

# Impact Of Owner/Manager's Personality Traits On Employee's Performance: A Study Of Micro, Small And Medium-Scale Enterprises In Lagos State

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## ABSTRACT

This study investigated Impact of Owner/Manager's Personality Traits on Employee's Performance with specific reference to Micro, Small and Medium-Scale Enterprises in Lagos State. The study adopted descriptive survey research design. The population of the study was MSMEs in Lagos State. Purposive sampling technique was applied to select sample for the study. A sample size of 400 participants was selected using Taro Yamane's Formula for determining sample size. Out of the 400 copies of the questionnaire administered 354 respondents completed and returned the copies of the questionnaire. The data collected from the sample selected were statistically analyzed using both descriptive and inferential statistics. The research questions were analyzed descriptively while the stated hypotheses were tested using the linear regression analysis inferential statistics. The result obtained show that MSMEs owners/managers tend to accept views of other people without hesitation; MSMEs owners/managers enjoys supporting other people to ensure their tasks are concluded; owners/managers are passionate about taking up lead roles to coordinate team members and that MSMEs owners/managers quality of their work always meets the expected standard. The study concludes that there is significant relationship between manager's openness to experience and the performance of employees in MSMEs in Lagos State; there is significant relationship between Manager's conscientiousness and Performance of employees. The study recommended thus; Given that openness to experience related positively to perceptions of both radical creativity and incremental creativity, it may be beneficial for

MSMEs owners/managers to consider the openness to experience of their employees when designing jobs.

**Keywords:** Owner/manager's openness, personality traits, conscientiousness, employee performance, Agreeableness personality trait, MSMEs.

## I. INTRODUCTION

Micro, Small and Medium-Scale Enterprises (MSMEs) are often cited as the most innovative organizations in emerging markets (Pissarides, 2019). There is ample evidence of the prevalence of MSMEs in the global literature (Wang, 2016). The 19th-century deconstruction gave rise to the first notion that big business is an essential pillar of the economy, challenging traditional methods dating back to the 1950s (Yao, 2018). The important role that small and medium enterprises have played in the economy in recent years cannot be overlooked. For example, Ayyagari, Demurge, and Maksimovic (2011) show the role of MSMEs in creating employment opportunities and suggest that SMEs with up to 250 employees are catalysts for growth in some economies. Beck, Demurge, and Levine (2005) hypothesized that MSMEs account for more than 60% of all manufacturing jobs in most emerging economies.

The impact of personality traits on the growth of a business or an enterprise is very important to the growth and sustenance of Micro Small and Medium-Scale Enterprises. The study done by Akhigbe and Bibiebi (2017) on 'Performance of Small and Medium Enterprises in Lagos State' revealed that most business owners in Nigeria don't understand the personality traits they

have because the norm is to grow your enterprise you have to have a huge amount of money. Business owners must understand the personality traits that they have to know if they would affect the growth of their enterprises or not. Some business owners, especially in Lagos State, think the success of a business depends only on financial stability and also environmental factors (Nigeria SMEs Survey, 2021). Akindele and Balogun, (2018), reviewed a book authored by Frank Knight, where he observed that the personality traits of entrepreneurs have a great impact on the growth of the business. Most executives or business owners in Nigeria, especially in Lagos do not put this into consideration. Over the years, researchers continue to research unique individual features that lead people to become business owners and also help in the growth of their enterprises (Akindele and Balogun, (2018). How managers make decisions in organizations depends on their personality traits and level of experience. Personality traits play a much bigger role in decision making and these decisions can greatly affect both the company and its employees positively or negatively (McGuinness, 2016). Thus, identifying the importance of considering the personalities of managers from the hiring stage, and how they relate with their employees cannot be overemphasized.

The growth of the economy in Lagos state solely depends on the growth of small and medium-scale enterprises. Business owners have different characteristics that make them unique and capable of running a successful business. A recent study by (Udice, 2019) shows that most business owners in Lagos State are highly disciplined and also can take risks. Due to the population size of the State, it is considered the commercial and financial center of Nigeria. Development of MSMEs in Lagos tends to be stressful due to the environmental conditions and also competition among business owners (Udice, 2019). As a result of this, if a business owner is not emotionally stable, this might affect the growth of their business and also affect the relationship between the employees in the organization. Therefore, this study is set to assess the impact of owners/managers' personality traits on employee performance: A Study of Micro, Small and Medium-Scale Enterprises in Lagos.

### Research Objectives

The study is aimed at assessing the impact of owner/manager's personality traits on the performance of employees of Micro, Small, and

Medium-Scale Enterprises in Lagos State. The specific objectives of the study are to ascertain the influence of owner/manager's openness to experience on employees' performance in MSMEs in Lagos State; to investigate the influence of owner/manager's conscientiousness on the performance of employees in MSMEs in Lagos State; and to examine the influence of owner/manager's agreeableness personality on employee performance in MSMEs in Lagos State.

### Research Hypotheses

- i.  $H_{01}$ : There is no significant relationship between manager's openness to experience and the performance of employees in MSMEs in Lagos State.
- ii.  $H_{02}$ : There is no significant relationship between manager's conscientiousness and the performance of employees in MSMEs in Lagos State.
- iii.  $H_{03}$ : Manager's agreeableness personality does not significantly influence employee performance in MSMEs in Lagos State.

This research would help business owners to know more about personality traits influence and the impact it may have on the growth of businesses through the performance of the employees. The study would provide entrepreneurs with basic understanding of attributes for determining the kind of business to venture into and how well owners would be able to perform in the business. It would also help business owners in employing staff with a good personality that would improve the performance of their business. It would help the customer to understand that their personality traits might not correspond with that of the business owners. The findings would improve the communication between business owners and their customers. This research would help business development strategists to know how to shape the behaviour of a business owner to be more suitable for the growth and development of their businesses. It contributes to the body of existing literature and serves as a reliable source material for numerous studies in the fields such as Marketing, E-commerce, including other researchers.

