

# Empirical assessment of personality predictors as a determinant of corporate performance (A Survey of Dangote Cement Plc Gboko Plant, Benue State, Nigeria-West Africa.

Sev Joseph Teryima

Benue State University, Makurdi, Nigeria

Ahua Samuel Akor ; Wombo D.N

Benue State University, Makurdi, Nigeria.

---

## Key Words

Personality Predictors, Corporate Performance, Personality Structure, Cognitive abilities, Training, Development.

## Abstract

The objective of this study is to empirically assess and evaluate the impact of personality predictors as the determinant of corporate performance (i.e. Age, Abilities, Gender, Interest, Marital Status, Attitudes, Influence of Behaviour at Work, Race, Background and Culture) amongst others, in manufacturing organizations. Dangote Cement Plc Gboko Plant was chosen as a case study for evaluation. Primary data source was used in obtaining respondents information on the subject matter (i.e questionnaire and interview guided questions). Survey research technique was adopted for this study. Sample size was determined using Yamanes formulae. The findings of the study through the tested hypothesis using Pearson chi-square revealed that personality predictors such as Age, gender, Marital status, Tenure, Abilities amongst others have reasonable impact in a positive manner on organizational performance in Dangote Cement Plc Gboko Plant. The second findings revealed that training and development programmes organized by the organization have significant impact on personality predictors of employees in the company. The study recommends that Dangote Cement Plc Gboko Plant should have a Unit/Department for evaluation of personality attributes on a consistent basis if quality attainment is to be derived. Secondly, that the company should establish a sound framework for staff training and development to encourage staff and to facilitate commitment to accomplishment of organizational tasks and goal attainment.

---

## Introduction

An Individual personality is a unique entity different from all other beings. Placed in similar situations, all people don't act exactly alike, not even identical twins in all ramifications. As noted by Robbins (1998), there are many fundamental constituents underlying behaviour of all individuals that can be identified and then modified to reflect individual differences. These individual differences allow for predictability of individual behaviour since behaviour is generally predictable through a systematic study. Sev. (2006) also emphasized another important factor as situation which does enhance predictability of behaviour;

*"For instance, if in a class of 18 students, the instructor ask a question, it is almost predictable what can average students response would be. I predict many would raise their hands rather than clap or stand or fell at the instructor. Despite this learned behaviour response, people still differ in certain respects. A student who is not sure of the answer will raise his hands up and down momentarily or tip through his note with serious calmness, the relevance of the foregoing is that no two (2) people in the same job behave in exactly the same way, even in highly programme jobs) such as the assembly line work in an automobile factory. Employee behaviour varies, the interesting thing is that people go about their jobs in different ways".*

Armstrong (2009) also maintains that, individuals differ in their interaction with their bosses and co-workers. Their work habits varies, loyalty, tenacity, conscientiousness, accuracy, ability to withstand stress, level of motivation, creativity, integrity all differs from person to person. They vary in terms of the importance they attach to factors such as security, recognition, advancement, social support, overtime etc.

Wright and Noe (1996) maintain that circumstance at work can influence the continued evolution of the personality, but alone they probably will not change it dramatically. Managers therefore, are most likely to be effective if they focus on understanding, not molding personality. With understanding, of their employee's personalities, they can look for the most productive ways to match working conditions with those personalities. For example, some organizations can arrange for an industrial psychologist to help select someone who is aggressive enough to serve as president and lead a rapid expansion. Mullins (1996) maintains that an increasing number of Employers are appreciating that personality is as important as it is hard to change. They are seeking to hire people whose personalities are a good fit with job requirements and the organization's culture, for example, an organization can hire people who are good at the keyboard, good at processing information. Today, organizations are hiring employees who can look you in the eye, carry on a conversation and work well under stress.

In the view of Duncan Dickson, the Director in charge of hiring at Disney world, explains, we're looking for personality we can train for skills. We want people who are enthusiastic, who have pride in their work, who can take charge of a situation without supervision. This means that, the organization would hire people capable of working independently and learning the skill it teaches.

It is therefore, important that, managers can benefit from recognizing that people with certain personalities will probably be attracted to, hired by, and willing to stay with the organization and carry out particular functions within the organization. The resulting homogeneity in personalities can help individuals work well together, but it does limit the groups access to the contributions that can come from people who use different styles of thinking and working. If a group interacts with an outsider or member whose personality is different from the norms, conflicts or misunderstanding may result. Knowing this, a manager may look for personality differences as a source of such problems as an employee's apparent inability to get along or the repeated failure of group members.

The pertinent question here to address after knowing fully well that individual personality differs is that, what makes people differ why do people differ? What are the necessary factors that explain the variations of individual personalities in organizations?

## 1.1 Statement of the Problem

There is deep concern regarding the decline in performance in most profit oriented organizations. These organizations are managed by employees who are seen to be exhibiting deferent styles of behaviour at work setting that stand to affect the performance outcomes. Armstrong (2009) maintains that there are several factors necessitating people behaviour to differ in organization. These factors range from variations in personal characteristics and the influence of their background (the culture in which they are brought up); sex, race or disability, difference in ability, intelligence, personality, background and the environment in which they are brought up.

Mischel (1968) also reinforced the position by emphasizing that personal characteristics can vary as a result of the following;

- Competencies – ability and skills
- Constructs – the conceptual framework that governs how people perceive their environment
- Expectation – what people have learnt to expect about their own and others behaviour
- Values – what people believe to be important
- Self regulatory plans- the goals people set themselves and the plans they make to achieve them.

All these are affected by environmental or situational variables, including the type of work individual carry out, the culture, climate and management style in the organization, the social settings, within which they work and the reference groups that individuals use for comparative purposes.

The researcher is therefore interested to establish why with constant training and development of skills, abilities there are still poor performance trends in some profit oriented firms causing distress and outright liquidations.

## 1.2 Objective of the Study

1. To ascertain whether the personality predictors have impacted positive on organizational performance in Dangote Cement Plc Gboko Plant.

2. To ascertain whether training and development have positive impact on personality predictors such as age, sex, interest, ability, Gender etc.

