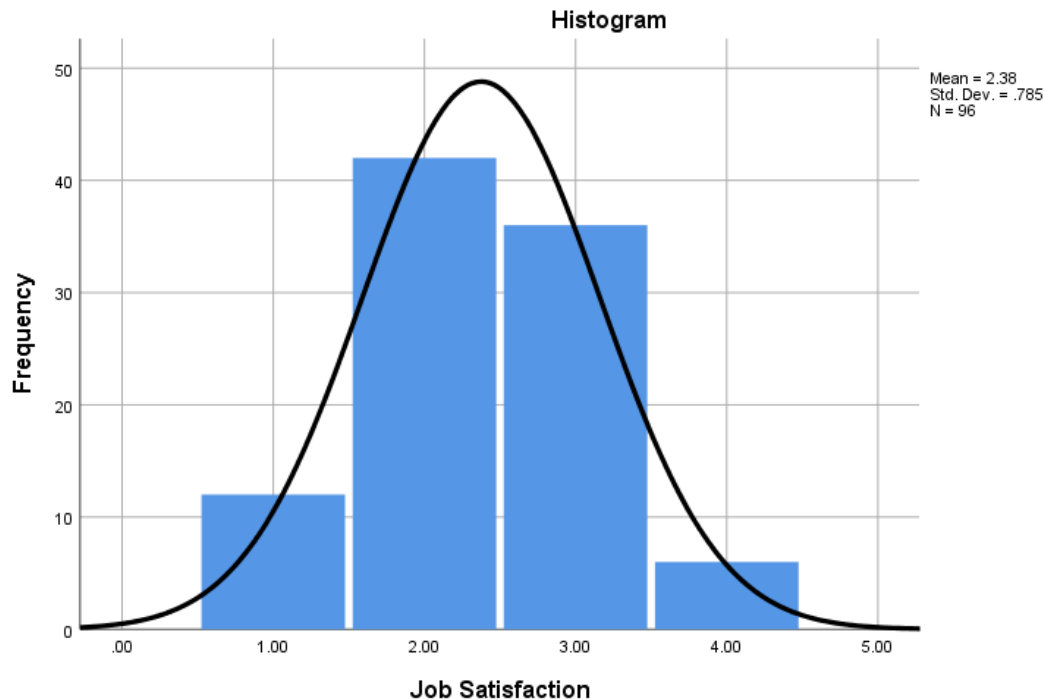
Table 4.4: Skewness and Kurtosis test2

Descriptive Statistics							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Job Satisfaction	96	2.3750	.78472	.025	.246	-.405	.488
Valid N (listwise)	96						

Source: Own analysis with SPSS

Another way to determine normally distributed variables is a histogram that is bell shaped with only one peak and symmetric around the mean. Accordingly the histogram figure below shows that the data is normally distributed.

Figure 2: Histogram



Source: Own analysis with SPSS

Missing test is used to check if the participants have dropped before the questionnaire ends or in case they have missed one or more measurement from the survey. And the below tables 4.5 which is presented to identify which of the variables are valid and which of them are missing indicates that no data was missed while the participants were filling the questionnaire.

Table 4.5: Missing Test
Statistics

Job Satisfaction		
N	Valid	96
	Missing	0

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Job Satisfaction	96	100.0%	0	0.0%	96	100.0%

Source: Own analysis with SPSS

4.4. Descriptive statistics of dependent and independent variables

The descriptive statistics is used to summarize and describing the continuous variables for a sample of the data like the minimum, maximum, mean, standard deviation and variance. The table below summarize the descriptive statistics of leader's personality and job satisfaction. For the purpose of analyzing the data collected the responses were coded as follows 1- Strongly Agree, 2- Agree, 3- Neutral, 4- Disagree and 5- Strongly Disagree. And as shown on the below table the mean and standard deviation of the leader's personality is as follows, mean & Std deviation of agreeableness personality is 1.8 and .6, for extraversion personality 2.3 and .69, for conscientiousness 2 and .61, for openness leader's personality 2 and .66 and for neuroticism 3.1 and .81.

In a descriptive statistic a standard deviation measures how dispersed the data is in relation to the mean. Low standard deviation means data are clustered around the mean; likewise, high standard deviation indicates data are more spread out. In addition, variance tells us about the degree of spread in the data set, the greater the variance the greater the spread in the data. The standard deviation is usually convenient to interpret because it's in the same units as the data.