## II. LITERATURE REVIEW

Employee performance is one of the most important factors that have contributed to the development of small businesses. Employee effectiveness is one of the most important issues faced by most organizational managers due to management influence, declining motivation, and

unattractive incentives (Aspan, 2018). A manager's influence over an employee can be a result of the personality that the manager exhibits to subordinates. For this reason, the role of managers and their personality traits are important in determining employee effectiveness. Personality is the combination of characteristic thinking, feeling, and behavioural patterns that make a person unique (Cherry, 2019). Personality affects all areas of an individual's performance and how they respond to situations within an organization. Not all personalities are suitable for all jobs, so it is important to understand employee traits and match them to tasks that best fit those traits (Munroe, 2019). Candidates are also required to undergo personality tests before being selected for managerial and supervisory positions and to take appropriate interventions as both managers and employees of the organization if the individual exhibits alarming traits. (Abedi, Morazadeh-Mahari&Heydari-Gorji, 2016)

The Five Major Personality Traits are independent personality traits that define five major personality types. These include openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (Ahmad, Ather, & Hussain, 2014). Openness to experiencing personality types, including traits such as inquisitive, demanding, extroverted, intelligent and artistic, creative and imaginative, and inventive (Robbins & Judge 2017). Types of dedication include characteristics such as being reliable, efficient, organized, conscientious, responsible, honest, conscientious, methodical, and thorough (Ahmad et al, 2014). Extraverted personality traits include extraversion, extroversion, assertiveness, self-confidence, extroversion, enthusiasm, and talkativeness (Rothmann&Coetzer, 2015). Pleasant personality traits include, but are not limited to, being supportive, kind, warm, caring, helpful, trustworthy, and tolerant (Cherry, 2019). The final type is neurotic, and people with such characteristics are seen as anxious, angry, emotional, anxious, depressed, and confused (McAndrew, 2018).

## **2.1 Conceptual Framework**

### **Personality Traits**

Personality has Greek origins which highlights face coverings utilized by artisans that portray how they look. It's about having traits that are distinguished from the individual's traits behind the mask (Frankand Roessl, 2015). It is the uniqueness of an individual that is influenced by the development of an individual attitude, habits,

values, personal memories, skills, and social relationships over some time and it also includes various aspects of human life that allows for the determination of the behaviour of a human being in specific moments (Guptaand Batra, 2016). It is also the individual's preferred way of carrying out their activities. Every person behaves uniquely and possesses abilities peculiar to them, belief systems, and skills that depend on their personality features. Similarly, firms are also based on aims, duties, and current activities that bring in specific expectations and needs. Egele, Muhammadand Mutanyo, (2018) defined personality as the mixture of constant mental and physical characteristics which gives identity to an individual. While Ezenwafor and Okoli, (2014) referred to personality as the behavioural patterns which are honed majorly during the individual's decisive years. Also, it is believed that individuals with different types of personality always perceive SMEs from different points of view. This is one of the main reasons that the personality of every individual complements each other in the organizational setting (Karabulut 2016).

Personality traits represent a set of characteristics that are responsible for a person's identity. The dimension of personality traits is mostly outside our control but strongly influences attitude, expectation, and assumptions about others and things around us, therefore influencing behaviour. Personality traits can also be defined as structures and propensities within an individual that explain their features, pattern of thought, emotion and behaviour. Personality traits, therefore, represent a process of change and it relates to the psychological growth and development of an individual. The last twenty-five years have produced vast improvements towards our understanding of personality traits. Business owners' characteristics, patterns of thinking, feeling, and behaviour show their personality traits (Judge and Zapata, 2015). Over the years, there has been an emergence on how specific behavioural tendencies are organized into other traits (personality structures), how personality traits evolve (personality development), and how personality traits influence life outcome. This shows that the personality traits of a business owner influence the growth of their business. If the personality of a business owner is not favorable for the growth of the business, it can be modified over time to make the business successful or change to another business that they can manage well.

### **Relevance of Personality Traits in Business owners/Managers**

Personality traits are features that an individual has that make them different from others (Basri, 2020). The personality traits of a business owner determine how successful the business will be. The survival and growth of an enterprise are determined by how effectively the business owner can manage their business which is also dependent on their attitude towards the business. The character of an individual and behaviour determine the personality traits of that individual, this has a significant impact on the commitment of a business owner toward their enterprise (Basri, 2020). The most important factor that determines how successful a business will be is the personality traits of the business owners. Personality traits also help business owners acquire knowledge of which kinds of businesses to venture into. Personality traits are a set of innate abilities to examine and direct the focus of an entrepreneur to achieve the desired goals of profitability of the business (Tucker, 2017).

They are also likely to positively motivate employees and have good interpersonal relations with them and the stakeholder. Neuroticism is likely to reduce the propensity for risk-taking and the reduction of the ability of individuals to build social capital. Extroverts are enthusiastic and search for opportunities for pleasurable experiences (Barricket al., 2003). On the contrary, introverts prefer being alone. By commenting on a new venture, entrepreneurs are expected to be in extensive contact with the internal and external partners of the business. Extroverted business owners build connections to help them access external resources. As mentioned by Brusati (2016), the congeniality of extroverts allows them to direct others and develop vivid interactions socially. Additionally, extroverted business owners motivate their employees and their commitment to improving the working environment. Egeleet., al., (2018) stated that extroverts are better at performing managerial tasks due to their sociability. The growth of MSMEs is based on creativity and the ability to be innovative; a positive correlation can be identified between this personality feature and business owners. Basri (2020) illustrates that individuals that are high in openness to experience may have positive attitudes toward growth of MSMEs.

### **Employee Performance**

Employee performance can be observed from sales, profit-making process, the rate of return

of capital, and the returns derived from investments. Margarethaand Supartika,(2016) utilized three determinants for measuring performance, efficiency, growth, and profitability. Business performance is the result of multiple aspects that are difficult to quantify (Judge, & Zapata, 2015). The literature has recorded limitations in both qualitative and quantitative analysis and is recommended to be used interchangeably, measuring quantitatively such as Return on Investment (ROI), profit, and sales. While qualitative measurements are often called performance indicators. Performance measurement is achieved by using the approach as a certain scale of performance variables such as knowledge and experience in business, quality goods and services, the capacity to innovate, teamwork, productivity, and corporate responsibility to the stakeholders.

Guptaand Batra (2016) examined entrepreneurial orientation and firm performance in Indian MSMEs using three aspects namely profitability, productivity, and market. While Kumar and Ayedee, (2021)made use of performance, sales growth, the growth of the firm's assets, and profitability. Studies in small and medium enterprises' business performance measurement approach usually utilize a combination of financial and non-financial parameters but limitations arose when the owners of small and medium enterprises are not willing to provide information and adequate performance data.