### 1.3 Research Questions

1. To what extent have the personality predictors impacted positively to organizational performance in Dangote Cement Plc Gboko Plant?
2. To what extent have training and development impacted positively on personality predictors such as age, sex, interest, ability, skills, gender, others in Dangote Cement Plc Gboko Plant.

### 1.4 Research Hypothesis

Ho<sub>1</sub>: Personality Predictors have not impacted positively on organizational performance of Dangote Cement Plc Gboko Plant.

Ho<sub>2</sub>: Training and Development Exercises organized by Dangote Cement Plc Gboko Plant have not significantly impacted on personality predictors i.e. Behaviour, age, sex, abilities, skills, gender.

## 2.1 Review of Related Literature

### 2.1.1 The Concept Personality

As noted by Buchanan and Huczynski (2004), personality is the psychological qualities that influence an individual's characteristics behaviour patterns in a stable and distinctive manner. This implies that, the concept of personality underpins psychology's attempt to identify the unique character of individuals and to measure and understand differences between individuals. The term describes those properties of behaviour which are both enduring and set the individual apart from others. These properties concern the individual's typical ways of coping with life.

For Schermerhorn, Hunt and Osborn (2005) personality encompasses the overall combination of characteristics that captures the unique nature of a person as that person reacts and interacts with others. This is revealing that, personality combines a set of physical and mental characteristics that reflect how a person looks, thinks, acts and feels

Macshalle and Glinow (2000) define personality as the relative stable pattern of behaviours and consistent internal states that explains a person's behaviour tendencies. Personality has both internal and external elements. The external traits are the observable behaviour that we rely on to identify someone's personality. The internal states represent the thoughts, values and genetic characteristics that we infer from the observable behaviours. As noted by Ivancevich et al (2008), personality appears to be organized into patterns that are, to some degree, observable and measurable and involves both common and unique characteristics – every person is different from every other person in some respects but similar to other persons in other respects. Personality is a product of both nature (hereditary) and nurture (the pattern of life experience). Personality can be described in terms of traits or types.

In the view of Robbins (1998) personality is the sum total of ways in which an individual reacts to and interacts with others. It is most often described in terms of measurable traits that a person exhibits.

Sev. (2006) maintain that, the structure of personality is made up of three (3) systems namely, the Id, Ego and the super Ego. Each of the system has its own functions and elements. Human behaviour is nearly always a result of the interaction among them.

a) The ID – This is the reservoir of all psychological energies and inherited instincts. It represents the inner world of subjective experience. It is not affected by the environment and unconcerned with the objective reality. It operates according to the pleasure principle. It often discharges its tension in the form of reflex action, displacement and physical symptoms

b) The Ego – this refers to the act between the Id and the superego i.e. between the needs of instincts and the demands of society. It obeys the reality principles, controls Id's desires for pleasure until a suitable outlet can be found

c) The Superego- This is referred to as the voice of morality, the rules of parents and society. The power of authority, it consists of ideals which to believe are right, the conscience discerning right from wrong. It sits in judgment on the activities of the Id handling out good feelings (pride, satisfaction) when you do what is right and guilt and shame when you break the rules.

All these components of personality must be kept in balance consistently in order to have a healthy behavior in any given work settings.

### 2.1.2 Personality Predictors and Factors Underlying individual differences in work Setting

One may ask, what factors explain and accounts for the variation in individual personalities?

Individual differs in their basic psychological characteristics such as values, attitudes, perception and motives amongst others. Individual variables such as attitude, interest, age, sex, education, experience, gender, abilities, traits, motivation amongst others brings about fundamental individual differences. In turn, this difference makes impact on their productivity, turnover, absenteeism and satisfaction.

Robbins (1998), Schermerhorn/ Hunt/Osborn (2005) and Armstrong (2009) identify the following as important factors underlying individual differences in various work seeking. These include:

- i) Abilities – Armstrong (2009) views ability as the quality possessed by people that makes an action possible. To Robbins (1998) ability (refer to an individual's capacity to perform the various basics in a job. It is the current assessment of what one can do. He classified abilities into two sets:
- ii) Intellectual Abilities – which are those needed to perform mental activities. The various dimension of intellectual ability are; Number Aptitude, verbal comprehension, perceptual speed, inductive reasoning, Deductive reasoning, spatial visualization and memory. These abilities as used by Accountants, supervisors, interior Decorators, market Researchers, plant managers etc in discharging their day to day duties.
- iii) Physical Abilities – Are required to do tasks demanding stamina, dexterity, strength, and similar characteristics. The various dimensions (include dynamic strength, Trunk strength, Static strength, Explosive strength, Extent flexibility,

Body coordination, Balance and stanna. They are used in the performance of physical tasks.

Alternative classification have been produced by;

Thurstone (1940) – Spatial ability, perceptual speed, Numerical ability, verbal meaning, memory, verbal fluency and inductive reasoning.

Gange (1977) – Intellectual skills, cognitive (understanding and learning) skills, verbal and motor skills.

- Argyle (1989) – Judgment, creativity and social skills.
- Intelligence – has been define as;
- The capacity to solve problems, apply principles, make inferences and perceive relationships (Argyle, 1989).
- The capacity for abstract thinking and reasoning with a range of different contents and media (Toplis et al, 1991).
- The capacity to process information (Makin et al 1996).

Both abilities and intelligence affect individual performance in works organizations and have sufficient impact on its variations in work environment from employee to employee.

**Age** – the relationship between age and job performance is likely to be an issue of increasing importance in the present era. This is so because, there is a widespread belief that job performance declines with increasing age. Moreso, the reality is that, the workforce is ageing.

The perception employers holds about older workers is a sort of mixed feelings. They see a number of positive qualities that older workers brings to their jobs. Specifically, experience judgment, a strong work ethics, and a commitment to quality. But older workers are also perceived as lacking flexibility and as being resistant to new technology. And in a time when organizations strongly seek individuals who are adaptable and open to change, the negatives associated with age clearly hinder the initial hiring of older workers and increase the likelihood that they will be let go during downsizing.

