

ZENITH UNIVERSITY COLLEGE

EFFECTS OF PERSONALITY ON COLLABORATIVE TASK
PERFORMANCE AND INTERACTION IN THE WORKPLACE
(A CASE STUDY OF ACCESS BANK GHANA PLC)

BY

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DECLARATION

Candidates' Declaration

We hereby declare that this long essay is the result of our own original research and that no part of it has been presented for another degree in this university or elsewhere.

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Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by Zenith University College.

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ABSTRACT

The purpose of this study was to examine the effects of personality on collaborative task performance and interaction in the workplace. Three research questions and hypotheses were raised to solve the research problem. Descriptive survey technique using quantitative analysis method was adopted as the research design. The population of study comprises of the employees of Access Bank Plc Ghana and 100 respondents were randomly selected for the study. The instrument for data collection used was carefully structured questionnaire. Findings revealed that personality does significantly affect collaborative task performance in the workplace; personality does significantly affect interaction in the workplace; and personality does significantly affect employee relations in the workplace. The study, however, recommended that employees should be educated on how to manage personality issues; and collaborative task performance should be encouraged among employees.

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DEDICATION

This piece of work is dedicated to our families

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CHAPTER ONE

INTRODUCTION

1.1. Background to the Study

Often times, interaction and collaborative task performance in workplace have the potential to bring the employees to a strong sense of direction, workable plans or solutions and powerful feeling of belonging with the team and clear strategic customer-focused values (Batt, 2014). However, poor interactions and team work can bring disillusionment, low morale and negative motivation of the entire organization. Hence, such organization will fail to deliver the results expected, and flounder with little strategic direction; everyone works hard, but is usually on the wrong tasks and goals (Abram & Hogg, 2011). Collaborative task performance is widely recognized as a positive force for interaction in any organization or institution to succeed. Interaction enables individuals to empower themselves and to increase benefits from cooperative work engaged on as a group (Allen & Hecht, 2014).

Getting together with one another and collaborative task performance can also allow individuals to better understand the importance of working in a organization and how the organization operate as well as promote the culture of such place into a success (Chiocchio et al., 2016). Without interaction and collaborative task performance houses take long to build, government can collapse and companies can be outshined by their competitors in the market, without interaction people lose their inspiration (Husain, 2011). According to Wageman (2017) collaborative task performance and interaction is the only way anything can gets accomplished with quality, efficiency and a major reason why economic growth is under control and company's success is scrutinized by top management to achieve the desired goals.

Effective collaborative task performance entails both individual focused tasks and interactive group work. Accordingly, collaborative work environments require spaces, furnishings and technologies that support both individual focus and group interaction, while also facilitating transitions between these activities (Akinnusi, Sonubi & Oyewunmi, 2017). Finding the right balance and types of support for individual and group work requires an understanding of both social and cognitive processes. When you have team collaboration you will always see positive results as the biggest fears of checking whether the teams are able to perform together will be eliminated. Working in teams makes employees more responsible and it also raises their motivation level (Ogbo, Kifordu & Ukpere, 2014). Collaboration generates a circle of knowledge and lets each team members to understand their role. Different people working in collaboration with a team from different backgrounds will give you more chance to grasp the differences that they have. They will definitely complement each other in various areas and you can use it for your business (Ugwozor, 2014).

The personality composition of groups of people working collaboratively on shared tasks has been shown to be an important predictor of performance. For instance, a study of 63 virtual teams found that Extraversion was an important personality trait to promote group interaction and teams with lower variances in Extraversion levels did better (Bono et al., 2012). In general, individual are created with different instincts that subsequently determine the personality of such as the ways the person act or react to the environment (Morgeson et al., 2017). As an employee, the personality in the workplace is important to achieve organization objectives, is not only merely in term of profit but also the successful performance through the employees (Homan et al., 2018). The researcher was recognizing that profitability of an organization depended on the degree of customer loyalty (Yee, Yeung & Cheng, 2018). The first impression of the customer towards employees is important

tools to build customer loyalty and satisfaction. As Harris & Goode (2014) state that customer loyalty is a core goal of organization either service or product.

Ozer & Benet (2016) state that personality as the effective tool that predicts job performance. This is because, the way how people solve the problems, how well people perform in the workplace and complete the task will contribute to the organization achievement. As a result this will effect on effective job performance. Personality is the combination of characteristics of individual that form a unique character for different people. For example, some people may be an open-minded people but other will be not. Duckworth & Yeager (2015) stated that a personality profile tools that can be used to provide an evaluation of an employee's personal attributes, values, and life skills in an effort to maximize his or her job performance and contribution to the company.

Personality is considered as an important factor specifically for predicting the organizational performance. Organizational performance can be defined as when an organization meets its set targets putting into consideration all other personality, external and internal dimension that affected performance (Hameed & Waheed, 2011). An organizational performance is accumulated end result of all the organization work processes and activities. Personality of employees is important to make sure the organization can accomplish the process and activities successfully.

Understanding the past and predicting the future behaviour of others requires the ability to imagine how other persons perceive, think, and act. Working together in a team is facilitated only if each member of the team has a theory of the other members' mind, ability, concepts and intents.

Personality research has generally centered on the Five-Factor Model (FFM) of personality (Costa & McCrae, 2012). At the individual level, research has documented consistent and positive relationships with performance for the personality factors of Conscientiousness and Emotional Stability (Barrick, Mount, & Judge, 2011). These factors are theorized to promote work motivation

(Conscientiousness) and emotion regulation (Emotional Stability), competencies which are relevant for a wide variety of occupations. Extraversion, Agreeableness, and Openness to Experience are positively related to performance for certain occupations, particularly ones that place a greater emphasis on interpersonal skills or adaptability (Barrick et al., 2011). Based on the foregoing, the current research is analyzing the effects of personality on collaborative task performance and interaction in the workplace.

1.2. Statement of the Problem

Many studies investigated how to form study groups while taking into account diverse aspects of students such as their cognitive abilities, personality characteristics or emotional intelligence levels (Keith & Frese, 2018). When forming virtual (online) groups, social aspects of group members is one of the criteria that should be considered in order to increase the efficacy of groups. Cheung (2011) stated that group quality can be increased by forming groups according to students' profiles and user-context information. Additionally, several studies such as Detert, Schroeder & Mauriel (2010) showed that similarity or diversity on the personality of team members affects group success.

Numerous organizations tend to require effective professional teamwork in a high risk environment because expert teams have deep professional knowledge and are supposed to have fewer personal problems and conflicts between the members (Brockner et al., 2017). Team members studied a lot in order to belong to a certain team, so everybody in the team is considered to be an expert in their own professional fields. They cooperate in order to achieve a given task following and complying with the rules. High risk environments mean that certain failures of teamwork in complex organizations can lead to dramatic effects (Bovman & motowidlo, 2017). That is why working in this type of team can be inherently stressful for the members. Many applications have been developed for such technologies which support the work and entertainment

needs of small groups of people. Enos, Kehrhahn & Bell (2013) addressed the effect of personality on collaborative task performance and interaction by conducting a series of user studies involving dyads working on a number of multi-user applications on the Diamond Touch tabletop device. Although, some studies have been conducted specifically on effect of personality on collaborative task performance and interaction in the workplace both internationally and locally, but this research will consolidate the existing ones by examining the variables in Access Bank Plc, Ghana.

1.3. Objectives of the Study

The main objective of this study is to investigate the effects of personality on collaborative task performance and interaction in the workplace.

The specific objectives are:

1. To access the effect of personality on collaborative task performance in the workplace.
2. To analyze the effect of personality on interaction in the workplace.
3. To identify the role of personality in employee relations.

1.4. Research Questions

1. What is the effect of personality on collaborative task performance in the workplace?
2. What is the effect of personality on the interaction in the workplace?
3. What is the role of personality in employee relations in the workplace?

1.5. Hypotheses

H₀₁: Personality will significantly affect collaborative task performance in the workplace.

H₀₂: There will be a negative significant effect of personality in the workplace.

H₀₃: A negative significant effect will exist between personality and employee relations in the workplace.

1.6. Significance of the Study

The following are the significance of this study:

1. The outcome of this study will enlighten government, policy makers, stakeholders and general public on the effects of personality on collaborative task performance and interaction in the workplace.
2. The findings from this study will constitute a basis for future research and also contributing to the body of knowledge since it will be used as empirical literature.
3. Outcome of this study will also be a guide for policy formulation both at state and national level as a way of ensuring better collaborative task performance and interaction in the workplace.