### **Effect of Manger Openness to Experience on Employee Performance**

Openness to experience, as one of the big five personality traits, has been described as the depth of a person's mental experiences or imagination. It refers to people who like to learn new things and are open to new experiences, as opposed to people who are comfortable with routine activities and are not open to new experiences (Wade, 2017). People that are high on openness are artistic and curious while those low on openness tend to be conservative and like to stay in their comfort zone (Robbins & Judge, 2017). According to Luthans (2015), people who score high in openness to experience personality traits are imaginative, curious, intellectual, creative, flexible, artistically sensitive, and open-minded. People with a personality often seek unique or challenging experiences that are different from their daily monotonous tasks (Pinto, 2016). Individuals high



in openness to experience are creative, curious, and open-minded.

### **Manager Open-Mindedness**

Open-mindedness is one of the most sought-after employee traits. It has been described as a willingness to listen to other ideas and opinions and consider the possibility of being wrong or change of perspective (Kokemuller, 2019). Being open-minded makes managers and employees more adaptable to a unique work environment and job and they can cope with co-workers who are different than what they are used to. This is important in today's fast growing diverse organizations because open-minded people show acceptance of different cultures, genders, ethnicity, race, and ages (Anderson, 2015). In the ICT sector, open-minded people are drawn to and curious about new things, therefore they perceive ICT jobs as interesting and exciting, rather than less engaging (Srivastava, 2015). He argues that those who are high in openness to experience are likely to be great assets in ICT intense environments. Happy employees are rarely late or absent from work. It is important to understand that punctuality and absenteeism are strongly linked to engagement and morale (Waller, 2018).

Employees that are engaged and like their work are rarely late or absent from work, and when they are, managers should be open-minded about what is happening to the employee and ensure that he/she is prepared for all possibilities (Waller). An open-minded manager or employee can see things easily from different perspectives, has a thirst for learning, is curious, and accepts and respects other people's beliefs and choices. Research has shown that openness to experience is related to success in consulting, training, and adapting to change (Rothmann&Coetzer, 2015). In contrast, Travers (2019) also found that successful employees obtained significantly lower scores on openness to experience. However, Rothmann and Coetzer reported that Openness to experience is not a valid predictor of job effectiveness because different jobs have different requirements. Jobs in ICT companies are different from jobs in the police force, hospitals, and in the government. Also, there are job roles and tasks that may cut across all organizations, however, most of them differ in terms of their requirements.

### **Manager Conscientiousness Influence on Employee Effectiveness**

Conscientiousness is a fundamental personality trait that reflects the tendency to be

responsible, organized, and hardworking. They are goal-oriented individuals and adhere to standards and instructions (Cherry, 2019). Highly conscientious people tend to get leadership positions because of their ability to abide by rules, persevere in the face of challenges, pay attention to details, and carry out their responsibilities diligently. This is supported by Pathak (2017), who argued that research shows that people with conscientious personality traits become great managers since they ensure that things are achieved. She also argued that conscientiousness is not a single unitary entity, but is thought of as a conglomerate of certain specific traits and trait domains. Some of these traits include diligence, organization, and efficiency. Less conscientious employees are disadvantageous to an organization because they are usually unable to motivate themselves to perform their job within the organization. These individuals are likely to have low productivity (Panda, 2019). Panda further argues that employees with low levels of conscientiousness are likely to exhibit aggressive behaviour, and it is usually due to the frustrations of their productivity rate. On the other hand, employees who are high in conscientiousness are more resilient, they try harder and persist more, they are more engaged in their work, they get better work results due to the quality of their work, and they do give fewer excuses in the workplace.

### **Manager Efficiency**

Efficiency, as described by Banton (2019), is a level of performance that describes using the least amount of input to achieve the highest amount of output. Thus, an efficient manager uses limited resources available in time, material, and men to achieve tasks more professionally. An efficient manager minimizes the waste of resources such as physical materials, energy, and time while accomplishing the desired output. By combining efficiency and effectiveness, an organization will produce faster and with fewer resources (Miksen2017). Brusati (2016) argues that a manager cannot be efficient with people; rather they are efficient with things like data, science, spreadsheets, time management, reading, and accomplishments. In other words, a manager can only be effective with people and efficient with things. He argues that a manager cannot follow an efficient leadership model and be effective with people because people require a manager's time, energy, commitment, and presence. Miksen (2017) seem to have a different opinion, arguing that it is possible to be efficient with people by ensuring that

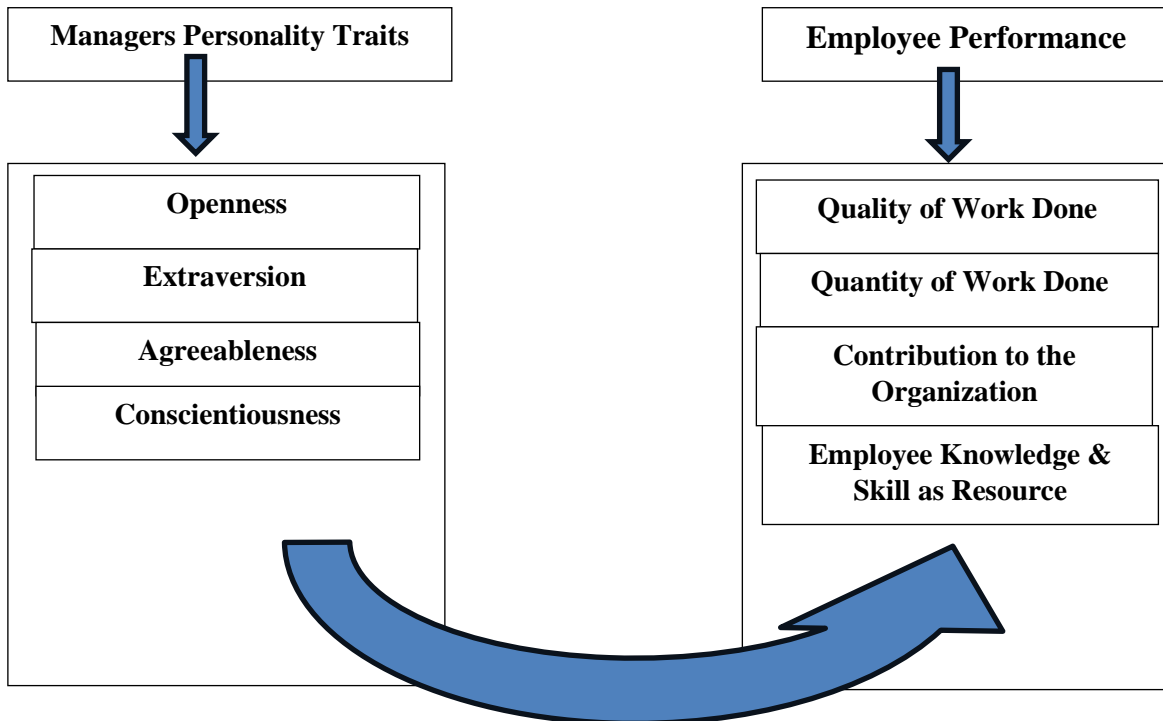
employees use their time appropriately in accomplishing tasks and not waste on non-important tasks. He sees intellectual capability as a resource that needs to be managed efficiently, and this can be done by channeling the employees thinking and understanding to the benefit of the organization. There is conflicting opinion about being efficient with things and people.