It is important to stress that age affects productivity. Productivity declines with age. It is often assumed that an individuals skill particularly speed, agility, strength and coordination-decay over time and that prolonged job boredom and lack of intellectual stimulation all contribute to reduced productivity.

**Gender**- the research on working women in general tells us that there are very few differences between men and women that affect job performance. Thus, men and women show no consistent differences in their problem-solving abilities, analytical skills, competitive drive, motivation, learning ability, or sociability.



However, women are more conforming and have lower expectations of success than the men do. Women's absenteeism rates tend to be higher than those of men. The recent researcher's findings on the behavior of men and women leaders in organization summarise their differences as follows; First, women tend to be more democratic and less autocratic than men, but not by much. Secondly, women tend to engage in more transformational behaviors and deliver more rewards for good performance than men.

In terms of leadership prospects, in spite of the prejudice that exists, the outlook for women's leadership participation is promising. More and more, women are entering leadership positions in industrialized countries.

Also, organizations gain from putting women in leadership position because it enhances the leadership pool..

**Marital Status:** There are enough studies to draw any conclusions about the effect of marital status on productivity. But research consistently indicates that married employees have fewer absences, undergo less turnover and are more satisfied with their jobs than are their unmarried workers (Robbins, 1998).

Marriage imposes increased responsibilities that may make a steady job more valuable and important.

**Tenures:-** Seniority on the job is equally relevant to job performance. Recent studies have demonstrated a positive relationship between productivity and seniority: the longer on employee stays can a job the more versatile proficient and productive. Tenure is negatively related to absenteeism. The longer employees stay in a job the less likely they are to quit the job. Studies in several part of the globe e.g Japan revealed that, the longer employees stayed on the job, the more likely they are to be satisfied with the job. (Robbins, 1998).

**Interest:-** Interest is a possibility characteristics. Interest is not developed by chance rather they are reflection of expressions of deep-rooted individual needs and personality traits. For example in the Big five personality dimension, it has been found that, introversion is more common among these with scientific interest while aggressiveness or Extroversion is more common among those with selling or marketing of company products and politicians. For the Hollan typology personality matrix, various personality dimension are seen associated with different congruent occupation e.g. realistic Holland personality type is associated with Engineers, Assembly plants, workers. Investigative personality type is associated with biologist, mathematicians, New reporters, sports analyst.

Artists Holland personality type is associated with interior decorators, architects, journalist conventional Holland personality type is associated with Accountants, Corporate Manager, file clerk administrators.

**Attitudes:** Attitude is a learned predisposition to respond positively to certain objects, situation, institution or person. It consist of cognitive component (knowledge), affective component (Emotional and motivational) and performance (behavioural or action) components. An attitude represents a form of approval or disapproval ( a moral judgment) being interested in something. According to Katz (1966) attitude serve four (4) main functions such that is it knowledge based, attitude becomes a means of expression hence they enable individuals to indicate to others the values that they would and to express their self-concept and adopt or internalize the values of a group. They are ego-defensive hence attitude may be held in order to protect the ego from an undesirable truth or reality.

**The influences of Background and Culture;-** Individual differences may be a function of peoples background which will include the environment and culture in which they have been brought up and now exist. Levinson (1978) and Armstrong (2009) suggested that individual life structure is shaped by three (3) types of external events; the socio cultural environment, the roles people play and the relationships they have and the opportunities and constraints that enable or inhibit them to express and develop their personality.

**Differences arising from race or disability.** It is futile, dangerous and invidious to make assumption about inherent differences between people because of their race or disability. If there are differences in behaviour at work, these are more likely to arise from environmental and cultural factors than from differences in fundamental characteristics. Arnold et al (1991) observed that ethnic minorities may find that the selection process is biased against them, promotion prospects are low and that they are subject to other covert or subtle form of discrimination.

The behavior of disabled people can also be affected by the fact that they are not given equal opportunities. There is, of course, legislation against discrimination in each of those areas but this cannot prevent the more covert forms of prejudices.

**Influence on Behaviour at work:** Behaviour at work is dependent on both the personal characteristics of individual such as abilities, intelligence, personalities and the situation in which they are working James and Sell (1981) enumerates the following as constituting the environmental influences on behavior. These includes;

- Role characteristics such as role ambiguity and conflict
- Job characteristics such as autonomy and challenges.
- Leaders behaviours including goal emphasize and work facilitation.
- work group characteristic including corporation and friendliness
- Organizational policies that directly affect individuals such as the reward system.

### 2.1.2 Training and Development as determinants of Individuals Influencing Personality

As noted by Inyang (2002), Nwachukwu (2009) training can be seen as the systematic development of the knowledge, skills and attitudes required by an individual to perform adequately in a given task or jobs. This goes to show that, training in any organization is aimed at giving employees at all levels different instructions and guidance to enable them perform their jobs effectively and prepare themselves for promotion and advancement.

Armstrong (2009) on the other hand sees management development to concern with improving the performance of managers in their present roles and preparing them to take on greater responsibilities in the future. It is an attempt to improve management effectiveness in organization.

Cole (2002) maintains that several factors are influencing the quantity and quality of training and development attitudes in organizations, they include:-

- a) The degree of change in the external environment e.g. technological change, new legislation amongst others.
- b) Degree of internal change (New processes, New markets amongst others)
- c) Availability of suitable skills within the existing workforce.
- d) The extent to which the organization supports the idea of internal career development.
- e) The commitment of senior management to training as an essential part of economic Success.
- f) The extent to which management see training as a motivating factor in work place environment.
- g) Knowledge and skills of those responsible for carrying out the training. The purpose of any employee training and development according to Sev (2001) should include;
  - a) Skill development:- the success or failure of any organization depends on the productivity of the employees. How to get the highest productivity from every worker is the main purpose of a training programme. A skilled employee is generally productive. The employee who has the necessary skills for his job sees himself as a professional and acts accordingly. He needs little supervision, takes pride in accomplishment and looks forward to a successful career in the organization.
  - b) Attitude Modification:- A good training programme should influence an employee's attitude towards his job and the organization.
  - c) The ability of employees to perform their duties can help to reduces turnover rate. A trained employee is less likely to leave his job than one who is untrained. In ability to perform one's task creates a feeling of inadequacy and fear. An employee who cannot successfully overcome this feeling of inadequacy often resigns.
  - d) Closely allied to a low turnover rate as the feeling that the employee is part of the establishment, once an establishment makes an investment in an employee, it gives him a feeling of belonging and the general impression that the organization values him. This ability of course attained improves his chances of promotion from junior staff to a superior rank.
  - e) A trained employee not only gain skills, a correct attitude and the knowledge required for success in the organization, but he becomes an asset in that he saves management time. Because of his training, management has better control of him for he performs as expected with minimum supervision.