1.7. Scope of the Study

This study will cover the effects of personality on collaborative task performance and interaction in the workplace. It will also cover the entire employee of Access bank Plc, Ghana.

1.8. Operational Definition of Terms

Personality: This is the combination of characteristics or qualities that form an individual's distinctive character.

Collaboration: is a recursive process where two or more people or organizations work together to complete a task or achieve a goal by sharing knowledge, learning and building consensus.

Task: refers to duty, job, chore, stint, assignment, obligation to perform, responsibility for performance or a piece of work to be done that is imposed by a person in authority or an employer or by circumstance usually as part of a larger.

Performance: the action or process of executing or carrying out a task or function.

Interaction: an occasion when two or more people or things communicate with or react to each other.

Workplace: a place where people work, such as an office or factory.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter presents the appraisal of related studies that are considered relevant to the variables under study. It is divided into conceptual review, theoretical framework and empirical review. Concept of personality, Personality psychology, Collaborative task performance and interaction in workplace were conceptually reviewed. Big five personality model, theory and measurement of Emotionality, Activity and Sociability (EAS) and theory X and theory Y were adopted as the theoretical foundation for this study. Critical appraisal of relevant literature on the subject under study was also carried out.

2.2. Theoretical Framework

Big five personality model, theory and measurement of Emotionality, Activity and Sociability (EAS) and theory X and theory Y were adopted as the theoretical foundation for this study.

Big Five personality model

Several independent sets of researchers discovered and defined the five broad traits based on empirical, data-driven research. Ernest Tupes and Raymond Christal advanced the initial model, based on work done at the U.S. Air Force Personnel Laboratory in the late 1950s. J.M. Digman proposed his five factor model of personality in 1990, and Goldberg extended it to the highest level of organizations in 1993. In a personality test, the Five Factor Model or FFM and the Global Factors of personality may also be used to reference the Big Five traits. The Big Five personality traits are; Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism.

Openness - People who like to learn new things and enjoy new experiences usually score high in openness. Openness includes traits like being insightful and imaginative and having a wide variety of interests.

Conscientiousness - People that have a high degree of conscientiousness are reliable and prompt. Traits include being organized, methodic, and thorough.

Extraversion - Extraverts get their energy from interacting with others, while introverts get their energy from within themselves. Extraversion includes the traits of energetic, talkative, and assertive.

Agreeableness - These individuals are friendly, cooperative, and compassionate. People with low agreeableness may be more distant. Traits include being kind, affectionate, and sympathetic.

Neuroticism - Neuroticism is also sometimes called Emotional Stability. This dimension relates to one's emotional stability and degree of negative emotions. People that score high on neuroticism often experience emotional instability and negative emotions. Traits include being moody and tense.

2.3. Theory and measurement of Emotionality, Activity, and Sociability (EAS)

The Theory and measurement of EAS was propounded by Buss, A. & Plomin, R. in 1984. Temperaments are here regarded as a subclass of personality traits, defined by: appearance during the first year of life, persistence later in life, and the contribution of heredity. The three personality traits that meet these criteria are emotionality, activity, and sociability, from which are derived the acronym EAS (Buss & Plomin, 1984). There are other individual differences that may be observed in infants, and other personality traits that are inherited, but only the three EAS traits meet both criteria. Their inheritance and appearance before socialization begins suggest that these three traits are especially stable. In this respect, they may be compared to body build. Consistent individual differences in physique are sufficiently stable by roughly two years of age to predict

adult body build, but physique can change under the impact of diet and exercise. Defining the nature of temperament is just the beginning of this formulation. Also specified for each temperament are its components, how it is measured, sex differences, the role of learning, and the impact of the person on the environment.

2.4. Theory X and Theory Y

Theory X and Theory Y were propounded by Douglas McGregor in 1960. He created his theory that relate to the human motivation. However, this theory also can be related to human behavior which is Theory X and Theory Y referring on people's attitude and behavior to the environment. People in Theory X have negative perception of others with negative attitude. Those in Theory Y have an opposite view of Theory X which is assuming people are generally hard working, smart and trustful and reliable. People who fall under Theory X assume that individuals are lazy, dislike work, avoid the task given whenever possible, avoid the responsibility, and have no ambition. This type of people needs to be coerced or controlled by manager to achieve the organizational objectives. In addition, working with negative perception of environment will result on lack of performances. Theory Y assumes individuals generally tend to be ambitious, self-motivated, hard working, learn to seek out, accept responsibility and enjoy their work duties.

2.5. Conceptual Review

Concept of personality

Personality is defined as the characteristic set of behaviors, cognitions, and emotional patterns that evolve from biological and environmental factors (Corr & Matthews, 2019). While there is no generally agreed upon definition of personality, most theories focus on motivation and psychological interactions with one's environment. Trait-based personality theories, such as those defined by Raymond Cattell define personality as the traits that predict a person's behavior. On the other hand, more behaviorally based approaches define personality through learning and habits.

Nevertheless, most theories view personality as relatively stable (Corr & Matthews, 2019). Personality is a term that describes traits a person shows consistently at different times and in different situations. If we understand a person's personality we may be able to predict their behavior in many situations (Sadock, Sadock & Ruiz, 2017). Predictability makes it possible to explain and understand behavior. A person's personality can often suggest their internal thoughts, feelings, and behaviors. Intrapersonal functioning is a term used to describe the stable processes that underlie these thoughts, feelings, and behaviors. Gordon Allport defined personality as a dynamic organization inside a person, of psychophysical systems that create the person's characteristic patterns of behavior, thoughts and feelings.

The study of the psychology of personality, called personality psychology, attempts to explain the tendencies that underlie differences in behavior (Aleksandrowicz, Sobanski & Stolarska, 2019). Many approaches have been taken on to study personality, including biological, cognitive, learning and trait based theories, as well as psychodynamic, and humanistic approaches. Personality can be determined through a variety of tests (Hogan & Ones, 2017). Due to the fact that personality is a complex idea, the dimensions of personality and scales of personality tests vary and often are poorly defined. Two main tools to measure personality are objective tests and projective measures (Hogan & Ones, 2017).

Personality is often broken into statistically-identified factors called the Big Five, which are openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (or emotional stability) (Denis, 2017). These components are generally stable over time, and about half of the variance appears to be attributable to a person's genetics rather than the effects of one's environment. Some research has investigated whether the relationship between happiness and extraversion seen in adults can also be seen in children (Briley & Tucker-Drobi, 2014). The

implications of these findings can help identify children that are more likely to experience episodes of depression and develop types of treatment that such children are likely to respond to. In both children and adults, research shows that genetics, as opposed to environmental factors, exert a greater influence on happiness levels. Personality is not stable over the course of a lifetime, but it changes much more quickly during childhood, so personality constructs in children are referred to as temperament. Temperament is regarded as the precursor to personality (Jeronimus, 2014).

Personality is a dynamic and organized set of characteristics possessed by a person that uniquely influences their environment, cognitions, emotions, motivations, and behaviors in various situations (Funder, 2011). The word personality originates from the Latin *persona*, which means "mask".

Personality also refers to the pattern of thoughts, feelings, social adjustments, and behaviors consistently exhibited over time that strongly influences one's expectations, self-perceptions, values, and attitudes. Personality also predicts human reactions to other people, problems, and stress. Gordon Allport (1937) described two major ways to study personality: the nomothetic and the idiographic. Nomothetic psychology seeks general laws that can be applied to many different people, such as the principle of self-actualization or the trait of extraversion (Mc Crae & Allik, 2012). Idiographic psychology is an attempt to understand the unique aspects of a particular individual. The study of personality has a broad and varied history in psychology with an abundance of theoretical traditions. The major theories include dispositional (trait) perspective, psychodynamic, humanistic, biological, behaviorist, evolutionary, and social learning perspective. However, many researchers and psychologists do not explicitly identify themselves with a certain perspective and instead take an eclectic approach. Research in this area is empirically driven — such as dimensional models, based on multivariate statistics such as factor analysis — or

emphasizes theory development, such as that of the psychodynamic theory. There is also a substantial emphasis on the applied field of personality testing (Boag, 2011). In psychological education and training, the study of the nature of personality and its psychological development is usually reviewed as a prerequisite to courses in abnormal psychology or clinical psychology (Carver & Michael, 2012).