**Manager Assertiveness**

An assertive manager or leader is one who can stand up for their own or their employees, or organization's rights and privileges calmly and confidently, without being aggressive or submissively accepting the wrong (Banton, 2019). Leaders can express their legitimate wants, needs, and ideas by being assertive in the right way. In this way, they can build honest relationships with others, and at the same time others are facilitated to

respond to their wants, needs, and ideas (Cohen, 2019). Assertiveness is very important in leadership as it is one of the key leadership skills for achieving success in leading a group of people. Leaders and managers who are not assertive enough fail to stand up for themselves, their teams, or their organizations and thus allow themselves to be taken advantage of (Cohen, 2019). A good leader knows how to use assertiveness to gain respect and authority, without alienating any member of the team or anyone outside the team (Cohen, 2019). Assertive leadership makes for an assertive organizational culture in which people are valued for who they are and rewarded for what they do. It requires that leaders within an organization build and sustain assertive organizational cultures in which cultural differences are respected and valued, and in which people are rewarded for what they do (Doyle, 2019).

**2.3 Research Conceptual Model**  
**Independent Variable**



**Source: Constructs Modeled by the Researcher (2023)**

The conceptual model above correlates the independent variables and the dependent variables. The independent variables which are the managers' personality traits include openness, extraversion, Agreeableness and conscientiousness while the dependent variables which are the employee's

performance includes quality of work, quantity of work, contribution to the organization and employee knowledge & skill as resource. The personality traits (openness, extraversion, agreeableness, and conscientiousness) have been found to be correlated with a variety of work-

related outcomes, including the quality and quantity of work, contribution to the organization, and employee knowledge and skill.

Managers who score high on openness tend to be creative, curious, and open to new ideas. They may be more likely to seek out new information and experiences, which could enhance their knowledge and skills. They may also be more likely to generate innovative ideas and solutions, which could contribute to the organization's success. Research suggests that openness is positively correlated with job performance, especially in jobs that require creativity and innovation. Managers who score high on extraversion tend to be outgoing, assertive, and sociable. They may be more likely to take on leadership roles and build relationships with others, which could enhance their ability to contribute to the organization. Research suggests that extraversion is positively correlated with job performance in jobs that require social interaction and communication.

Managers who score high on agreeableness tend to be cooperative, empathetic, and supportive. They may be more likely to work well with employees and contribute to a positive and harmonious work environment. Research suggests that agreeableness is positively correlated with job satisfaction and organizational commitment. Managers who score high on conscientiousness tend to be organized, responsible, and reliable. They may be more likely to follow through on tasks and meet deadlines, which could enhance their productivity and quality of work. Research suggests that conscientiousness is positively correlated with job performance in jobs that require attention to detail and dependability.

## 2.2 Theoretical Framework

### i. Theory of Planned Behaviour

The Theory of Planned Behaviour (TPB) is a social psychological theory that explains how individuals' attitudes, subjective norms, and perceived behavioural control influence their intentions and subsequent behaviours. The TPB was developed by Icek Ajzen in the late 1980s as an extension of the earlier Theory of Reasoned Action. The TPB proposes that an individual's behaviour is primarily influenced by their intentions to perform that behaviour, which are in turn shaped by their attitudes towards the behaviour, their subjective norms or perceptions of social pressure to perform or not perform the behaviour, and their perceived behavioural control

or confidence in being able to perform the behaviour. Attitudes refer to an individual's positive or negative evaluations of a behavior. Positive attitudes towards a behaviour are more likely to lead to intentions to perform that behaviour, while negative attitudes are more likely to lead to intentions to avoid that behaviour.

The Theory of Planned Behaviour (TPB) is relevant to the topic of the impact of owners/managers' personality traits on employee performance because it provides a framework for understanding how personality traits can influence behaviour, as well as how attitudes, subjective norms, and perceived behavioural control can shape intentions and subsequent behaviours. In the context of this topic, the TPB suggests that the personality traits of owners/managers can have an impact on their attitudes towards employee performance, their subjective norms or perceptions of what is expected of them as managers, and their perceived behavioural control or confidence in their ability to manage effectively. For example, managers with high levels of conscientiousness may have a more positive attitude towards employee performance and be more confident in their ability to manage effectively, leading to better performance outcomes for employees. Understanding the interplay between personality traits and the TPB constructs can help to develop more effective interventions for improving employee performance. For example, interventions that target the attitudes, subjective norms, and perceived behavioural control of managers may be more effective in improving employee performance than interventions that focus solely on changing the behaviour of employees. TPB provides a useful framework for understanding the complex relationship between personality traits and employee performance, and can help to inform the development of interventions aimed at promoting better performance outcomes for employees.

### Theory of Personality Trait

The theory of personality trait which have been propounded by notable scholars like Gordon Allport (1897-1967) who proposed a trait theory that emphasized the uniqueness of each individual and the importance of studying personality in a holistic and idiographic manner, Raymond Cattell (1905-1998) who developed a factor-analytic approach to personality that led to the development of the 16PF (16 Personality Factors) questionnaire. He proposed that personality could be described in terms of a small number of underlying traits, known as source traits,

which could be measured using objective tests and Hans Eysenck (1916-1997) who proposed a hierarchical model of personality that included three broad dimensions: extraversion/introversion, neuroticism/stability, and psychoticism/superego functioning. He developed objective measures of personality that were widely used in research and clinical practice.