As his work becomes reliable extra tasks can be assigned to him, management can then concentrate on their tasks. It is pertinent to stress that, training programmes offer by organizations increases productivity, morale, motivation, enhances the employee's opportunity for promotion and saves supervisory time.

William McGheel and Paul Thayer in Nwachukwu (2007) have pointed out that there are three ways of approaching training in an organization. They include;

- a) Organizational Analysis- determines where, within the organization, training emphasis be placed.
- b) Operational Analysis – determine what should be content of training in terms of what an employee must do to perform a task job or assignment in an effective way.
- c) Man Analysis – Determines what skills, knowledge or attitudes an employee must develop if he is to perform the task which constitutes his job in the organization Thomas Gilbert succinctly summed it up as;

$$D = M - I$$

D = Deficiency of Behaviour necessary for mastery of the job which the employees already possess.

M = complete list of Behaviour necessary for mastery of the job.

I = Knowledge of Behaviour necessary for the job which the employee already presents.

Different kinds of training and development programmes are offered by organization. They include:

- a) The most popular methods of employee training are; lectures/tasks, case study analyses, Group discussions, coaching, job institutions, secondments, on the job training, off the job training, conferences, vestibule training, programmed instructions etc.
- b) The most popular methods of employee development are:-  
Organizations method such as coaching and understudies, job rotation, assistance to, multiple management, membership of committees, special assignments.

Ex-organizational methods include, special courses, membership of professional bodies, Evening programmes, sensitivity training and Business centres. (Hirsh, Pollard and Tamekin, 2000).

### 3.1 Research Methodology

This study employed the survey research design approach. The population of the study comprises of all the employees of the Dangote Cement Plc Gboko Plant (i.e the top, (middle) and lower levels employees. The staff population is about 805 Employees as at 31<sup>st</sup> March, 2014. The judgmental sampling technique is adopted for this survey. Primary sources of data collection especially questionnaire will be administered to obtained viable information on the subject matter of personality predictors as a determinant of corporate performance in organizations. The Likert 5 rating scale will be used (i.e strongly agree, agree, Neutral, disagree and strongly disagree) to solicit for responses from employee of Dangote Cement Plc Gboko.

To scientifically generate a sample size, the Taro Yamenes (1964) formula was applied. According to Baridam (2001), this formula can be used for a homogenous population like the one in the research. The formula is stated below;

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

Where,

n = Sample size

e = level of significance

N = Population size

I = Constant value

$$n = \frac{805}{1 + 805(0.05)^2}$$

$$n = \frac{805}{1 + 805(0.0025)}$$

$$n = \frac{805}{1 + 2.0125}$$

$$n = \frac{805}{1 + 3.0125}$$

$$\hat{n} = 267.21$$

To ascertain the validity of the measuring instruments, content validity was applied and it consisted of face and sampling validity. The research subjected the instruments to face-to-face validity and evaluation by giving it to panel of judges comprising five (5) management experts/captains of the organization with superior knowledge on personality predictors specifically to the managing Director, chief executive officer, the General Manager Administration/Finance the General Manager commercials, the company secretary/legal Adviser and the General Manager Engineering Services. They examined the items contained in the questionnaire, interview guide questions, sought to confirm the extent to which the questionnaire had face validity in making sure that they were in line with the objectives of the study. The structure and the language of the questionnaire was modified in the light of their corrections.

To determine the reliability of the instruments, pilot testing was also carried out and here 30 questionnaire were administered in the study organization. Consequently, Cronbach's Alpha was used in determining the reliability of the instrument as shown below;

Reliability Statistics

Cronbach's Alpha	N of Items
0.833	30

Source: Pilot Survey, 2010

The SPSS analysis gives us a cronbach's Alpha value of 0.833. this is an indication that our instrument is reliable. According to Everitt (2006), an Alpha value of less than 0.60 is unacceptable, 0.60 - 0.65 is undesirable, 0.65 -0.70 is minimally acceptable, 0.70-0.80 is respectable, 0.80-0.90 is very good, and more than 0.90 means considering shortening the scale by reducing the number of items. Our Alpha value of 0.833 means that our instrument is very reliable.

The Pearson chi-square test was used to test the acceptability or otherwise of the hypotheses. It measures the discrepancies between the observed and expected frequencies by the formula;

$$\chi^2 = \frac{(O - E)^2}{E}$$

Where,  $\chi^2$  = Test statistics

O = Observed frequency

E = Expected frequency

To calculate, the  $\chi^2$  is compared with the critical values - if the calculated value of  $\chi^2$  exceed the critical value, the hypothesis is regarded as invalid and therefore rejected, otherwise, the hypothesis is accepted/upheld. The degree of freedom is given by;

$$df = (R - 1) (C - 1)$$

where,

R = Number of Rows

C = Number of Columns.

#### 1.4 Data Presentation and Analysis

The section deals with the descriptive statistics that is, the presentation of tables and figures and test of hypothesis.

A total of 267 questionnaires were distributed to top, middle and lower level managers of the Dangote cement Plc, Gboko plant. All the questionnaires were filled and returned indicating a high response rate of 100% on the subject matter of personality predictors as determinants of corporate performance were evaluated.