2.6. Collaborative task performance

Collaboration is the process of two or more people or organizations working together to complete a task or achieve a goal (Bermudez, 2016). Collaboration is similar to cooperation. Most collaboration requires leadership, although the form of leadership can be social within a decentralized and egalitarian group. Teams that work collaboratively often access greater resources, recognition and rewards when facing competition for finite resources (Marrs, Barb & Ruggiero, 2017). Structured methods of collaboration encourage introspection of behavior and communication (Pellitteri, 2010). Such methods aim to increase the success of teams as they engage in collaborative problem-solving. Collaboration is present in opposing goals exhibiting the notion of adversarial collaboration, though this is not a common use of the term. In its applied sense, collaboration is a purposeful relationship in which all parties strategically choose to cooperate in order to accomplish a shared outcome (Roberts & Jackson, 2018).

Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way (Kamau, Luber & Kumar, 2012). This concept is seen within the greater framework of a team, which is a group of interdependent individuals who work together towards a common goal. Basic requirements for effective teamwork are an adequate team size. The context is important, and team sizes can vary depending upon the objective (Rogoff, 2014). A team must include at least 2 or more members, and most teams range in size from 2 to 100. Sports teams generally have fixed sizes based upon set rules, and work teams may change in

size depending upon the phase and complexity of the objective (Bolin, 2010). Teams need to be able to leverage resources to be productive (i.e. playing fields or meeting spaces, scheduled times for planning, guidance from coaches or supervisors, support from the organization, etc.), and clearly defined roles within the team in order for everyone to have a clear purpose (Chavajay & Rogoff, 2012). Collaborative task is present in any context where a group of people are working together to achieve a common goal. These contexts include an industrial organization (formal work teams), athletics (sports teams), a school (classmates working on a project), and the healthcare system (operating room teams). In each of these settings, the level of teamwork and interdependence can vary from low (e.g. golf, track and field), to intermediate (e.g. baseball, football), to high (e.g. basketball, soccer), depending on the amount of communication, interaction, and collaboration present between team members (Roth & Lee, 2016).

Even though collaborative work among individuals is very prominent today, that was not the case over half a century ago. The shift from the typical assembly line to more contemporary organizational models that contain increasing amounts of teamwork first came about during World War I and World War II, in an effort for countries to unite their people (Ross, 2014). The movement towards teamwork was mostly due to the Hawthorne studies, a set of studies conducted in the 1920s and 1930s that highlighted the positive aspects of teamwork in an organizational setting. After organizations recognized the value of teamwork and the positive effects it had on their companies, entire fields of work shifted from the typical assembly line to the contemporary High Performance Organizational Model (Roth & Bowen, 2015).

In addition to practical components required for efficient teamwork, there are certain characteristics that members of the team must have in order to produce effective collaboration. Firstly, there must be a high level of interdependence among team members, a characteristic that

stems from open communication and the increase of trust and risk-taking (Scardamalia & Bereiter, 2014). Through interdependence come the group dynamics, which are the ways in which team members interact with each other. Healthy dynamics lead to team members being more satisfied and therefore working more efficiently together, whereas unhealthy dynamics lead to conflict, and consequentially to unsatisfied team members (Graziano & Navarrete, 2012). Due to this, an important characteristic of efficient teamwork is healthy conflict resolution that comes along with open communication. In order for efficient teamwork to exist, a team needs to have clear and attainable goals, through which team members can feel accomplished and motivated (Rytivaara, 2012). Finally, sharing leadership positions between team members enhances teamwork due to the feeling of shared responsibility and accountability. Team effectiveness and chemistry may also be linked to personality types. Depending on personality types, teams may be more or less efficient.

2.7. Interaction in the workplace

Interaction is a kind of action that occurs as two or more objects have an effect upon one another. The idea of a two-way effect is essential in the concept of interaction, as opposed to a one-way causal effect. A closely related term is interconnectivity, which deals with the interactions of interactions within systems: combinations of many simple interactions can lead to surprising emergent phenomena (Chavajay & Rogoff, 2012). Interaction has different tailored meanings in various sciences. Changes in workplace between workers can also involve interaction.

Casual examples of interaction outside science include: Communication of any sort, for example two or more people talking to each other, or communication among groups, organizations, nations or states: trade, migration, foreign relations, transportation and the feedback during the operation of a machine such as a computer or tool, for example the interaction between a driver and the position of his or her car on the road: by steering the driver influences this position, by observation this information returns to the driver (Fischer & Ferlie, 2013).

Workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships, and the organizations in which the relationships exist and develop.

Workplace relationships directly affect a worker's ability and drive to succeed. These connections are multifaceted, can exist in and out of the organization, and be both positive and negative (Eisingerich, Rubera & Seifert, 2009). One such detriment lies in the nonexistence of workplace relationships, which can lead to feelings of loneliness and social isolation. Workplace relationships are not limited to friendships, but also include superior-subordinate, romantic, and family relationships.

Friendship is a relationship between two individuals that is entered into voluntarily, develops over time, and has shared social and emotional goals (Marks, John & Stephen, 2011). These goals may include feelings of belonging, affection, and intimacy. Due to the great deal of time co-workers spend together, approximately 50 hours each week, friendships start to emerge through their shared experiences, and their desire for a built-in support system (Chan & Prakash, 2012).

Blended friendships are friendships that develop in the workplace and can have a positive impact on an employee's productivity. Workplace friendships lead to more cohesive work groups, more satisfied and committed employees, greater productivity, greater goal attainment, and increased positive feelings about the organization; they can make enjoyable or unenjoyable tasks more pleasant and are a factor in preventing employee turnover (Rytivaara, 2012). Workplace friendships tend to have a positive impact on employees' overall productivity and attitude towards their job. However, they can also be detrimental to productivity because of the inherent competition, envy, gossip, and distraction from work-related activities that accompany close friendships.

Another form of workplace friendship is the multiplex friendship. These friendships involve having friendships both inside and outside of the workplace (Llgen & Hollenbeck, 2014). One benefit of multiplex relationships is that each party receives support in and out of the workplace. These friendships also make the involved parties feel secure and involved in their environment (Kawamoto, 2016). Studies show that having larger multiplex relational networks within the workplace results in more positive feelings associated with their workplace. These feelings of involvement and belonging lead to effects such as increased productivity and a reduction in exhaustion.

Having friendships in the workplace can not only improve efficiency, but can also encourage creativity and decision-making within the organization. This will increase job satisfaction and commitment to the organization. It can be difficult to maintain friendships in the workplace (Roberts & Jackson, 2018). When an individual thinks his or her friendship with another co-worker is becoming too serious, that individual may start to avoid the other person. This would make it harder for the individual to maintain their friendship, which may cause tension in the environment. If an individual feels that a co-worker is pulling away from the friendship, that individual may use openness to attempt to maintain that friendship by confronting the other person and discussing why the relationship is deteriorating. Openness is a great tactic in some situations, but not in all (West, 2012). Parties using contradicting communication styles, pre-existing hostile work environments and significant status differences are situations in which openness would not be an effective relational maintenance tactic (Seifert, 2009).

In the workplace, individuals cannot choose their co-workers. They can, however, choose who they want to have a professional relationship with and who they want to form a friendship with outside of work. These friendships are distinguished from regular workplace relationships as they

extend past the roles and duties of the workplace (Salas et al., 2018). Workplace friendships are influenced by individual and contextual factors such as life events, organizational socialization, shared tasks, physical proximity, and work problems.

Workplace loneliness can be caused by a lack of workplace friendships, competition, or a lack of cooperation at work (Chang, Bordia & Duck, 2013). Workplace loneliness can negatively affect an organization as it is often linked to low affiliation and organizational identification. Lonely workers tend to become overly self-conscious and they may begin view their co-workers as untrustworthy members of the organization. This then hinders them from forming and maintaining important relationships as work, such as friendships or camaraderie (Woods & West, 2014).

2.8. Employee Relations

According to David (2002) employee relations is a multidisciplinary field that studies the employment relationship. Employee relation is increasingly being called employment relations because of the importance of non-industrial employment relationships. Many outsiders also equate industrial relations to labour relations and believe that industrial relations only studies unionized employment situations, but this is an oversimplification. The term 'employee relations' was conceived as a replacement for the term 'industrial relations' but its precise meaning in today's workplaces needs clarification. In 2004/5, CIPD undertook research into the changing nature of employee relations work in United Kingdom organisations, through interviews with HR and Employee Relations managers to provide a snapshot of current attitudes and practice. Industrial relations scholarship assumes that labour markets are not perfectly competitive and thus, in contrast to mainstream economic theory, employers typically have greater bargaining power than employees. Industrial relations scholarship also assumes that there are at least some inherent conflicts of interest between employers and employees (for example, higher wages versus higher profits) and thus, in contrast to scholarship in human resource management and organizational

behaviour, conflict is seen as a natural part of the employment relationship. Industrial relations scholars therefore frequently study the diverse institutional arrangements that characterize and shape the employment relationship—from norms and power structures on the shop floor, to employee voice mechanisms in the workplace, to collective bargaining arrangements at company, regional, or national level, to various levels of public policy and labour law regimes, to "varieties of capitalism" (such as corporatism), social democracy, and neo-liberalism).