The theory of personality trait is relevant to the topic of the impact of owners/managers' personality traits on employee performance because it provides a framework for understanding how personality traits can influence behaviour and performance. Specifically, the Big Five model of personality traits (openness, conscientiousness, extraversion, agreeableness, and neuroticism) has been found to be particularly relevant to understanding workplace behaviour and performance. For example, research has shown that managers who score high on conscientiousness tend to be more organized, reliable, and responsible, which can positively impact their ability to manage employees effectively. Similarly, managers who score high on extraversion tend to be more sociable and outgoing, which can positively impact their ability to build relationships and motivate employees.

On the other hand, managers who score high on neuroticism tend to be more anxious and prone to stress, which can negatively impact their ability to manage employees effectively. Managers who score low on agreeableness may be less empathetic and less likely to work collaboratively with employees, which can negatively impact employee morale and performance. Understanding the personality traits of owners/managers can also help to identify potential areas of conflict or challenges in managing employees. For example, a manager who scores high on openness may be more likely to encourage innovation and creativity, but may also be less likely to adhere to established procedures and rules. This can lead to conflict with employees who prefer more structure and predictability in their work. Conclusively, the theory of personality trait provides a useful framework for understanding how owners/managers' personality traits can impact employee performance, and can help to inform the development of interventions or strategies aimed at improving employee performance and well-being in the workplace.

### 2.3 Empirical Review

Lesi (2021) study on entrepreneurial Characteristics and performance of Small and

Medium Scale Enterprises in Port Harcourt Metropolis revealed that there is a significant relationship between entrepreneur risk-taking, innovativeness, competitive aggressiveness and competency, and profitability, market share, growth, and customer satisfaction. The study concluded that entrepreneurial characteristics affect positively and significantly performance of small and medium-scale enterprises. It was recommended that risk-taking characteristics of entrepreneurs should be well managed and integrated to increase performance. Innovation and innovative characteristics should be considered as a culture among the business owners and training and conferences on small and medium scales should be adopted to increase entrepreneur competencies and competitive strategies. Lesi (2021) remarked that determination is called for by entrepreneurial work, whereas others have the main focus on motivation, willpower, and hard work. Entrepreneurship is based on the organization of entities attracted to roles that match their personality and their advantages, especially conscientious people, and no doubt, these people accept to relate with entrepreneurial firm acts. Hesitantly many intellectuals perceive that conscientiousness is the main motivational variable. Major dependable personality interpreter of job performance diagonally all types of work and fields the firms which were concerned with entrepreneurship were closely observed and it was concluded that motivation ability in an entrepreneur was behind the progress of the firm.

Kofi et al. (2020) studied the impact of entrepreneurial traits on SME success (SMEs). To be more specific, the article studied the association between the big five dimensions of business qualities and business success using financial and growth performance as metrics. Data was obtained from 330 Greater Accra SME owners with at least five (5) years of business experience. The data were analyzed using partial least squares (PLS) (Smart PLS 3.0). Conscientiousness is a crucial component that determines financial and growth performance in business. Extraversion, agreeableness, and neuroticism all influenced business success in certain business. Extraversion and neuroticism were shown to have a considerable effect on growth performance, much as agreeableness does on financial performance. The research also found that openness to experience had an insignificant relationship with financial performance and a negative relationship with growth performance. In business to help lower Ghana's high unemployment rate, the results have



significance for current and future businesses, as well as politicians. The poor business performance of Indonesian SMEs due to poor management and technology, low market share, lack of cash, and a limited market cannot be disregarded. Improving entrepreneur skills is one business to improve SMEs' performance.

Abediet al. (2016), in a study of the effects of manager/supervisor personality traits on job satisfaction among Iranian medical school staff, found that job satisfaction reduced employment due to the nature of the manager-staff relationship. bottom. short. This relationship is tied to the manager's personality. Therefore, managers need to make meaningful connections to increase employee productivity. High performance is often facilitated by good relationships with colleagues and the work environment (McAndrew, 2018). The work environment relates to the employees themselves at work. For example: relationships with coworkers and bosses, company culture, etc. Employees who work in a positive work environment have insight into their culture, tasks, and behaviours. The people around them act with compassion and reflect their beliefs and values. This increases productivity, efficiency, and satisfaction (Tucker, 2017).

The research conducted by Ajani & Oluyemi, (2016) to examine the effect of business owners' characteristics on the performance of SMEs using "Yaba Local Government area of Lagos State" as an example reviewed that business owners' traits, entrepreneurial proficiencies, and educational levels of the business owners have a significant impact on the performance of SMEs in Lagos, Nigeria. Entrepreneurial competency and level of education shape the personality traits of business owners (personality development) to suit the kind of business being undertaken. It was recommended that business owners possess the knowledge of informational, educational and specialized training which will help in developing some characteristics or attributes in them in order to expose and enable them to develop some risk-taking strategies inherent in self-employment and wealth creation which will eventually lead to the growth of SMEs.

### III. RESEARCH METHODS

The study used the survey designs employing quantitative research methods, because much of what we know about people's knowledge and attitudes is based on responses to survey questions (Baht, 2019). The use of questionnaire was found more appropriate to obtain the data for this project work. Questionnaire is defined by

Manu, (2016) as "a data collection instrument whereby respondents are given standardized or uniform questions to complete in written form".

Population is defined as an entire group of people, objects, events, visits, or measurements from which a statistical sample is drawn (Kenton, 2019). Based on NBS/SMEDAN 2017 report, there are 3,337,552 MSMEs in Lagos State which will serve as the population of the study.

The Purposive sampling technique was used for the study which gives the researcher the freedom to decide the official limit of the number of respondents needed for the study. The Taro Yamane's Formula for determining sample size was used for the study

The formula  $n = \frac{N}{1+N(e)^2}$

With n= sample size sought

N= given Population = 3,337,552

e= level of significance (Reliability) = 0.05

$$n = \frac{3,337,552}{1+8,395(0.05)^2}$$

$$n = \frac{3,337,552}{20.98}$$

$$n = 400$$

Therefore, the sample size for the study was 400 respondents

Data collection for this study was done through a questionnaire designed by the researchers titled "Managers Personality Trait And Employee Performance" Questionnaire (MPTEPQ)". This questionnaire consists of two sections. Section "A" contains information on the demographics of the respondents, while section "B" of the instrument contains fifteen (15) items from the three (3) research questions that was answered using the modified four-point Likert scale of summated rating of Strongly Agree, Agree, Disagree, and Strongly Disagree. The opinion rating of the options is as shown as: Strongly Agree (SA) = 5, Agree (A) = 4, Undecided (U) = 3, Disagree (D) = 2 and Strongly Disagree (SD) = 1.