**Table 1.0 Response rate on whether personality is psychological qualities that influences an individual characteristics, behavioural pattern in a stable and distinctive manner.**

Category of organization	Dangote cement Plc Gboko Plant	
Response option	No of Respondents	% of Respondents
Strongly Agree	131	49.06
Agree	127	47.56
Undecided	-	-
Disagree	4	1.50
Strongly Disagree	5	1.87
Total	267	100

Source: Field Survey (2014)

Table 1.0 shows the response rate as to whether personality is psychological qualities that influences an individual characteristics behaviour pattern in a stable and distinctive manner. It can be seen from table 1.0 above that 131 respondents strongly agree representing 49.06% while 127 respondents standing for 47.56% only agreed. There was no respondent for the undecided option. 1.50% representing 4 respondents however disagreed while 1.87% representing 5 respondents strongly disagree.

Table 2.0 Response rate as to whether individual differences in behaviour, perceptions, attitudes at work, productivity is as a result of influence of personality predictors.

Category of Organization	Dangote cement plc Gboko plant	
Response option	No of Respondents	% of Respondents
Strongly Agree	121	45.32
Agree	134	50.19
Undecided	3	1.12
Disagree	6	2.25
Strongly Disagree	3	1.12
Total	267	100

Source: Field survey, 2014

Table 2.0 reveals responses on the opinion of respondents concerning whether individual differences in Behaviour, Perception, attitudes at work of employee, Productivity is as the result of influence of personality predictors. 121 respondents standing for 45.32% responded in favor of strongly agree option. 134 or 50.19% of emphasized on "agree" option while 3 respondents were undecided on the notion constituting 1.12%. 6 respondents or 2.25% only disagree to the position and 1.12% representing 3 respondents strongly disagreed on the notion.

Table 3.0 Response rate as to whether Personality predictors are factors influencing work performance and individual difference (i.e Ability, Age, Sex, Gender, race, marital status, culture, Background, Disability etc).

Category of Organization	Dangote cement plc Gboko plant	
Response option	No of Respondents	% of Respondents
Strongly Agree	160	59.92
Agree	101	37.83
Undecided	-	-
Disagree	3	1.12
Strongly Disagree	3	1.12
Total	267	100

Source: Field survey, 2014

In considering whether personality predictors such as Abilities, Age, Sex, Gender, Race, Marital status, Culture, Background, Disability etc are factors influencing work performance and individual

difference in work settings, table 3.0 reveals that 59.92% representing 160 respondent “strongly agree”. 101 respondent standing for 37.83% “agreed” on the notion. 1.12% representing 3 respondent disagree while 1.12% standing for 3 respondent also strongly disagree. No response option for undecided. We can see say that personality predictors are factors influencing work performance.

Table 4.0: Response rate as to whether the profit status of Dangote Cement plc Gboko plant have improved over years with the influence of personality predictors:

Category of Organization	Dangote Cement plc Gboko plant	
Response option	No of Respondents	% of Respondents
Strongly Agree	141	52.81
Agree	107	40.07
Undecided	4	1.50
Strongly Disagree	8	3.00
Disagree	7	2.62
Total	267	100

Source: Field Survey, 2014

The result of the analysis on the above table 4.0 showed the respondents opinion as to whether profit status of the company have improved over years with the influence of personality predictors. 160 or 59.92% of the respondents strongly agree revealing that profit is on the increase with personality predictors influence 107 or 40.07% of the respondent Agree to the notion. Only 4 or 1.50% of the respondents were undecided. 8 of the respondents representing 3.00% disagree on the opinion while 2.62% standing for 7 respondents strongly disagree.

**Table 5.0: Response Rate as to whether Training and Development Exercise at Dangote Cement Plc Gboko Plant have enhanced Performance of were in a positive Manner.**

Category of Organization	Dangote Cement Plc Gboko Plant	
Response Option	No of Respondents	% of Respondents
Strongly Agree	140	52.43
Agree	115	43.07
Undecided	3	1.12
Disagree	4	1.50
Strongly Disagree	5	1.87
Total	267	100

Source; Field Survey (2014)

In ascertaining the response rate as to whether training and development is a catalyst for performance enhancement, the data in table 5.0 reveals as follows; 140 respondents (52.43%) strongly agree that training and developed exercise have positively enhanced performance 115 respondent (43.07%) agreed with this assertion. 3 respondents (1.125) were undecided 4 respondents (1.50%) disagreed while 5 respondents representing 1.87% strongly disagree.

Thus, will can say that training and development is a vehicle for catalyzing performance for attainment of organizational goals.

**Table 6.0 Response rate as to whether training and Development Programmes offered include conferences, workshops, Coaching, Membership of Professional Bodies, Special Courses, Case Study Analysis Amongst Others.**

Category of Organization	Dangote Cement Plc Gboko Plant	
Response Option	No of Respondents	% of Respondents
Strongly Agree	135	50.56
Agree	110	41.19
Undecided	-	-
Disagree	10	3.75
Strongly Disagree	12	4.49
Total	267	100

Source: Field Survey (2014)

Table 6.0 indicates that 135 respondent (50.56%) strongly agreed that training and Development offered at Dangote Cement Plc Gboko Plant include conferences, workshops, coaching, membership of professional Bodies, special courses, case study analysis amongst others. 120 respondents (44.94%) agreed with the assertion; 5 respondents (1.87%) disagreed with the position while 7 respondent representing 2.62% strongly disagree. No respondent opted for undecided option on this matter.

**Table 7.0 Response Rate as to whether training and Development Programmes are offered on a consistent basis.**

Category of Organization	Dangote Cement Plc Gboko Plant	
Response Option	No of Respondents	% of Respondents
Strongly Agree	105	39.32
Agree	100	37.45
Undecided	10	3.75
Disagree	22	8.24
Strongly Disagree	30	11.24
Total	267	100

Source: Field Survey, 2014.

The result of the analysis on the above table exhibits that 105 respondents (39.32%) strongly agreed that training and Development Programme are offered consistently by Dangote Cement Plc Gboko Plant. 100 respondents representing 37.45% agree on the position. 22 respondent representing 8.2%. Disagreed while 30 respondents (11.24%) strongly disagreed. 10 respondents (3.75%) were undecided on this subject matter.