According to Watson (2006), employee relations involve the body of work concerned with maintaining employer-employee relationships that contribute to satisfactory productivity, motivation, and moral. Essentially, employee-relations are concerned with preventing and resolving problems involving individuals which arise out of or affect work situations. 'Industrial relations' is generally understood to refer to the relationship between employers and employees collectively. The term is no longer widely used by employers but summons up a set of employment relationships that no longer widely exist, except in specific sectors and, even there, in modified form. The decline can be measured on a number of different dimensions. From a peak of some 12 million plus, union membership has fallen to around 7 million today. Between 1980 and 2000, the coverage of collective agreements contracted from over three-quarters to under a third of the employed workforce. At the same time, the range of issues over which bargaining took place decreased massively. The Workplace Employment Relations Survey (WERS) 19981 showed that union officials spent most of their time not on negotiating pay and conditions but in supporting grievances on behalf of individual members. Even where collective bargaining continued, its impact on the exercise of management discretion was greatly diminished. The shift in the coverage and content of collective bargaining has been reflected in a dramatic reduction in industrial action since 1980. The number of working days lost per 1,000 union members decreased from an annual

average of 1,163 in the 1970s to 76 in the 1990s. They remain low and are below the levels in many other developed countries.

Gideon (1999) states that “employment is a contract between two parties, one being the employer and the other being the employee”. An employee may be defined as: "A person in the service of another under any contract of hire, express or implied, oral or written, where the employer has the power or right to control and direct the employee in the material details of how the work is to be performed." An employee contributes labour and expertise to an endeavour of an employer and is usually hired to perform specific duties which are packaged into a job. In most modern economies, the term "employee" refers to a specific defined relationship between an individual and a corporation, which differs from those of customer or client. Other types of employment are arrangements such as indenturing which is now highly unusual in developed nations but still happens elsewhere. An employer's level of power over its workers is dependent upon numerous factors, the most influential being the nature of the contractual relationship between the two. This relationship is affected by three significant factors: interests, control and motivation. It is generally considered the employers' responsibility to manage and balance these factors in a way that enables a harmonious and productive working relationship. Employer and managerial control within an organization rests at many levels and has important implications for staff and productivity alike, with control forming the fundamental link between desired outcomes and actual processes. Employers must balance interests such as decreasing wage constraints with a maximization of labour productivity in order to achieve a profitable and productive employment relationship.

According to Richard (2000), productivity is a measure of output from a production process, per unit of input. For example, labour productivity is typically measured as a ratio of output per labour-hour, an input. Productivity may be conceived of as a metric of the technical or engineering

efficiency of production. As such, the emphasis is on quantitative metrics of input, and sometimes output. Productivity is distinct from metrics of allocative efficiency, which take into account both the monetary value (price) of what is produced and the cost of inputs used, and also distinct from metrics of profitability, which address the difference between the revenues obtained from output and the expense associated with consumption of inputs. Production is a process of combining various material inputs and immaterial inputs (plans, know-how) in order to make something for consumption (the output). The methods of combining the inputs of production in the process of making output are called technology. Technology can be depicted mathematically by the production function which describes the relation between input and output. The production function can be used as a measure of relative performance when comparing technologies. The production function is a simple description of the mechanism of economic growth. Economic growth is defined as any production increase of a business or nation (whatever you are measuring). It is usually expressed as an annual growth percentage depicting growth of the company output (per entity) or the national product (per nation). Real economic growth (as opposed to inflation) consists of two components. These components are an increase in production input and an increase in productivity.

Employee relation is a complex blend of corporate culture, human resources practices, and individual perceptions. Virtually everything the human resource department does affect employee relations, directly or indirectly. But many human resource activities are largely unnoticed by employees, including for example, recruitment, selection, and benefits administration. Other important human resources functions affect employees only periodically, as in the case of performance appraisal system and salary sessions. This necessitates some ongoing activities to foster good employer-employee relations.

According to Williams (1999), the following are the benefits of good employee relations to an organization:

Improves productivity: Good employee-relation improves productivity. Employee productivity is significantly affected by two factors: ability and attitude. Ability is simply whether or not the employee is able to perform the job. Ability is influenced by such things as training, education, innate aptitude, tools and work environments. Attitude on the hand refers to an individual's willingness to perform the job. Attitude is influenced by a myriad of factors, such as level of motivation, job satisfaction, and commitment at work. Good employees relations practices help improve both ability and attitude of the employee. Through continuous monitoring of employee skill, attitude, and quality of work environment, the organization is able to initiate timely collective actions. The result is an improvement in employee productivity.

Implementation of organizational goals: Good employee-relations ensure implementation of organizational strategies. Human resource management plays an important role in achieving organizational goals. Goals and strategies however well formulated will not be attained unless they are well executed. This means that employee should be committed to the achievement of these goals. Unless employees understand their roles and are rewarded for exhibiting desired behaviours, it is likely that the organization will be able to generate grass root support for its plans. Good employee relations practices ensure that these goals and strategies are properly communicated to the employees and their commitment.

Reduction of employment cost: Good employee relations reduce costs. Good employee-relations practices signify concern and interest in the employees. When this becomes part of the overall organizational culture, significant cost saving reduces absenteeism and turnover can emerge. Good employee relations practices also give the firm a recruiting advantage as most job applications

would like to work for an organization that treats them fairly and offers them a challenging job with potential job with career growth.

Achievement of human resource goals: Good employee relations help the personal goals of the human resource function. An important goal of human resource department today is to help employees achieve their personal goals. A keen interest in the employee's work related and career goals not only bring benefits to the organization, but also help it to meet its social objectives.

2.9. Empirical review

Boakye (2015) identified factors associated with teamwork, identify the positive or negative effects of teamwork on employees and to examine the impact of teamwork on organization performance. It analyzes the impact of teamwork on organizational performance on the employees of Komfo Anokye Teaching Hospital and Ejisu Government Hospital. Several measures of team performance were analyzed including team trust, recognition and rewards. Convenience sampling technique was used to select the employees while purposive sampling technique was used to select management in the organization. A self-structured questionnaire was used in the data collection. The research study used correlation techniques in order to analyze the relationship between two variables that was Teamwork and Organization Performance. There was clear evidence that teamwork and other measures of team performance are positively related with organization performance. The result of the study shows that there was a significant positive impact of teamwork on organizational performance.

Juhász (2010) analyzed the relationship between the employees' communication and observable behaviour and their personality traits. It video registered 17 operator teams (N=90) in a Simulator Centre of a Hungarian Nuclear Power Plant and analyzed the correlation between the team input (operator personnel's personality traits) and team process (communication hidden patterns, traceable teamwork-oriented social skills and task oriented professional skills), and ultimately

team output (team performance evaluated by instructors). The study reveals some relationships between personality traits and team-oriented communication utterances. Extroversion and Openness to experience personality factors show positive correlation with Politeness and Relation communication indicators, but contrary to our expectation the Agreeableness personality factor negatively relates with these indicators. The Team-performance has several relationships with personality traits. First of all Professional knowledge and Coordination behaviour markers show correlations with Neuroticism and Conscientiousness personality factors. Team-performance as an output of the team process is directly influenced by the Conscientiousness and the Extraversion personality factors.

Baiduri & Zubair (2015) explained some of the problem facing about the personality and behavior of person or employees that can be impact on performances. The research work further reviewed to the related literature on the subject matter to sample the opinions of various authors on the subject. The review of related literatures centered on personality types, theories, and effect on performances. The study employed drafted questionnaire, and the use of primary data as the major instrument for gathering information. The data gathered was analyzed based on questionnaire distributed to the respondents. The sample size of this research is about 100 of respondents. Based on the findings from the analysis of data, the study found that Conscientiousness and Agreeableness have a significant and positive impact on organizational performance. Conclusions was drawn and recommendation also made on how to ensure employees gives positively personality not only in the workplace but also to the environment in order to ensure that the employees always produces good behavior and personality to increase the productivity and performance of the organization. Future research should be undertaken on different context or by

increasing the sample size by widening the research context to ensure validity and reliability of the results.