Validity refers to data that are not only reliable, but also true and accurate. The instrument was face-validated by the supervisor and three experts in the field. The supervisor and the three experts validate were given a copy each of the close-ended questionnaire to indicate any irrelevant statement(s) or wrongly worded items. They proffered suggestions for improving the instrument in meeting the purpose of the study. The suggestions and recommendations of the supervisor and the three validates will be integrated into the modified copy of the questionnaire for data collection.

Reliability refers to the consistency, stability, or dependability of data (Tuovila, 2019).

The reliability of the instrument was determined through test-retest method. In other words, the instrument was administered to twenty (20) respondents who were not part of the main study (pre-test). Thereafter, a two-week interval was observed before re-administration of the same

instrument on same respondents (post-test). The instrument was subject to Cronbach's Alpha test in order to ascertain if the instrument is capable of measuring what it is purported to test. The Cronbach's test result is tabulated and presented in Table 3.1 below.

**Table 3.1 Reliability Statistics Tests**

| Personality Traits     | Cronbach's Alpha (a) Coefficient | No of Items |
|------------------------|----------------------------------|-------------|
| Openness to Experience | 0.753                            | 3           |
| Agreeableness          | 0.746                            | 3           |
| Conscientiousness      | 0.776                            | 4           |
| Employee Performance   | 0.784                            | 4           |

Source: SPSS ver. 23.0 Reliability Survey Results 2023

The questionnaire will be administered simultaneously one after another to selected respondents who reside in Lagos State. Before the administration of the instrument, the respondents were briefed on the objectives of the study. The filled instruments will be retrieved immediately and prepared for scoring and analysis.

The completed copies of the questionnaire were collated, as the mean and standard deviation were used to analyse the research questions while regression analysis will be applied in analyzing the hypothesis. The functional relationship between the dependent and independent variables is specified as follows:

$$EP = f(MO, ME)$$

(1)

Specifying econometrically, we have:

$$EP = \alpha_0 + \alpha_1 MO + \alpha_2 ME + \mu_t$$

(2) Where: EP = Employee Performance

$\alpha_0$  = The Intercept

$\mu_t$  = Stochastic error margin

MO = Managers Openness

ME = Managers Conscientious

While  $\alpha_1, \alpha_2, \dots, \alpha_n$  are the coefficients of the variables to be estimated.

The a priori or expected signs of the coefficients are as follows:

$$\alpha_1 > 0, \alpha_2 > 0 \text{ and } \alpha_3 > 0 \text{ or } \alpha_{1,2,3} > 0$$

#### IV. DATA ANALYSIS AND RESULTS

Four hundred (400) copies of the questionnaires were administered to the MSMEs in Lagos State, out of which 354 copies of the questionnaire were retrieved as the researcher compelled the respondents to fill the questionnaire on the spot. Although the administration of the questionnaire took several visits to the MSMEs in Lagos to achieve 88.5% response rate from the respondents. Therefore, the analysis of data for this study is based on a total of 354 copies of the questionnaire retrieved which were properly completed.

#### Analysis of Demographic Data

The demographic data (section A of the questionnaire) are analyzed using frequency distribution and simple percentages. They are as shown in the table below (Questions 1 – 7):

**Table 4.1: Respondents Classified by Demographic Information (Questions 1 – 5)**

| Demographic Characteristics | Responses    | Frequency  | Percent      |
|-----------------------------|--------------|------------|--------------|
| Sex                         | Male         | 216        | 61.0         |
|                             | Female       | 138        | 39.0         |
|                             | <b>Total</b> | <b>354</b> | <b>100.0</b> |
| Age                         | <25years     | 75         | 21.2         |
|                             | 25–34years   | 99         | 28.0         |
|                             | 35–44years   | 96         | 27.1         |
|                             | 45–54years   | 84         | 23.7         |
|                             | ≥55years     | 0          | 0.0          |
|                             | <b>Total</b> | <b>354</b> | <b>100.0</b> |

|                                      |                     |            |              |
|--------------------------------------|---------------------|------------|--------------|
| <b>Marital Status</b>                | Single              | 96         | 27.1         |
|                                      | Married             | 147        | 41.5         |
|                                      | Others              | 111        | 31.4         |
|                                      | <b>Total</b>        | <b>354</b> | <b>100.0</b> |
| <b>Educational Qualification</b>     | SSCE/GCE            | 15         | 4.2          |
|                                      | NCE/OND             | 87         | 24.6         |
|                                      | HND/B.Sc./BA        | 129        | 36.4         |
|                                      | MBA/M.Sc./MA        | 72         | 20.3         |
|                                      | Others              | 51         | 14.4         |
|                                      | <b>Total</b>        | <b>354</b> | <b>100.0</b> |
| <b>Position within this business</b> | Owner               | 174        | 49.1         |
|                                      | Owner/Manager       | 180        | 50.9         |
|                                      | <b>Total</b>        | <b>354</b> | <b>100.0</b> |
| <b>MSMEs Business Activities</b>     | Manufacturing       | 63         | 17.8         |
|                                      | Agro- business      | 111        | 31.4         |
|                                      | Wholesale/Retailing | 99         | 28.0         |
|                                      | Service Sector      | 81         | 22.9         |
|                                      | <b>Total</b>        | <b>354</b> | <b>100.0</b> |
| <b>Years in Existence</b>            | 0 - 5 yrs           | 104        | 29.4         |
|                                      | 6 - 10 yrs          | 131        | 36.9         |
|                                      | > 11 yrs            | 119        | 33.7         |
|                                      | <b>Total</b>        | <b>354</b> | <b>100.0</b> |

Source: Field Survey, 2023

Table 4.1 above shows the result of the demographic data analysis. Analysis of sex distribution of the respondents indicates that 61.0% were male while 39.0% of the respondents were female. This implies that there are more male respondents than female respondents in the sample.

Table 4.1 reveals that 21.2% of the respondents were between 25 - 30 years of age, 28.0% of them were in the age range of 31-40 years, 27.1% respondents were in the age range of 41-50 years, while 23.7% of the respondents were above 50 years of age.

The Table 4.1 also shows that 27.1% of the respondents were single, 41.5% of them were married, while other 31.4% of the respondents were either widow/widower, separated or divorced (others). This result indicates that there are more married people in the sample.