### Hypothesis Testing

*H<sub>01</sub>: Personality Predictors have not impacted positively on organizational performance of Dangote Cement Plc Gboko Plant.*

To test the Null hypothesis, question /responses in table 1.0, 2.0, 3.0 and 4.0 are used as shown below:

Description	Agreement Category	Disagreement Category	Row total
Response rate on whether personality is a psychological qualities that influences an individual characteristics behaviour pattern in a stable and distinctive manner	258(256)	9(12)	267
Response rate as to whether individual differences in Behaviour, perceptual attitudes at work, productivity is as a result of influence of personality predictors	256 (256)	12 (12)	267
Response rate as to whether personality predictors are factors influencing work performance and individual differences (i.e. abilities, age, sex, Gender, race, marital status, culture, Background, Disability)	261 (256)	6 (12)	267
Response rate as to whether profit status of Dangote Cement Plc Gboko Plant have improved over years with influence of personality predictors	248 (256)	19 (12)	267
Column totals	1023	46	1068

### Chi-Square Table

Cell	O <sub>1</sub>	E <sub>1</sub>	O <sub>1</sub> -E <sub>1</sub>	$\frac{(O_1 - E_1)^2}{E_1}$
1	258	256	2	0.015625
2	9	12	-3	0.75
3	256	256	0	0

4	12	12	0	0
5	261	256	5	0.09765625
6	6	12	-6	-3
7	248	256	-8	0.25
8	19	12	7	4.0833333333
Total	1069	1048	0	8.19661458

$$\begin{aligned} df &= (R - 1) (C - 1) \\ &= (4 - 1) (2 - 1) \\ &= (3) (1) \\ &= 3 \end{aligned}$$

Level of significance = 0.05

$X_0^2$  3 under 0.05 > 7.815 (critical disqual)

Calculated chi-square ( $X_t^2$ ) = 8.19661456

### Decision

If the calculated or computed value of the test statistics is less than or equal to chi-square ( $X_0^2$ ) critical value accept the null hypotheses

However, if the computed value is greater or equal to chi-square critical value, the null hypothesis should be rejected. That, accepting the alternative hypothesis

The observed or calculated chi-square ( $X_t^2$  value falls outside the rejection region. Therefore, the null hypothesis is hereby rejected and the alternative hypothesis is accepted.

$$\text{i.e. } X_0^2 < X_t^2 (7.815 < 8.19661456)$$

From the test, it could be concluded that personality predictors have impacted positively on organizational performance at Dangote Cement Plc Gboko Plant.

$H_0^2$ : Training and Development Exercises organized by Dangote Cement Plc Gboko Plant have not significantly impacted on personality predictors i.e. Behaviour of employee, Age, sex, Gender, Abilities, skills.

To test the Null hypothesis questions/responses in table 5.0, 6.0 and 7.0 are used as shown below:

Description	agreement category	Disagreement Category	Row total
Training And Development Exercise At Dangote Cement Plc Gboko Plant have enhanced performance at work in a positive manner	255 (235)	12 (32)	267
Training and Development programmes offered by Dangote Cement Plc Gboko Plant include conferences workshops, Coaching, Memberships of professional Bodies, Special courses, Case Study Analysis.	245 (235)	22 (32)	267
Training and Development Programmes are offered consistently.	205 (235)	62 (32)	267
Column Total	705	96	801

### Chi-Square Table

Cell	O <sub>1</sub>	E <sub>1</sub>	O <sub>1</sub> -E <sub>1</sub>	$\frac{(O_1 E_1)^2}{E_1}$
1	255	235	20	1.70212766
2	12	32	-20	12.5
3	245	235	10	0.425531914
4	22	32	-10	3.125
5	205	235	-30	3.829787234
6	62	32	30	28.125

Total	801	801	0	49.70744681
-------	-----	-----	---	-------------

From the test above, it should be concluded that  $X_t^2$  tabulated at 0.05 = 7.815 while the calculated chi-square value is  $X_c^0 = 49.7074460$ . hence the observed or calculated chi-square ( $(X_c^2)$ ) value falls outside the rejection region therefore, the null hypothesis is rejected and alternative hypothesis is accepted. i.e  $X_0^2 < X_t^2 (7.815 < 49.70744681)$ .

This is revealing that training and Development exercise organized by Dangote Cement Plc, Gboko Plant have significantly impacted positively on personality predictors such as their behaviour at workplace abilities, skills, attitudes and as such enhancing growth and organizational performance status.

### Discussion of Findings

H<sub>01</sub>: Personality predictors have not impacted positively on organizational performance of Dangote Cement Plc Gboko, Plant.

This null hypothesis was tested at 0.05 level of significance and the calculated value i.e. chi-square value obtained was 8.19661456. Hence, the observed or calculated chi-square ( $(X_t^2)$ ) value falls outside the rejection region, therefore, the Null hypothesis was rejected and the alternative hypothesis is accepted. This is implying that personality predictors such as i.e biological characteristics such as Age, Gender, marital status, Abilities, Tenure, Skills have a reasonable impact in a positive manner on organizational performance at Dangote Cement Plc Gboko Plant.

The above view is in agreement and concordance with the views of Robbins (1998), Schermerhorn, Hunt and Osborn (2005), Armstrong (2009), Sev (2006) in their different research findings which revealed that these factors accounts for differences in behaviour of people at work place, thus affecting performance. To manage people effectively, it is therefore necessary to take into account the factors that affect how they behave at work. This means understanding the significance of individual differences, the characteristics of people that explains how they act and the types of behaviour that feature in organizational life.

The implication for this finding is that Age Seems to have no relationship to productivity, older workers and these with longer tenure are less likely to resign, and married employees have fewer absences, less turnover and report higher job satisfaction than to unmarried employees. Thus, this can help managers of Dangote Cement Plc Gboko Plant in making choices among job applicants.

For the abilities which directly influences an employee's level of performance and satisfaction through the ability job - fit, first and foremost, an effective selective process will improve the fit in the process deciding who is more compatible or best fit in a given task or responsibility.

A job analysis will provide information about jobs currently being done and the abilities that individuals needs to perform the job adequately.

The applicants can then be tested, interviewed and evaluated on the degree to which they possess the necessary abilities.