Petru et al., (2018) investigates the relationships between personality traits and contributions to teamwork that are often assumed to be linear. The study uses a theory-driven approach to propose that extraversion, agreeableness and conscientiousness have inverted U-shaped relationships with contributions to teamwork. In a sample of 220 participants asked to perform a creative task in teams, we found that extraversion, agreeableness and conscientiousness were curvilinearly associated with peer-rated contributions to teamwork in such a way that the associations were positive, with a decreasing slope, up to a peak, and then they became negative as personality scores further increased. The study replicated the results concerning the non-linear association between extraversion, conscientiousness and peer-rated contributions to teamwork in a sample of 314 participants engaged in a collaborative learning exercise. The results support the recent claims and empirical evidence that explorations of personality–work-related behaviours relationships should move beyond the linearity assumptions. It was concluded by discussing the implications of our research for personnel selection.

Seyma & Tugba (2016) analyzed how efficient online study groups can be formed among students based on their personality traits. A survey consisting of Ten Item Personality Inventory (TIPI) was conducted among the undergraduate students in a well-known university. Eighty-two students who did not know each other were assigned to 35 small online groups based on their personality characteristics. The group members were then asked to study collaboratively on a task by communicating via the university's learning management system (LMS) forums. It was found that other factors (such as gender) were more effective than personality traits on the

group success, and groups with lower degrees of Emotional Stability scores obtained higher grades over the task. This study is one of the first examples that hierarchically show different factors affecting the success of online groups with data mining techniques. The findings of the study will contribute to the field of online collaborative learning that is one of the most prominent subjects in distance education.

Akpakip (2017) examined the effects of workforce diversity on employee performance. The survey research design method was adopted for the paper. The instrument used to gather relevant data for the study was the questionnaire. The study centered on the Nigerian Banking Sector to examine the level of diversity practiced in terms of gender, age, ethnicity and educational in Nigerian Organizations. First Bank of Nigeria Plc, Ota, Ogun State was the focal organization. A total of 81 copies of questionnaire were disseminated to the respondents of the study and they were all filled and returned and also relevant for the study. In order to attain the research objectives, four hypotheses were created. The data were collated and analyzed using the Statistical Package for Social Sciences (SPSS) percentages and frequencies tables were used to for the descriptive aspects. To test the hypotheses, Spearman Rank Correlation Coefficient Analysis was adopted, Regression Model, Anova were adopted to examine the relationship between variables and identify the influence of the independent variables on the dependent variable. The limitation to the study is that the study made use of only few aspects of workforce diversity and as such, findings cannot be generalized to cover other dimensions of diversity not covered in the study. The research findings showed all aspects of workforce diversity used in the study has a significant relationship with employee performance except for ethnic diversity. It was also discovered that gender, age and educational diversity have strong influence on employee performance. Hence, based on findings, it is recommended that management continue to

uphold its diversity policies and practices in order to increase the benefits of diversity. Management should ensure that all employees are properly trained on diversity issues as these trainings will also help employees to change those unconscious behaviours that hinder diversity and inclusion practices.

Sequeira & Dhriti (2015) emphasized on understanding employee relations practices, its underlying factors, issues and its impact on employee productivity in Kavya Systems, Bangalore. A descriptive approach was adopted for the study in the beginning to describe the existing employee relations practices at Kavya Systems while at the later stage of the study, causal approach was applied in order to link the employee relation factors to productivity of employees. The study includes questionnaire based survey design to find out employee relations practices, its underlying factors, issues and its impact on employee productivity in Kavya Systems, Bangalore. The ground aspect of the study is to analyse the effect of Employee Relations on the productivity of an employee. Primary data collection was conducted by undertaking convenient sampling which may have affected the accuracy of results. Relationship between employee relations factors and employee productivity were found by statistical testing of formulated hypothesis. In the research conducted it was identified that employee relations practices followed in the organization had a direct impact on the personality of employees in the organization. Employees with higher level of satisfaction with the existing organization practices were more productive and resistive towards changing the current organization. The study also revealed that improving the employee relations practices an organization can improve the personality of employees and thereby the overall personality of the organization.

Samwel (2018) examined the effect of employee relations on employee personality and organizational personality and at the same time it identified the various employee relations

practices used by small organizations in Tanzania. The study adopted a cross-sectional survey research design and used a stratified random sampling technique to select a sample size of 387 respondents from selected small organizations in Tanzania. Data was collected using structured questionnaires and interviews and analyzed using descriptive statistics and correlation analysis. The findings of the study showed that small organizations in Tanzania are aware of the benefits of maintaining good employee relations and correct remedial actions taken to minimize poor employee relations in the organization. It was further indicated that a positive significant relationship between employee relations and employee personality as well as between employee relations and organization productivity. Moreover, the findings reveal the use of unfair labour practices in small organizations in Tanzania. It was however recommended that small organizations in Tanzania should focus more on implementing fair labour practices and building effective and sustainable employee relations that will ensure their growth and survival.

Humayon et al., (2018) pondered light on factors influencing organizational productivity in South Punjab Hospitals. The study also checked the organizational productivity and the most significant factors that influence the personality in three districts public hospitals (Vehari, Lodhran, and Khanewal). The researcher used three factors of staff motivation, innovation, and management involvement to analyze the organizational productivity in hospitals. Data were gathered from a sample of 90 employees in public hospitals. The results showed that there was a significant positive relationship among variables. The multiple regression results found that innovation and management level were strong significant predictors of organizational productivity. However, staff motivation was not a significant predictor of organizational productivity. Limitations and future directions were also discussed in the study.

Mahamid, Al- Ghonamy & Archouni (2014) identified the factors affecting labor productivity in public construction projects in Saudi Arabia from contractors' viewpoint. 41 contractors working in public construction completed a structured questionnaire survey and the factors were ranked according to their impact level. 32 factors were identified through literature review. These factors were grouped into five groups: labor, managerial, materials and equipments, project, and financial. The analysis of the identified 32 factors indicates that the top ten important factors negatively affecting labor productivity in road construction are: lack of labor experience, poor communication and coordination between construction parties, bad relations between labors and management team, payments delay by owner, misuse of time schedule, rework, labor's low wage, financial conditions of contractor, poor site management, and frequent change orders.

Sahedur & Rabeya (2017) identified the effect of Employee Relationship Management (ERM) on the employee's personality at private commercial banks in Bangladesh. For conducting the study, 85 full time bank employees were selected from 15 different private commercial banks. The questionnaire was developed by using a five point Likert scale. In the study some statistical measures such as correlation and regression analysis is used to examine employee's personality. The study reveals that all ERM components such as Human Resources Practices, Leadership Styles and Shared Goals /Values have more significant impact on employee's personality on the other hand Communication and Trust have the moderate impact on employee's personality of the bank. So, these ERM components should be properly addressed and practiced by the banks for improving its employee's personality.

Nabil, Noel & Phil (2017) developed a regression model for predicting changes in personality, when the underlying factors affecting personality are varied. These factors were broadly categorised as general work environment, organisational work policies, group dynamics and

interpersonal relationships and personal competence of the employees as applicable in United Arab Emirates (UAE). The most significant factors amongst these were determined through surveys using the Severity Index and the Chi Square computations for significance. The factors were regrouped into factors that afforded practical variation at site and personality data was collected using different combination of the most significant factors of Timing, Supervision, Group Dynamics, Control by Procedures, Climate and Material Availability. Construction activities such as Excavation, Formwork, Reinforcement, Concreting, Block work, Plaster and Tiling have been studied and the increase or decrease in productivity obtained was compared to the actual site average personality; then analysed statistically using the MINITAB software, and linear regression models established. Validation is underway at other sites, but early field data on one site, indicate that the regression models arrived at - were capable of predicting personality changes within $\pm 15\%$.

Anastasios & Prodromos (2018) examined the interrelations between firm/environment-related factors (training culture, management support, environmental dynamism and organizational climate), job-related factors (job environment, job autonomy, job communication) and employee-related factors (intrinsic motivation, skill flexibility, skill level, proactivity, adaptability, commitment) and their impact on EP. A new research model that examines the relationships between these factors and EP is proposed utilizing the structural equation modeling approach. The results indicate that job environment and management support have the strongest impacts (direct and indirect) on job productivity, while adaptability and intrinsic motivation directly affect job productivity. However, a potential limitation of this research is that it is not focused only on one business sector (i.e. the sample is heterogeneous). It was concluded that firm/environmental-related factors, job-related factors, employee-related factors and EP are incorporated in a single model using data from small- and medium-sized enterprises. Hence, the final model can explain

27 percent of EP variance (first-level analysis) and 42 percent of EP variance (second-level analysis).