In terms of academic qualifications, 4.2% of the respondents were holders of SSCE/GCE, 24.6% of the respondents were NCE/OND holders, while 36.4% of the respondents hold HND/B.Sc/BA and 20.3% hold M.Sc/MA/MBA, while 14.4% of the respondents hold professional qualifications.

The Table 4.1 further indicated that 17.8% of the respondents have below 5 years' experience, 31.4% of the respondents have between 6 – 10 years' experience, 28.0% of them have between 11 – 15 years working experience, while 22.9% of the respondents have 16 years and above experience.

#### Analysis of Data from the Questionnaire

This section of the questionnaire was analyzed using means, standard deviations. The analysis of the means (x) were interpreted as follows:

| Code:          | Interpretation      |
|----------------|---------------------|
| Below 1.45     | = Strongly Disagree |
| 1.45 – 2.44    | = Disagree          |
| 2.45 – 3.44    | = Undecided         |
| 3.45 – 4.44    | = Agree             |
| 4.45 and above | = Strongly Agree    |

**Analysis of Data Relating to Research Questions**

In this section, items in the part B of the research instrument (questionnaire) was

descriptively analyzed in segments using mean and standard deviation and results presented below:

**Table 4-2 Descriptive Statistics for Scale Response of owner/manager’s openness to experience**

| Respondents Views                                                        | N          | Minimum | Maximum | Mean          | Std. Deviation |
|--------------------------------------------------------------------------|------------|---------|---------|---------------|----------------|
| I see myself as someone who is easy going.                               | 354        | 1.00    | 5.00    | 3.3051        | 1.44712        |
| I know myself as an extrovert in most situations.                        | 354        | 1.00    | 5.00    | 4.2034        | 1.12895        |
| I am someone who makes friends easily and keep my private life personal. | 354        | 1.00    | 5.00    | 3.7627        | 1.30533        |
| <b>Valid N (listwise)</b>                                                | <b>354</b> |         |         | <b>3.7570</b> | <b>1.2938</b>  |

Source: Field Survey, 2023

Table 4.2 shows that respondents were undecided with the view that they see themselves as someone who is easy going with mean of 3.30 and standard deviation of 1.44. The respondents agreed with the view that they know themselves as extrovert in most situations with the mean of 4.20

and standard deviation of 1.12; and majority agreed that they are someone who make friends easily and keep private life personal with mean of 3.76 and standard deviation of 1.30. This result implies agreement towards owner/manager’s openness to experience in MSMEs in Lagos State.

**Table 4.3: Descriptive Statistics: for Scale Response of manager’s Conscientiousness**

| Respondents View                                                                     | N          | Minimum | Maximum | Mean          | Std. Deviation |
|--------------------------------------------------------------------------------------|------------|---------|---------|---------------|----------------|
| I remain resilient until the work is concluded.                                      | 354        | 1.00    | 5.00    | 5.0000        | .00000         |
| I am someone who enjoys supporting other people to ensure their tasks are concluded. | 354        | 1.00    | 5.00    | 4.0254        | 1.04972        |
| I am someone who keeps to plans implementation stringently.                          | 354        | 1.00    | 5.00    | 3.3051        | 1.44712        |
| I handle tasks as a passion and duty towards attainment of my set goals.             | 354        | 1.00    | 5.00    | 4.4407        | 1.00887        |
| <b>Valid N (listwise)</b>                                                            | <b>354</b> |         |         | <b>4.1900</b> | <b>0.876</b>   |

Source: Field Survey 2023

Table 4.5 shows that respondents strongly agreed that they remain resilient until the work is concluded with mean of 5.00 and standard deviation of 0.00; and they agreed that they are someone who enjoys supporting other people to ensure their tasks are concluded with a mean of 4.02 and standard deviation of 1.04; the respondents were undecided on whether they are someone who keeps to plans implementation

stringently with mean of 3.30 and standard deviation of 1.44; while they agreed that they handle tasks as a passion and duty towards attainment of my set goals with mean of 4.44 and standard deviation of 1.00.

This result indicates agreement towards manager’s conscientiousness in MSMEs in Lagos State with total mean of 4.19 and standard deviation of 0.876.



**Table 4.4: Descriptive Statistics: for Scale Response of Employee Performance**

|                                                                                                                            | N          | Minimum | Maximum | Mean          | Std. Deviation |
|----------------------------------------------------------------------------------------------------------------------------|------------|---------|---------|---------------|----------------|
| The Quality of my work always meets the expected standard.                                                                 | 354        | 1.00    | 5.00    | 4.1610        | 1.09365        |
| The Quantity of my work always meets the expected quota.                                                                   | 354        | 1.00    | 5.00    | 3.8051        | 1.22131        |
| My Contribution to the organization is acknowledged.                                                                       | 354        | 1.00    | 5.00    | 4.1610        | 1.04571        |
| I have the requisite knowledge needed to perform well on my job and the requisite skills needed to perform well on my job. | 354        | 1.00    | 5.00    | 4.1780        | 1.12190        |
| Valid N (listwise)                                                                                                         | <b>354</b> |         |         | <b>4.1885</b> | <b>1.1179</b>  |

Source: Field Survey 2023

Table 4.6 shows that respondents agreed that the quality of their work always meet the expected standard with mean of 4.16 and standard deviation of 1.09; agreed that the Quantity of their work always meets the expected quota with mean of 3.80 and standard deviation of 1.22; the respondents also agreed that their contribution to the organization is acknowledged with mean of 4.16 and standard deviation of 1.04. They further agreed that they have the requisite knowledge needed to perform well on the job and the requisite skills needed to perform well on the job. This result implies agreement towards employee performance in MSMEs in Lagos State with total mean of 4.18 and standard deviation of 1.11.

#### 4.4. Test of Hypotheses

The hypotheses formulated for the purpose of this study were tested using simple regression analysis with the aid use of Statistical Package for Social Sciences (SPSS). This will help to determine if or not a statistically significant relationship exists between the variables.

#### Hypothesis I

$H_{01}$ : There is no significant relationship between manager's openness to experience and the performance of employees in MSMEs in Lagos State.