Secondly, promotion and transfer decisions affecting individuals already in the organizations employed should reflect the abilities of candidates. As with new employees, care should be taken to assess critical abilities that incumbents will need in the job and to match those requirements with the organizations human resources.

Thirdly, the fit can be improved by fine-tuning the job to better match on incumbents abilities, often modifications can be made in the job while not having a significant impact on the job's basic activities. Better it to the specific talents of a given employee. For example, it could be to change some of the equipment used or to reorganize tasks within a group of employees.

Final alternative is to provide training for employees. This is applicable to both new workers and present job incumbents. Training can keep the abilities of incumbents current or provide new skills as times and conditions changes.

H<sub>02</sub>: Training and Development Exercises organized by Dangote Cement plc Gboko Plant have not significantly impacted on personality predictor such as Age, sex, abilities, skills interest amongst others.



The Null hypothesis tested is rejected, implying that training and development programmes organized by Dangote Cement Plc Gboko Plant have significantly impacted positively on personality predictors of employees in the company such as the acquisition of new skills, abilities, modification of behaviours at work place settings, change in attitude to a desirable manner and pattern amongst others. All these have enhanced positive performance of the organization.

The implication of the above findings is that the executive management of Dangote Cement Plc Gboko Plant need to adequately allocate financial resources for the Human resources management department to be consistently organizing and scheduling training and development Exercise that caters for the interest of all the departments of the company on a consistent basis. The outcome of such exercise will facilitate the attainment of high profits, quality performance, high productivity of the organizations.

This agrees with the view of Katz (1974), Robbins (1989) Sev, (2013) in their respective research findings which identified various skills and abilities that quality training and development will enable managers of organizations to acquire to successfully achieve organizational goals. These skills are;

- a) Technical skills - the ability to use the procedures, techniques and knowledge of a specified field.
- b) Human skills - the ability to work with, understand and motivate other people as individuals or groups.
- c) Conceptual skills - the ability to coordinate and integrate and do things through other people.
- d) Design Skills - the ability to design workplace solutions to a problem.

Robbins (1989) and Wright and Noe (1996) in their research findings identified the following cognitive abilities which proper training and development by organization will enhance. These include:

- a) Verbal ability - The capacity to understand and effectively use written and spoken words. People with strong verbal ability include those who are good at delivering a special or writing a business letter e.g. plant manager following corporate policies.
- b) Quantitative ability:- the capacity to interpret numerical data and solve number problems. People with strong quantitative ability include those who can check answers by estimating and who can interpret numbers in a table e.g. Accountants, Finance Managers.
- c) Reasoning ability:- The capacity to think of solutions to a variety of problems. A person behind a problem and invent a solution to it. The ability goes beyond making computations to solve a number problem. E.g Lawyers, Architects, Guest service associates need reasoning abilities.
- d) Deductive ability- The capacity to use logic and draw analogies. A Person with Strong deductive ability can recognize the implication of an argument and can see relationships among ideas or things e.g. supervisors.
- e) Spatial Visualization - The capacity to mentally manipulate objects. A persons with this dimension of cognitive ability can imagine how objects would look if they were repositioned and can determine where they are in relation to his or her own body e.g. interior Decorators.
- f) Perceptual Ability - the capacity to recognize visual details quickly and accurately. Someone with strong perceptual ability can quickly notice similarities and differences between two objects e.g fire investigator, production Manager/workers might need reasonably good perceptual ability.
- g) Memory - the capacity to recall information that was mentally processed earlier. A person may be good at remembering names, numbers, words, ideas, images, sounds and more.

The physical abilities required to do tasks demanding stamina, dexterity, strength and similar characteristics include:

### **Strength Factors**

1. Dynamic Strength - Ability to exert muscular force repeatedly or continuously over time.
2. Trunk Strength:- Ability to exert muscular strength using trunk (particularly Abdominal) muscles.
3. Static Strength:- Ability to exert force against external objects.
4. Explosive strength - Ability to expend a maximum of energy in one or a series of explosive acts.

### **Flexibility Factors**

5. Extent Flexibility:- Ability to move the trunk and back muscles as far as

possible.

6. Dynamic Flexibility – Ability to make rapid, repeated flexing movements.
7. Body Coordination – Ability to coordinate the simultaneous actions of different parts of the body.
8. Balance:- Ability to maintain equilibrium despite forces pulling off balance.
9. Stamina – Ability to continue maximum efforts requiring prolonged effort overtime

It is important to stress that, the essence of a progressive career development programme is to built on providing support for employees to continually add to their skills, abilities and knowledge. This support should involve providing the time for employees to learn, offering financial assistance to facilitate training and development, creating growth opportunities, clearly communicating the organizational goals and future strategies, Sev. (2011).

### 1.6 Conclusions and Recommendations

The Chief Executive Officers/Managing Directors of organizations needs to recognize the fact that competent employees don't remain competent forever. Skills deteriorate and become obsolete. That is why organizational spends billions of dollars, pound sterling each year for formal training.

They also need to know that individual personality profiles differs and that is why employees in organizations exhibit divergent behaviours, abilities, skills amongst others. It is therefore pertinent that jobs making differing demands on people makes employees exhibits different abilities they possess. Employees performance is therefore enhanced when there is a high ability – job fit, congruent job environment, motivational incentives that can encourage the workers for a positive output, management of the organizations should no compromise these factors if organization is to reduce turnover rates, if the differences between men and women that will affect their job performance is to be addressed property for high productivity attainments.

Based on the above, the researcher recommends as follows:-

- a) Organizations have employees with differing personality traits e.g high conscientiousness and low conscientious, Extraversion and introversion, internal locus of control personality and External locus of control personality etc. as such for high productivity attainment, companies should have departments units for consistent assessment of personality fit in relations to the task performed by the employees if better quality is to be attained.
- b) The factors underlying individual differences such as Age, Gender, Marital status, Tenure, ability, skills, behaviour, Attitudes be consistently monitored by the Human Resources Management departments of the organization in such a manner that where gaps that may underpin organizational performance manifest, they should be addressed immediately. For example, good motivational incentives like bonus, fringes benefits, good salaries be offered to staff that want to leave the services of organization, secondly, behaviour of best performing staff of firm be encouraged by merit awards.
- c) Dangote Cement plc Gboko Plant should establish an overall framework for staff training and Development to enhance encouragement of staff, Management commitment and equality of development opportunities to facilitate high performance track record
- d) Organization should implement sourcing strategies that attract application from diverse range-high performance candidates with requisite abilities, skills, good behavior, within good age bracket in order to attain high productivity.
- e) Dangoge Cement Plc Gboko Plant should implement transparent selection process that ensure objective selection against relevant criteria.