Karanja & Tibaingana (2011) examined the role of employees in Tororo cement factory, to establish the level of organizational productivity in Tororo cement and to find out the relationship between employee relationship and organizational productivity of Tororo cement. The research design used was cross sectional, explanatory and descriptive research design. A Sample of 25 respondents was selected by use of Kralje and Morgan (1970). Both primary and secondary data were used. Data was collected using questionnaires, interview guide, survey and observation. Data was analyzed using correlations and multiple regressions Pearson was used to determine relationship between variables. The study found that there is high level of employee turnover because of lack of motivation, inefficient communication, poor working condition, and lack of employee participation. The company employs more professional employees than unprofessional employees. On the level of organization productivity the poor productivity is as a result of poor relationship with employees. The study also revealed that a positive strong correlation exists between employee relationship and organization productivity ($r=0.8$). The study recommends the following, management should improve the working conditions, motivate employees, improve communication within the organization and involving employees in decision making so as to improve relationship with employees to improve organization productivity.

Adebayo & Ogunsina (2011) in a research, Influence of employee relation and Job Stress on Job productivity and Turnover Intention of Police Personnel in Ekiti State police Command, uncovered that supervisory conduct determined a critical impact on job productivity of the police staff. The suggestion was that the officers under law based supervision have a tendency to be more fulfilled and inspired at work than the one under dictatorial supervisory styles. Beaset (2014)

affirmed this finding by saying the nature and level of supervision is a central point which can impact the satisfaction individuals get from their work. Likewise Fajana (2012), Rue & Lyord (2014) are in support of the result, that managers who embrace an obliging way towards their workers have a tendency to have more fulfilled work group. Another study carried out by Morse & Reiner (2012) which was carried out with administrative employees in a Large Insurance Company demonstrates that workers under taking an interest or law based supervision showed more positive (fulfilled) conduct towards their job. Dartey-Baah (2010) fight inferring that if administrators and partners, whose assessment is esteemed by employees, perceive employees' commitments by giving acknowledgement where reward is, then employees will be happy with and focused on their work thus bring productivity to the organization.

Dartey-Baah additionally expressed that acknowledgement is one of the absolute most specified components bringing about productivity and satisfaction among employees. Flynn (2018) clarifies that rewards and acknowledgement programs keep high interests among employees, improves their assurance and make a connection amongst execution and inspiration of employees. Thus, the key point of reward and recognition program is to characterize a framework to remunerate employees and empower them relating their reward to their execution which eventually prompts to employees' job satisfaction.

Nick (2010) studied the relationship between pay factors and employee productivity. Focused on how diverse pay variables impact the apparent employee rewards satisfaction and inspiration on how these two discernments relate. Utilizing arrangement catching information acquired from 26 understudies, this review found a positive connection amongst satisfaction and pay components. Furthermore, employee compensation, productivity and inspiration were firmly identified with the way of payment. This review additionally found that the character traits, hazard avoidance, self-

adequacy and locus of control generally did not appear to impact the preference with respect to either productivity based pay or fixed pay, tangible rewards or non-substantial rewards, skill based pay or job based pay and inflexible benefits or adaptable benefits.

Pratik (2012) studied on the factors driving employee salaries to understand the relationships between salary, non-monetary factors and job productivity in the labor market. It applied lessons from both economic theory and sociological research as it contextualizes and studies these different aspects of the labor market. In a regression comparing salary and non-monetary factors, only two out of 16 dummy variables were statistically significant. Both were positive work conditions, but Benefits (Positive) decreased salary and Long Hours (Positive) increased salary. In a regression comparing salary and job satisfaction, no statistical significance was found despite sociological research connecting the two aspects of work. One study that examined the effects of merit pay on teacher satisfaction was Belfield & Heywood (2018). Using 1999 data from the Schools and Staffing Survey (SASS) and an ordered probit analysis, it was found that merit pay was negatively related to teacher satisfaction, both in general and with regard to salaries and teaching. Thus, Belfield & Heywood (2018) do not differentiate between teachers who worked in a district without a merit pay system and teachers who worked in a merit pay district but who did not receive merit pay. This type of merit pay variable results in biased estimates, especially because no teachers in non-merit pay districts can receive merit pay. Hence, there is no variability in the merit pay variable in non-merit pay districts. This construction of the merit pay variable may have contributed to the finding of a negative relationship between merit pay and teacher satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter intends to give a clear description of the method and procedures involved in carrying out this study and ways by which information on the subject matter of this research study are collected and organized for proper analysis. The methodology employed in this research study is explained under the following headings: research design, area of study, population of the study, sample and sampling techniques, research instrument, validity and reliability of the research instrument, method of data collection and analysis and limitation of methodology.

3.2. Research Design

A research design is a plan that guides the researcher in the various stages of the research process. Research design may be experimental, case study or an observation. This research work adopted the descriptive survey design. The descriptive survey design deals with the systematic collection of facts from a target audience or population. This design was adopted by the researcher because it will help to ascertain the effects of personality on collaborative task performance and interactions in the workplace.

Population of the study

The population of this study was made up of the entire employees of Access Bank Plc. Access Bank is a Nigerian multinational commercial bank, owned by Access Bank Group. Access Bank is presently the largest bank in Nigeria in terms of assets, loans, deposits and branch network. The merger of Access Bank and Diamond Bank on 1 April 2019 has made Access Bank, the largest bank in Africa. Access Bank is considered appropriate for this study because it parades an array

of diverse groups of employees who naturally have different cultures and different backgrounds (in essence, different personalities).

Sample and Sampling Technique

A sample is the subset of population selected for a study. Sampling deals with selecting a sample. The sampling method used for the study was purposive sampling with a sample size of 100 employees. The sample for this study was drawn from the population of the study.

Research Instruments

The research instrument that was used for this study is self-developed questionnaire. The questionnaire was selected by the researcher because it had the capability of eliciting factual data from a given population. The questionnaire was titled: “**Effects of personality on collaborative task performance and interactions in the workplace**”. The questionnaire was divided into two (2) sections covering the research questions raised in chapter one of the study. The various sections are as follows:

Section A: Bio-data of the respondents

Section B: Effects of personality on collaborative task performance and interactions in the workplace.

Validity and reliability of instrument

Validity is the extent to which the scores from a measure represent the variable they are intended to. The research instrument was validated by the project supervisor. The instrument was prepared by the researcher and submitted to the project supervisor for scrutiny. The corrections made by the supervisor was carefully incorporated by the researcher in order for the instrument to be valid.

The reliability of the instrument was done by the researcher through the test-retest method. That is to say, the instrument was pre-tested twice before proceeding to administer the instrument to the

respondents. On reliability correlation testing using SPSS, the cronbach's alpha value was obtained. The closeness of this value to 1 indicates that the instrument is very reliable.

Method of analysis

The retrieved copies of questionnaire were analyzed using simple percentage and frequency count with the aid of the software SPSS version 20. This statistical tool was selected by the researcher because of its simplicity and relevance to the research work.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSIONS OF FINDINGS

4.1. Introduction

This chapter covers the analysis, presentation and the interpretation of the various data collected through the use of questionnaires. The chapter represents the analysis and interpretation of data from the field of study. Questionnaires were administered to examine the effects of personality on collaborative task performance and interaction in the workplace. A total of 100 questionnaires were administered but the researcher was able to retrieve 97 questionnaires back and all were considered valid for this study. This represent 97% response rate in this study.

Demographic Data of Respondents

Table 1: Distribution of respondents by Gender

Gender	Frequency	Percentage (%)
Male	48	49.5
Female	49	50.5

Total	97	100
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Source: Fieldwork 2019

Table 1 shows the distribution of respondents by their gender. Out of 100 respondents to the questionnaires, 48 respondents which indicate 49.5% were male while 49 respondents which indicate 50.5% were females. However, the population of female respondents is more than that of the male.

Table 2: Distribution of respondents by age range

Age range	Frequency	Percentage (%)
18 – 25	13	13.4
26 – 35	31	32.0
36 – 45	29	30.0
46 and above	24	24.6
Total	97	100

Source: Fieldwork 2019

Result in table 2 shows the distribution of respondents by age range and 13 respondents which represent 13.4% fall to the category of 18-25 years, 31 respondents which represent 32.0% fall into the category of 26-35 years while 29 respondents which represent 30.0% fall into 36-45 years category while 24 respondent representing 24.6% are 46 years and above with respect to their age. It shows that respondents between the age 26-35 years has the highest number of frequency while the category aged 18 - 25 years and above have the lowest frequency.