Table 4.6: Descriptive Statistics Analysis

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Job Satisfaction	96	1.00	4.00	2.3750	.78472	.616
Agreeableness Personality	96	1.00	3.00	1.8750	.60263	.363
Extraversion Personality	96	1.00	3.00	2.3750	.69962	.489
Conscientiousness Personality	96	1.00	3.00	2.0000	.61559	.379
Openness Personality	96	1.00	4.00	2.0625	.66193	.438
Neuroticism Personality	96	2.00	5.00	3.1875	.81192	.659
Valid N (listwise)	96					

Source: Own analysis with SPSS

Regarding the descriptive statics of the dependent variable or the job satisfaction of the employees, the minimum and maximum is 1 and 4 respectively, and the mean is 2.3 and the standard deviation is .78.

4.5. Regression analysis

Regression analysis describes the relationship between a set of independent variables and a dependent variable. From a descriptive research standpoint, regression is an estimate of the conditional distribution of the outcome, y , given the input variables, x .

The below model summary table reports/shows the strength of the relation ship between the model and the dependent variable. R which is the multiple cor-relation coefficient is the linear correlation between the observed and model-predicted values of the dependent variable, a large value shows a strong relationship. So, the R being .738 in our case indicates that there is a moderate strong relation between the leader's personality and job satisfaction. And the .544 or 54% R square indicates the effect of leader's personality on determining the job satisfaction of the employees.

Table 4.7: Regression Analysis Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738 ^a	.544	.519	.54433
2	.738 ^b	.544	.524	.54136
3	.728 ^c	.530	.515	.54645

a. Predictors: (Constant), Neuroticism Personality, Openness Personality, Extraversion Personality, Agreeableness Personality, Conscientiousness Personality

b. Predictors: (Constant), Neuroticism Personality, Openness Personality, Agreeableness Personality, Conscientiousness Personality

c. Predictors: (Constant), Openness Personality, Agreeableness Personality, Conscientiousness Personality

Source: Own analysis with SPSS

And the below coefficient table shows the strength of the relationship or the significance of the variable in the model and magnitude with which it impacts the dependent variable. The analysis shows that Extraversion and Neuroticism is the least significant one in terms of affecting the job satisfaction from the rest three leader's personality, which is why the two variables are excluded in the third group of the coefficient analysis. And it's clearly shown in the table 4.8 where it has put the two excluded variables because of their less significance.

Table 4.8: Regression Analysis /Excluded Variables/

Excluded Variables^a						
Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
2	Extraversion Personality	-.008 ^b	-.100	.921	-.010	.773
3	Extraversion Personality	-.001 ^c	-.015	.988	-.002	.775
	Neuroticism Personality	-.139 ^c	-1.655	.101	-.171	.708

a. Dependent Variable: Job Satisfaction

b. Predictors in the Model: (Constant), Neuroticism Personality, Openness Personality, Agreeableness Personality, Conscientiousness Personality

c. Predictors in the Model: (Constant), Openness Personality, Agreeableness Personality, Conscientiousness Personality

Source: Own analysis with SPSS

Table 4.9: Regression Analysis / Coefficient/

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.664	.451		1.473	.144
	Agreeableness Personality	.350	.154	.269	2.265	.026
	Extraversion Personality	-.009	.091	-.008	-.100	.921
	Conscientiousness Personality	.270	.153	.212	1.769	.080
	Openness Personality	.469	.102	.395	4.597	.000
	Neuroticism Personality	-.135	.082	-.140	-1.649	.103
2	(Constant)	.652	.433		1.508	.135
	Agreeableness Personality	.348	.153	.267	2.280	.025
	Conscientiousness Personality	.267	.149	.209	1.795	.076
	Openness Personality	.468	.101	.395	4.634	.000
	Neuroticism Personality	-.134	.081	-.139	-1.655	.101
3	(Constant)	.056	.242		.232	.817
	Agreeableness Personality	.295	.151	.227	1.957	.053
	Conscientiousness Personality	.390	.130	.306	3.008	.003
	Openness Personality	.478	.102	.403	4.695	.000

a. Dependent Variable: Job Satisfaction

Source: Own analysis with SPSS

The other analysis which is the analysis of variance ANOVA table determines whether the model which is adopted is significant enough to determine the outcome. Accordingly the table shows that the alpha is .00 which means there is a strong relationship between the dependent and independent or it tells that the leaders personality is a significant determinat for the job statifaction of the employees in addition it shows that the model is a perfect fit for the analysis.