**Table 4.5: Regression Analysis on Relationship between manager's openness to experience and the performance of Employees**

| Model Summary                                                |                   |                |                 |             |                            |                   |
|--------------------------------------------------------------|-------------------|----------------|-----------------|-------------|----------------------------|-------------------|
| Model                                                        | R                 | R Square       | Adjusted Square | R           | Std. Error of the Estimate |                   |
| 1                                                            | .121 <sup>a</sup> | .015           | .006            |             | 1.10127                    |                   |
| a. Predictors: (Constant), Manager's openness to experience. |                   |                |                 |             |                            |                   |
| ANOVA <sup>a</sup>                                           |                   |                |                 |             |                            |                   |
| Model                                                        |                   | Sum of Squares | Df              | Mean Square | F                          | Sig.              |
| 1                                                            | Regression        | 2.096          | 1               | 2.096       | 1.728                      | .191 <sup>b</sup> |
|                                                              | Residual          | 140.684        | 116             | 1.213       |                            |                   |
|                                                              | Total             | 142.780        | 117             |             |                            |                   |
| a. Dependent Variable: The performance of employees.         |                   |                |                 |             |                            |                   |
| b. Predictors: (Constant), Manager's openness to experience. |                   |                |                 |             |                            |                   |
| Coefficients <sup>a</sup>                                    |                   |                |                 |             |                            |                   |

| Model |                                   | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|-----------------------------------|-----------------------------|------------|---------------------------|--------|------|
|       |                                   | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant)                        | 4.407                       | .254       |                           | 17.375 | .000 |
|       | Manager's openness to experience. | -.092                       | .070       | -.121                     | -1.315 | .191 |

a. Dependent Variable: The performance of employees.

A linear regression was calculated predicting subjects' 'performance of employees' based on 'Manager's openness to experience'. A significant regression equation was found ( $F(1, 116) = 1.728, p > .191$ ), with  $R^2$  of .015, which indicates a significant impact. Subjects predicted 'Performance of employees' equal to  $4.407 + -.092$  of Manager's openness to experience. Subjects' average 'performance of employees' decreased  $-.092$  for a decrease in 'Manager's openness to experience'. In furthermore, P-value of  $0.000 < 0.05$  indicates that Manager's openness to experience has significant impact on performance

of employees. This result indicates that a shift away from Manager's openness to experience would lead to a decrease in the performance of employees. Therefore, there is significant relationship between manager's openness to experience and the performance of employees in MSMEs in Lagos State.

**Hypothesis II**

**Ho<sub>2</sub>:** There is no significant relationship between manager's conscientiousness and the performance of employees in MSMEs in Lagos State

**Table 4.8: Regression Analysis of Relationship between manager's conscientiousness and the performance of employees**

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .100 <sup>a</sup> | .010     | .001              | .72350                     |

a. Predictors: (Constant), Manager's conscientiousness  
**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F     | Sig.              |
|-------|------------|----------------|-----|-------------|-------|-------------------|
| 1     | Regression | .610           | 1   | .610        | 1.165 | .283 <sup>b</sup> |
|       | Residual   | 60.721         | 116 | .523        |       |                   |
|       | Total      | 61.331         | 117 |             |       |                   |

a. Dependent Variable: Performance of employees  
 b. Predictors: (Constant), Manager's conscientiousness  
**Coefficients<sup>a</sup>**

| Model |                             | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig. |
|-------|-----------------------------|-----------------------------|------------|---------------------------|--------|------|
|       |                             | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant)                  | 4.465                       | .172       |                           | 25.977 | .000 |
|       | Manager's conscientiousness | .052                        | .048       | .100                      | 1.079  | .283 |

a. Dependent Variable: Performance of employees.

In Table 4.8, a linear regression was calculated predicting subjects, 'Performance of employees' based on 'Manager's conscientiousness'. A significant regression equation was found ( $F(1,116) = 1.165, p > .283$ ), with  $R^2$  of .001. Subjects predicted 'Performance

of employees' equal to  $4.465 + .052$  of 'Manager's conscientiousness. Subjects' average 'Performance of employees' increased .052 for an increase in 'Manager's conscientiousness'. This confirms that there is positive relationship between Manager's conscientiousness and Performance of employees.

It further reveals that the significant value for Manager's conscientiousness at 0.000 which is less than 0.05, indicating that there is significant relationship between Manager's conscientiousness and Performance of employees. The null hypothesis is therefore rejected while the alternative is accepted. The result suggests that Manager's conscientiousness has significant impact on performance of employees in MSMEs. This confirms that there is a significant relationship between manager's conscientiousness and the performance of employees in MSMEs in Lagos State.

## V. CONCLUSION

Investigation of the influence of owner/manager's openness to experience on employees' performance in MSMEs shows that it cannot be determined whether the owners/managers are easy going. It was however found that most MSMEs owners/managers are extrovert in most situations; they make friends easily and keep private life personal as employee performance is enhance. Examination of owner/manager's agreeableness personality influence on employee performance in MSMEs in Lagos State indicates that MSMEs owners/managers tend to accept views of other people without hesitation; MSMEs owners/managers discern themselves as someone who forgives easily; always supportive and do not make selfish decisions.

Analysis of data on influence of owner/manager's conscientiousness on the performance of employees in MSMEs in Lagos State revealed that MSMEs owners/managers remain resilient until the work is concluded; MSMEs owners/managers enjoys supporting other people to ensure their tasks are concluded; and handle tasks as a passion and duty towards attainment of my set goals. It could not be ascertained that MSMEs owners/managers keeps to plans implementation stringently. It was also found that MSMEs owners/managers are always in control of every situation; find the root cause of any issue before concluding and are passionate about taking up lead roles to coordinate team members.

There is significant relationship between manager's openness to experience and the performance of employees in MSMEs in Lagos State. This result implies that a shift away from Manager's openness to experience would lead to a decrease in the performance of employees.

There is significant relationship between Manager's conscientiousness and Performance of

employees, which means that Manager's conscientiousness has significant impact on performance of employees in MSMEs in Lagos State.

This study further concludes that there is relationship between Manager's agreeableness personality and employee performance. This implies that manager's agreeableness personality has significantly influence on employee performance in MSMEs in Lagos State.

Based on the results of data analysis and findings arising therefrom, it was recommended that organizations should design social interactions between peers in ways that encourage employees to forge meaningful relationships without developing excessive dependence on their peers. Given that openness to experience related positively to perceptions of both radical creativity and incremental creativity, it may be beneficial for MSMEs owners/managers to consider the openness to experience of their employees when designing jobs. It is advisable that the person-situation interaction perspective be used as a guiding principle to influence employees' performance.

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