Table 3: Distribution of Respondents by Marital status

Marital status	Frequency	Percentage (%)
Single	53	54.6

Married	19	19.6
Divorced/Separated	5	5.2
Widow	-	-
Total	97	100

Source: Fieldwork 2019

Result in table 3 shows the distribution of respondents by marital status. It revealed that 53 respondents representing 54.6% are single, 19 respondents representing 19.6% are married, and only 5 respondents representing 5.2% are divorced or separated. Hence, the respondents that are in single category have the highest frequency while the respondents that are divorced or separated have the lowest frequency.

Table 4: Distribution of Respondents by Level of education

Level of education	Frequency	Percentage (%)
NCE	11	11.3
B.Sc/B.Ed.	46	47.4
M.Sc/M.Ed	37	38.1
PhD	1	1.0
Others	2	2.1
Total	97	100

Source: Fieldwork 2019

Result in table 4 shows the distribution of respondents by their academic qualifications. It revealed that only 11 respondents representing 11.3% have NCE qualification, 46 respondents representing 47.4% have obtained their BEd./BSc degree, and 37 respondents representing 38.1% of the total respondents have obtained M.Sc/M.Ed, only 1 respondents representing 1% of the total sample

already obtained PhD and 2 respondents representing 2.1% have other qualifications. Hence, the respondents that their BSc/BEd have the highest frequency while the respondents that have PhD have the lowest frequency.

4.2. Analysis of Research Questions

Respondents' questions

The research carefully selected some particular vital question in relations to the objectives of the research response from respondents have been represented by use of table and single percentage.

The formula for it is

$$A\% = \frac{a}{n} \times 100$$

Where

n = total number of response to a question

a = number of respondents ticking a particular answer option to the question

A% = 'a' expressed as a percentage of N.

In the tables below: Strongly Agree (SA), Agree (A), Disagree D), Strongly Disagree (SD) and Not sure (NS)

Table 5: The effect of personality on collaborative task performance in the workplace

S/N	Question	No. of Respondents/ Percentage (%)				
		SA	A	D	SD	NS
1	There is significant relationship between personality and	58	24	6	6	3
		59.8%	24.7%	6.2%	6.2%	3.1%

	collaborative task performance in the workplace										
2	Employee behaviour can affect collaborative task performance in the workplace	35	47	6	6	3	36.1%	48.5%	6.2%	6.2%	3.1%
3	Employee feelings can affect collaborative task performance in the workplace	33	38	8	12	6	34.0%	39.2%	8.3%	12.4%	6.2%
4	Employee thoughts can affect collaborative task performance in the workplace	44	28	6	6	3	45.4%	28.9%	6.2%	6.2%	3.1%
5	Employee temperament can affect collaborative task performance in the workplace	40	31	8	12	6	41.2%	32.0%	8.3%	12.4%	6.2%

Table 5 above shows that response on the effect of personality on collaborative task performance in the workplace and indicates that 59.8% strongly agreed that there is significant relationship between personality and collaborative task performance in the workplace, Agree 24.7%, Disagree 6.2%, Strongly Disagree 6.2%, not sure 3.1%. Employee behaviour can affect collaborative task performance in the workplace, 36.1% strongly agree, 48.5% agree, 6.2% disagree, 6.2% strongly disagree, 3.1% not sure. Employee feelings can affect collaborative task performance in the workplace, 34.0% strongly agree, 39.2% agree, 8.3% disagree, 12.4% strongly disagree, 6.2% not sure. Employee thoughts can affect collaborative task performance in the workplace, 45.4%

strongly agree, agree 28.9%, 6.2%) disagree, 6.2% strongly disagree, 3.1% not sure. Employee temperament can affect collaborative task performance in the workplace, 41.2% strongly agree, 32.0% agree, 8.3% disagree, 12.4% strongly disagree, not sure 6.2%.

Table 6: the effect of personality on interaction in the workplace

S/N	Question	No. of Respondents/ Percentage (%)				
		SA	A	D	SD	NS
1	There is significant relationship between personality and interaction in the workplace	40 41.2%	31 32.0%	8 8.3%	12 12.4%	6 6.2%
2	Employee behaviour can affect interaction in the workplace	35 36.1%	47 48.5%	6 6.2%	6 6.2%	3 3.1%
3	Employee feelings can affect interaction in the workplace	58 59.8%	24 24.7%	6 6.2%	6 6.2%	3 3.1%
4	Employee thoughts can affect interaction in the workplace	35 36.1%	47 48.5%	6 6.2%	6 6.2%	3 3.1%
5	Employee temperament can affect interaction in the workplace	33 34.0%	38 39.2%	8 8.3%	12 12.4%	6 6.2%

Table 6 above shows that response on the effect of personality on interaction in the workplace, and it shows that 41.2% Strongly Agree that there is significant relationship between personality and interaction in the workplace, 32.0% agree and 8.3% disagree while 12.4% Strongly disagree and 6.2% were not sure; Employee behaviour can affect interaction in the workplace, 36.1% strongly agree, 48.5% agree, 6.2% disagree, 6.2% strongly disagree, 3.1% not sure. Employee feelings can

affect interaction in the workplace, 59.8% strongly agree, 24.7% agree, 6.2% disagree, 6.2% strongly disagree, 3.1% not sure. Employee thoughts can affect interaction in the workplace, 36.1% strongly agree, 48.5% agree, 6.2% disagree, 6.2% strongly disagree, 3.1% not sure. Employee temperament can affect interaction in the workplace, 34.0% strongly agree, 39.2% agree, disagree 8.3%, 12.4% strongly disagree, 6.2% not sure.

Table 7: The role of personality on employee relations

S/N	Statement	No. of Respondents/ Percentage (%)				
		SA	A	D	SD	NS
1	There is significant relationship between personality and employee relations in the workplace	35 36.1%	47 48.5%	6 6.2%	6 6.2%	3 3.1%
2	Employee behaviour can affect employee relations in the workplace	33 34.0%	38 39.2%	8 8.3%	12 12.4%	6 6.2%
3	Employee feelings can affect employee relations in the workplace	44 45.4%	28 28.9%	6 6.2%	6 6.2%	3 3.1%
4	Employee thoughts can affect employee relations in the workplace	40 41.2%	31 32.0%	8 8.3%	12 12.4%	6 6.2%
5	Employee temperament can affect employee relations in the workplace	35 36.1%	47 48.5%	6 6.2%	6 6.2%	3 3.1%

Source: Filed Survey, 2019

Table 7 above shows response on the role of personality on employee relations and indicates that 36.1% strongly agree that there is significant relationship between personality and employee relations in the workplace, 48.5% agree, 6.2% disagree, 6.2% strongly disagree, 3.1% not sure.

Employee behaviour can affect employee relations in the workplace, 34.0% strongly agree, 39.2% agree, 8.3% disagree, 12.4% strongly disagree, 6.2% not sure. Employee feelings can affect employee relations in the workplace, 45.4% strongly agree, agree 28.9%, 6.2%) disagree, 6.2% strongly disagree, 3.1% not sure. Employee thoughts can affect employee relations in the workplace, 41.2% strongly agree, 32.0% agree, 8.3% disagree, 12.4% strongly disagree, not sure 6.2%. Employee temperament can affect employee relations in the workplace, 36.1% strongly agree, 48.5% agree, 6.2% disagree, strongly disagree 6.2%, 3.1% not sure.

4.3. Testing of Hypotheses

In this section, the data collection are used to test the hypotheses, which were formulated earlier in chapter one. In practice, there are several statistical techniques available for testing hypothesis. However, for the purpose of this research work, the researcher used the Statistical Package for Social Sciences (SPSS) Version 20 in testing the hypotheses. Also, the simple regression technique was adopted because of its simplicity as well as minimizes the squares of the residuals.

Hypothesis One

H₀₁: Personality will significantly affect collaborative task performance in the workplace.

Table 8: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	96.100	1	96.100	47.335	.000 ^b
Residual	26.700	103	1.455		
Total	122.800	104			

Source: Research Survey, 2019

The study also conducted ANOVA (i.e. analysis of variance) to determine the extent to which the Independent and dependent variable relates with each other, and the result showed that P-value Obtained (i.e.is 0.000) was lower than the 5% level of significance specified in SPSS software for this analysis, therefore, according to the decision rule, the Alternate hypothesis was accepted, while the Null hypothesis was rejected. This implies that personality does significantly affect collaborative task performance in the workplace.