Table 4.10: Regression Analysis /ANOVA/

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.833	5	6.367	21.488	.000 ^b
	Residual	26.667	90	.296		
	Total	58.500	95			
2	Regression	31.831	4	7.958	27.153	.000 ^c
	Residual	26.669	91	.293		
	Total	58.500	95			
3	Regression	31.028	3	10.343	34.636	.000 ^d
	Residual	27.472	92	.299		
	Total	58.500	95			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Neuroticism Personality, Openness Personality, Extraversion Personality, Agreeableness Personality, Conscientiousness Personality

c. Predictors: (Constant), Neuroticism Personality, Openness Personality, Agreeableness Personality, Conscientiousness Personality

d. Predictors: (Constant), Openness Personality, Agreeableness Personality, Conscientiousness Personality

Source: Own analysis with SPSS

Chapter Five

Summary, Conclusion and Recommendation

5.1. Summary of Findings

The major purpose of this study was to analyze the impact of leader's personality on the job satisfaction of employees in Unilever Manufacturing PLC. The big five personality traits which are Agreeableness, Extroversion, Neuroticism, Openness to Experience, and Conscientiousness were used to analyze the personality of the leaders. The researcher adopted descriptive research design as the major objective was to show the impact of leader's personality on the job satisfaction of the employees as for the collection and analyzing of the data quantitative research approach was implemented. And the data collected was analyzed by using the IBM Statistical Package for Social Sciences 26 (SPSS).

There was a total of 117 populations that were selected to participate in the study and the response rate was 82%. It was noted that the respondents were from different age group, education background and marital status. The researcher has identified that majority of the respondents which is 64% of the respondents were young females which are in the age range of 20 to 30. And the marital status of the respondents indicated that 73% of the respondents were single and 26% of them were married. And according to the data collected in regards to the educational qualification of the respondents we can tell that 70% of them are first degree holder and the rest 30% of them are second degree holders.

The histogram graph which was used to test the normality was bell shaped with only one peak which is around the mean proves that the data was normally distributed, and it was shown that there was no missed data from the participant while they were filling the survey. According to the major result of the descriptive statistics analysis the highest mean of the leader's personality was 3.18 which was for Neuroticism personality followed by with the mean score of 2.3 for Extraversion, Openness had a mean of 2.06, Conscientiousness had 2.0 and the least mean score was 1.8 which was for Agreeableness. The lesser the mean score of a given personality the more it shows that the majority of the participants has agreed that the leaders exhibit that personality.

Accordingly, the result shows that the most exercised type of leader's personality if we can rank it from the 1st to 5th would be Agreeableness (the ability to put others needs before their own), Conscientiousness (a tendency to be organized and dependable, to show self-discipline, to aim for achievement), Openness (open-minded, imaginative, creative and insightful person), Extraversion(active people who are sociable, talkative, and assertive), and Neuroticism(a person who is emotional instable, faces irritability, anxiety, self-doubt, depression) being the last one. So we can conclude most of the leaders are empathic, organized, good in communication, creative and emotionally stable.

The mean score of job satisfaction which is 2.3 shows that most of the population is satisfied with their job as the score is close to 1 (strongly agree) rather than 5(strongly disagree). So from the score of the job satisfaction we can understand that the employees are satisfied with their job as a result of the safe working condition and environment of the organization, the presence of transparency and good communication within Unilever, the care which the management team has for the employees welfare, the reasonable amount of daily workload.

To analyze the relation ship or the effect of the independent variable which is leader's personality on the dependent variable which is job satisfaction of employees a regression analysis was used. And the result of the analysis shows that R score to be 0.738 which is close to 1, this figure indicated that there is a moderately strong relationship between leader's personality and employees job satisfaction. It also shows that the correct type of analysis was being used to study the impact.

Besides the regression analysis the coefficient showed that the sig. score of Agreeableness personality to be 0.053, Conscientiousness personality a score of 0.003, and .000 for Openness personality, as the figures of the sig. indicates we can conclude that the above three leader's personality has a significant contribution to the job satisfaction of the employees. Where Conscientiousness as the remaining two leader's personality which are Neuroticism and Extraversion has a sig. score of 0.103 and 0.92 respectively, the figures tells us that these two personality traits has relatively less significance in the job satisfaction of the employees.

In addition to the above analysis, the unstructured interviews and observation that has take place implies that employees who describes the personality of their direct line managers as empathic, caring, sociable and organized tend to have more job satisfaction from the one that has a line manager who's not emotionally stable or not open minded.

5.2. Conclusion

This study was initiated with the purpose of describing the impact of leader's personality on the job satisfaction of employees in the case of Unilever Manufacturing PLC. The personality traits that was used in the study was the big five personality traits which are agreeableness, Conscientiousness, Openness, Extraversion, and Neuroticism. A good number of responses was collected from the distributed survey to the sample size.

From the statistical analysis of the descriptive statistics, the mean score being 1.87, 2.0, 2.06, 2.3 and 3.1 to the leader's personality of Agreeableness, Conscientiousness, openness, Extraversion, and Neuroticism respectively; we can conclude that the top three leader's personality demonstrated is Agreeableness, Conscientiousness followed by openness.