#### APPENDIX

Faculty of Management Sciences  
Benue State University, Makurdi  
Benue State Nigeria, West Africa,  
5<sup>th</sup> April, 2014.

Dear Sir/Madam,

Questionnaire on empirical Assessment of Personality Predictors as a Determinant of Corporate Performance: A Survey of Dangote Cement Plc Gboko Plant, Benue State, Nigeria – West Africa.

You have been chosen as one of the respondents in this study. You are therefore humbly requested to supply honest and sincere answers and responses to questions by tick (√) as appropriately as you can in the boxes/spaces provided.

There is no right or wrong answers.

Your identity is not needed at all and the information provided will be treated with utmost confidence and solely for academic purposes.

Yours faithfully,

Sev. Joseph Teryima, Ph.D

#### APPENDIX : RESEARCH QUESTIONNAIRES

1. Personality is seen as psychological qualities that influence an individual characteristics behaviour pattern in a stable and distinctive manner. (a) SA (b) A (c) U (d) D (e) SD
2. Individual differences in behaviour, perceptions, attitude at work, productivity is largely as a result of influence of personality predictors. (a) SA (b) A (c) U (d) D (e) SD.
3. The following personality predictors as factors underlying individual differences in organizations and have influenced work performance (i.e. abilities, Intelligence, Age, Gender, Marital Status, Attitudes, culture, background, Race, Disabilities etc). (a) SA (b) A (c) U (d) D (e) SD.
4. The company profit status have improved consistently over years (a) SA (b) A (c) U (d) D (e) SD.
5. Training and Development Exercise at Dangote Cement Plc Gboko Plant have not enhanced performance of work in a positive direction over years. (a) SA (b) A (c) U (d) D (e) SD.
6. Training and Development programmes offered by Dangote Cement Plc Gboko Plant, ranges from conferences, workshops, coaching, membership of professional Bodies, Special, courses, case Study analysis amongst others.. (a) SA (b) A (c) U (d) D (e) SD.
7. Training and Development Programmes are offered consistently by Dangote Cement Plc Gboko. (a) SA (b) A (c) U (d) D (e) SD.

#### References

- James, R. and Sells, S. B. (1981). *Psychological Climate: Theoretical Perspectives and empirical Research*, in (ed) D. Magnusson, *Towards a Psychological Situation: An Interactional Perspective*, Eriibaum, Hillsdele, N. J.
- Katz, D. and Kahn, R. (1966), *The Social Psychological of Organizations*. New York: John Wily.
- Arnold, J. Robertson, I. T. and Coper, C. L. (1991). *Work Psychology London: Pitman Publishers*.
- Thurstone, L. L. (1940). Current Issues in Factors Analysis, *Psychological Bulletin* 30, Pp 26-38.
- Gange, R. M (1977). *The Conditions of Learning*. 3<sup>rd</sup> Edition, New York: Rinehart and Winston.
- Argyle, M. (1989). *The Social Psychology of work*. Harmondsworth: Penguin.
- Makin, P. Cooper, C. and Cox, C. (1996). *Organizations and the psychological Contract*. Leicester: BPS Books.
- Joplisi, J. Dulewicz. V, and Fletcher, C. (1991), *Psychological Testing*, London, Institute of Personal Management.
- Robbins, S. P. (1989). *Organizational behaviour: concepts, controversies, and Application*. 8<sup>th</sup> Edition; New Jersey: Prentice Hall International.
- Armstrong, M. (2009). *Armstrong's Handbook of Human Resources Management Practice*. 11<sup>th</sup> Edition; Philadelphia: Kogan Publishing.
- Mullins, L. J. (1996). *Management and Organizational Behaviour* 4<sup>th</sup> Edition; London: Pitman Publishing.
- Wright, P. M. and Noe, R. A. (1996). *Management of Organizations*. Boston: Irwin McGraw Hill Publishers.
- Mischel, W. (1968). *Personality and Assessment*. New York: Wiley Publisher.
- Schermerhorn, J. R. Jr, Hunt, J. G. and Osborn, R. N. (2005). *Organizational Behaviour*. 9<sup>th</sup> Edition, USA: John Wiley & Sons, Inc.
- Mcshane, S. L. and Glinow, M. A. V. (2000). *Organizational Behaviour*. Boston: Irwin McGraw - Hill Publishers.
- Sev. J. T. (2006) *Organizational Behaviour Concepts and Application*. Reused Edition; Makurdi: Traces Printing.
- Sev. J. T. (2013). *Management: Theory and Practice*. Makurdi: Seron Press Makurdi.
- Sev. J. T. (2011). *The Practice of Human Resources Management*. Makurdi: Oracle Business Limited.
- Katz, (1974). Skills of an Effective Administration. *Harward Business Review*, Vol. 52, No. 5 Pp. 90-102.
- Cole, G. A. (2002). *Personal and Human Resources Management*. 5<sup>th</sup> Edition: London: ELST Publishers.

- Nwachukwu, C. C. (2000). *Human Resources Management*. 2<sup>nd</sup> Edition; Port-Hourcourt: David Stone Publishers.
- Inyang, B. J. and Akpama A. M. (2002). *Personal Management Practice in Nigeria*; Calabar: Ephraim Printers.
- Hirshi, W. Polland, E. and Tamikin, P. (2000). *Management Development*, IRS Employees Development Bulletin, November, Pp. 8-12.
- Everitte, B. S. (2006). *The Cambridge Dictionary of Statistics*. 3<sup>rd</sup> Edition, New York Cambridge University Press.
- Yamane, T. (1964) *Statistics: An Introductory Analysis*, New York: Harper and Row Publishers.
-