Hypothesis Two

H₀₂: There will be a negative significant effect of personality and in the workplace.

Table 9: ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	102.400	1	102.400	52.175	.000 ^b
Residual	38.710	103	1.598		
Total	141.110	104			

Source: Research Survey, 2019

The study also conducted ANOVA (i.e. analysis of variance) to determine if the result of the model summary above can be relied upon and the result established that P-value obtained (i.e., 0.000) was lower than the alpha level of 5% specified in SPSS for this analysis, therefore, according to the decision rule, the Alternate hypothesis was accepted while the Null hypothesis was rejected. This implies that personality does significantly affect interaction in the workplace.

Hypothesis Three

H₀₃: A negative significant effect will exist between personality and employee relations in the workplace.

Table 10: ANOVA^C

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	102.500	1	102.500	49.828	.001 ^b
Residual	69.800	103	1.736		
Total	172.3	104			

Source: Research Survey, 2019

The study also conducted ANOVA (i.e. analysis of variance) to determine the extent to which the Independent and dependent variable relates with each other, and the result showed that P-value Obtained (i.e.is 0.001) was lower than the 5% level of significance specified in SPSS software for this analysis, therefore, according to the decision rule, the Alternate hypothesis was accepted, while the Null hypothesis was rejected. This implies that personality does significantly affect employee relations in the workplace.

Discussion of Findings

The study analyzes the effects of personality on collaborative task performance and interaction in Access Bank Plc Ghana. Findings revealed that personality will significantly affect collaborative task performance in the workplace. This can be related to a research conducted by Juhász (2010) who analyzed the relationship between the employees' communication and observable behaviour and their personality traits. It video registered 17 operator teams (N=90) in a Simulator Centre of a Hungarian Nuclear Power Plant and analyzed the correlation between the team input (operator personnel's personality traits) and team process (communication hidden patterns, traceable teamwork-oriented social skills and task oriented professional skills), and ultimately team output (team performance evaluated by instructors). The study reveals some relationships between

personality traits and team-oriented communication utterances. Extroversion and Openness to experience personality factors show positive correlation with Politeness and Relation communication indicators, but contrary to our expectation the Agreeableness personality factor negatively relates with these indicators. The Team-performance has several relationships with personality traits. First of all Professional knowledge and Coordination behaviour markers show correlations with Neuroticism and Conscientiousness personality factors. Team-performance as an output of the team process is directly influenced by the Conscientiousness and the Extraversion personality factors.

Further finding revealed that there will be a positive significant effect of personality and in the workplace. This findings can be connected with the study of Baiduri & Zubair (2015) who explained some of the problem facing about the personality and behavior of person or employees that can be impact on performances. The research work further reviewed to the related literature on the subject matter to sample the opinions of various authors on the subject. The review of related literatures centered on personality types, theories, and effect on performances. The study employed drafted questionnaire, and the use of primary data as the major instrument for gathering information. The data gathered was analyzed based on questionnaire distributed to the respondents. The sample size of this research is about 100 of respondents. Based on the findings from the analysis of data, the study found that Conscientiousness and Agreeableness have a significant and positive impact on organizational performance. Conclusions was drawn and recommendation also made on how to ensure employees gives positively personality not only in the workplace but also to the environment in order to ensure that the employees always produces good behavior and personality to increase the productivity and performance of the organization.

Finally, findings revealed that a positive significant effect will exist between personality and employee relations in the workplace. This finding can be associated with the study of Samwel (2018) who examined the effect of employee relations on employee personality and at the same time it identified the various employee relations practices used by small organizations in Tanzania. The study adopted a cross-sectional survey research design and used a stratified random sampling technique to select a sample size of 387 respondents from selected small organizations in Tanzania. Data was collected using structured questionnaires and interviews and analyzed using descriptive statistics and correlation analysis. The findings of the study showed that small organizations in Tanzania are aware of the benefits of maintaining good employee relations and correct remedial actions taken to minimize poor employee relations in the organization. It was further indicated that a positive significant relationship between employee relations and employee personality. Moreover, the findings reveal the use of unfair labour practices in small organizations in Tanzania.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter presents the summary of findings, conclusion and recommendations made from this research.

5.1. Summary of Findings

The study examines the effects of personality on collaborative task performance and interaction in the workplace. The study was divided into five chapters. The chapter one covers the background of the study, statement of the problem, research questions and objectives, significance of the study, scope of the study, operational definition of terms and the chapter outlines.

The chapter two covers the conceptual framework, theoretical framework and empirical review was also included.

The chapter three covers the research design, population of the study, sample size and sampling techniques, method of data analysis, source of data, instrument for data collection, test of validity and reliability, method of data analysis and limitation of the methodology.

Chapter four covers with data presentation, analysis and interpretation. The chapter also covers the discussion of the result.

The chapter five covers the summary, conclusion, recommendations and suggestion for further studies.

The summary of the findings are presented below:

- i. Personality does significantly affect collaborative task performance in the workplace.
- ii. Personality does significantly affect interaction in the workplace.
- iii. Personality does significantly affect employee relations in the workplace.

5.2. Conclusion

The study examines the effects of personality on collaborative task performance and interaction in the workplace. Based on the data collected, presented and analysis and the result of the statistical test, the following conclusion are discernible:

Personality does significantly affect collaborative task performance in the workplace.

Personality does significantly affect interaction in the workplace.

Personality does significantly affect employee relations in the workplace.

5.3. Recommendations

Having summarized and concluded the work, the following recommendations among others would serve as ways through encouraging collaborative task performance and interaction.

- i. Employees should be educated on how to manage personality issues.
- ii. Collaborative task performance should be encouraged among employees.

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APPENDIX

QUESTIONNAIRE

ZENITH UNIVERSITY COLLEGE

SCHOOL OF BUSINESS

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

PROJECT TITLE

EFFECTS OF PERSONALITY ON COLLABORATIVE TASK PERFORMANCE AND INTERACTION IN THE WORK PLACE

Dear respondents:

The purpose of this study is to examine the effects of personality on collaborative task performance and interaction in the work place at Access Bank Ghana Plc. This questionnaire is designed to elicit information regarding this research work. You are kindly requested to answer the questions as frankly and openly as you can. You are also assured of full confidentiality, privacy and anonymity of any information that you provide. Thank you for your co-operation.

SECTION A: SOCIO-DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

INSTRUCTION: Please provide appropriate answers by ticking (✓) the option that best agrees with your opinion.

1. **Gender:** Male [] Female []
2. **Age Range (in years):** 18-30 [] 31-40 [] 41-50 [] 50 and above []

3. **Marital Status:** Single [] Married [] Divorced/Separated [] Widow []
4. **Level of Education:** NCE [] B.Sc/B.Ed. [] M.Sc/M.Ed [] PhD [] Others (please specify).....
5. Do you understand the concept of personality?

SECTION B

1. The effect of personality on collaborative task performance in the workplace

Kindly respond on the effect of personality on collaborative task performance in the workplace by ticking (√) from alternatives provided

	The effect of personality on collaborative task performance in the workplace	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	There is significant relationship between personality and collaborative task performance in the workplace					
2	Employee behaviour can affect collaborative task performance in the workplace					
3	Employee feelings can affect collaborative task performance in the workplace					

4	Employee thoughts can affect collaborative task performance in the workplace					
5	Employee temperament can affect collaborative task performance in the workplace					

Others (please specify).....

2. The effect of personality on interaction in the workplace

In your own opinion, kindly indicate the effect of personality on interaction in the workplace by ticking (√) from alternative options provided

	The effect of personality on interaction in the workplace	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1	There is significant relationship between personality and interaction in the workplace					

2	Employee behaviour can affect interaction in the workplace					
3	Employee feelings can affect interaction in the workplace					
4	Employee thoughts can affect interaction in the workplace					
5	Employee temperament can affect interaction in the workplace					

Others (please specify).....

3. The role of personality on employee relations

In your own opinion, kindly indicate the role of personality on employee relations by ticking (√) from alternative options provided

	The role of personality on employee relations	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1	There is significant relationship between personality and employee relations in the workplace					

2	Employee behaviour can affect employee relations in the workplace					
3	Employee feelings can affect employee relations in the workplace					
4	Employee thoughts can affect employee relations in the workplace					
5	Employee temperament can affect employee relations in the workplace					

Others (please specify).....

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