The coefficient table has showed that there is a strong relationship between the leader's personality and job satisfaction of the employees. However, we can conclude that the two personality traits which are Extraversion and Neuroticism has no significant impact on the employee's job satisfaction accordingly those two variables were excluded based on the regression analysis. The significance of Openness leader's personality to the job satisfaction was relatively the highest among the other followed by Conscientiousness and Agreeableness.

5.3. Recommendation

Based on the research conducted it's noted that leader's personality has an impact on the job satisfaction of the employees. And the job satisfaction of employees is an important factor to the organization's success as an employee who is satisfied and happy works harder and performs well in their jobs and stay for longer period in an organization which then leads to higher success rate of productivity.

As a result of the above points mentioned the researcher advises the following:

The human resource department to consider testing or examining the personality trait of a potential leader while they are recruiting or promoting.

For a personality development training to take place in the organization in a given time interval as it will be helpful for the leaders to look into themselves and be aware of their personality traits, in addition such training helps leaders with neuroticism personality trait to manage their emotions and be self-conscious.

Letting the leaders know or showing them how their personality affects their team member's level of job satisfaction so that they can be more self-cautious of their behavior.

Finally, the researcher recommends more studies to be conducted in this topic to examine the impact of leader's personality on employee's job satisfaction at a wider range and other different sectors.

Appendix 1

Research Survey on Impact of Leaders Personality on Employees Job Satisfaction

Dear respondent,

I would like to express my earnest appreciation for your generous time, honest and prompt response. The objective of this form is to collect primary data for the conducting a study on the topic, “The Impact of Leaders Personality on Employees Job Satisfaction in Case of Unilever Manufacturing PLC” as partial fulfillment to the completion of the Master of Arts in business leadership at Addis Ababa university College of Business and Economics, School of Commerce. I want to assure you that this research is only to be used for academic purpose. No other person will have access to the data collected.

Therefore, you are kindly requested to extend your cooperation by providing relevant information and filling out the following questionnaires that are prepared for this intension.

Please note that this is anonymous.

SECTION ONE: DEMOGRAPHIC PROFILE

1. Sex- 1) male 2) female
2. Age- 1) 20-30 2) 31-40 3)41-50 4) 50 and above
3. Marital status- 1) single 2) married 3) divorced 4) widowed
4. Qualification- 1) Diploma 2) Degree 3) masters 4) PHD and above

SECTION TWO: MEASUREMENT FOR LEADERS PERSONALITY TRAIT

Questions related to Leader’s Personality

1= strongly agree, 2= agree, 3= neutral, 4=disagree, 5= strongly disagree

No	Description	1	2	3	4	5
Agreeableness leader’s personality test question						
	I feel like my leader has a great deal of interest for me.					

	My leader cares about me.					
	My leader feels sympathy and concern for me.					
	My leader enjoys supporting and taking part in contributing to the happiness of me					
	My leader is open to assists me when I need support.					
Extraversion leader's personality						
	My leader says things even before thinking thoroughly about it.					
	My leader enjoys opening conversations.					
	My leader enjoys meeting new people.					
	My leader has a big social circle of work mates and acquaintances in the workplace					
	My leader finds it easy and simple to make new mates.					
	My leader is full of energy when he/she is around other people.					
Conscientiousness leader's personality						

	My leader devotes more time in order to prepare for the job.					
	My leader completes important tasks in its scheduled time.					
	My leader is meticulous in his attention to detail.					
	My leader appreciates having a defined set of task routine.					
Openness leader's personality						
	My leader is outside of the box thinker.					
	My leader is open and willing to experience new things.					
	My leader is always eager on identifying new challenges					
	My leader enjoys thinking about intellectual ideas					
Neuroticism leader's personality test question						
	My leader is often under a lot of pressure.					
	My leader concerned about a variety of issues.					

	My leader tends to get easily upset					
	At time my leader experiences intense mood swing					
	My leader is usually feeling uneasy.					
	My leader has a difficult time rebounding from stressful occurrences.					

SECTION THREE: MEASUREMENT FOR JOB SATISFACTION

Questions related to job satisfaction.

1=strongly agree 2=agree 3=neutral 4=disagree 5= strongly disagree

No	Description	1	2	3	4	5
	Unilever has safe working condition and environment					
	There is a presence of transparency and good communication within Unilever					
	Unilever's management is concerned about the employee's welfare					
	I am satisfied with the type of work I perform since it provides me with opportunity for achievement					
	The amount of day-to-day task is manageable and practical.					
	I am pleased with the job stability and Unilever's workplace safety.					

	I am satisfied with the way my leader handles his/her workers.					
	I am satisfied with the competence of my supervisor in making decisions					
	I am pleased with the recognition and reward I receive for accomplishing a good job.					
	There is the possibility of both internal and external training					
	I usually believe that I understand what is going on in the organization.					

Note that the questionnaire was distributed online.

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