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Effect of Leader Personality Traits on Employee Satisfaction and Performance in the Telecommunication Industry in Ghana

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Abstract:
The study sought to examine the effect of leader's personality traits on employee job satisfaction and job performance in the telecommunication industry in Ghana. The study also sought to identify which personality traits is the most dominant among the leaders. Besides, an enquiry into the relationship between leader personality traits and employee outcomes were made. A cross sectional survey was adopted using structured questionnaires to collect data from a sample size of 350 employees and superiors in 4 selected telecommunication firms. Data was analyzed and results arrived at using frequency and regression analysis. Findings indicated that leaders in the telecommunication industry in Ghana possess organized and structured with scheduled plans which connotes the feeling personality trait as the most dominant personality trait. Furthermore, there was a positive relationship between leaders' personality traits and employee job satisfaction the study recommends among other things that formalized leadership training programs should be instituted in the telecommunication industries in Ghana to train leaders and employees on leaders' personality traits and it effect on employee outcomes such as job satisfaction, employee performance and reduction in turnover intention. Limitations and areas for further study are also mentioned.

Keywords: Personality traits, employee satisfaction, employee performance

1. Introduction

The telecommunication industry continues to play a very significant role in the economic and social development of every nation, apart from the fact that communication is the bloodline of building a community (ITU, 2012; Nanevie, 2012; Ampomah, 2012; OECD, 2010). The telecommunication industry has also contributed immensely towards absorbing the vast unemployed in the country. The industry has facilitated the means through which all daily businesses and undertakings are carried out. It aids decision making, helps in providing feedback, and promotes interpersonal and business relationships as well as exchange of information (Frempong & Henten, 2004; Manyika et al., 2011; ITU, 2012; OECD, 2012). Kanwal, Parvez, and Mahmood (2008), Nanevie (2012) and OECD (2012) stated that the industry is a vital component of Ghana's economic growth in view of the global nature of the world. It makes the rest of the world more accessible to Ghanaians and vice versa. The telecommunications industry in Ghana has been on a very progressive journey and it has covered a great distance in a very short period of time. In 1992, when the first mobile telephone service provider, Millicom Ghana Limited launched its service under the brand name Mobitel (now Tigo), Ghana Telecom Company was the only communication service provider providing fixed line services. Telephone penetration in that period stood at 0.3% according to the World Bank country data statistics (Ahortor, 2003). In 1995, only thirty-seven (37) of the one hundred and ten (110) administrative districts of the country had telephone exchange facilities, and there were only thirty-five (35) payphones in the entire country, with thirty-two (32) in Accra (Dankwa, 2013).

The establishment of the National Communications Authority (NCA) in 1997 was as a result of the tremendous increase in the telecom-density which brought about the subsequent deregulation of the telecom industry due to the growth of wireless telephony as a result of significant investment by operators. According to statistics provided by NCA between 1996-2014, Ghana's Mobile Voice/Data subscriber base has increased enormously from December 1996's figure of one hundred and twelve thousand six hundred and thirty-nine (112,639) by approximately one hundred and forty-one thousand, eight hundred and thirty-seven percent (141,837.34%) to end of December 2014 at one hundred and fifty-nine million eight hundred and seventy-six thousand, eight hundred and five (159,876,805).

Ghana has thus become Africa's ninth largest mobile market and West Africa's second largest by subscription count after Nigeria (Tobbin, 2008). Certainly, in the last few years, there has been intense competition in the mobile telecommunication industry involving the various service providers in the telecommunication industry which include MTN, Tigo, Vodafone, Airtel, Expresso, Glo, Surfline etc. As competition has escalated among the operators, it is necessary for them to sustain an organizational success standard

to avoid being dragged out of the competitive race. Organizational researchers and administrators have asserted that just as leaders' role, employees also play a colossal and significant role in maintaining the competitiveness of organizations (Datta & Agarwal, 2004; Rad &Yarmohammadian, 2006; Uddin et al., 2013).

This means that knowing how to retain their experienced employees by concentrating on their outcomes such as improving on their job satisfaction, enhancing their job performance is very key to every organization. This can be achieved effectively if the leaders in charge of these employees create the favorable environment according to the path goal theory (Martin et al., 2007). However, a more in-depth analysis of the behaviour of leaders have been attributed to their personality characteristics, that is, there are some innate characteristics within an individual that is responsible for what is observed on the outside (Achua & Lussie, 2010; Bono & Judge, 2004; Brandt & Laiho, 2013; Brandt & Edinger, 2015; Brown & Heywood, 2005). This study seeks to investigate this assertion in the light of employee retention in the telecommunication industry in Ghana.

As the days go by, the telecommunication industry has the same product and services and hence these individual companies tend to poach employees from their various competitors to be able to survive in the game. Some employees, leaders inclusive, also move from one telecommunication to the other for favorable working conditions either by recommendation or observation. This is an activity which is bringing down some of these telecommunication giants whilst making others successful. Studies have shown that leaders' personality traits generally do make a difference to the performance of their organizations (Achua & Lussier, 2010; Northouse, 2010; Yukl, 2010). It has been one of the sole aims of organizational researchers to identify certain patterns that lead to human behaviour. There is a complexity of predicting human action and this is one of the drives of researchers in making enquiries into personality of individuals (Faragher et al., 2003; Ewen, 2003; Elpers &Westhuis, 2008; Fretwell, Lewis, &Hannay, 2013; Yukl, 2010). This is also significant when it comes to leadership; having a tool that would help identify how a leader would behave and understand his behaviours in an organization, this would be of great benefit to organizational researchers. In the light of this, there has been much interest in identifying the personality traits of individuals and how it relates to the overall effectiveness of an organization (Grant et al., 2011; Hambrick, 2007; Northouse, 2010; Yukl, 2010).

The impact of leaders' personality traits on employee effectiveness cannot be overemphasized as it is seen as the core of human behaviour; research into this field is plausible. Studies have shown that leader's personality plays a huge role in employee outcomes such as employee turnover intention, job satisfaction and job performance (Achua&Lussier, 2010; Griffeth et al., 2000; Judge& Bono, 2000; Judge et al., 2002; Judge et al., 2009; Shore et al., 2006). Many personality traits can be evaluated and there appears to be many tools that can be used in assessing the personality trait of individuals. This study seeks to contribute to this field of enquiry by exploring the Myers-Briggs personality tools (MBTI) to establish the effect of leader's personality traits on the employee outcomes. Myers-Briggs personality tools were chosen because other elements of personality model like the big five models propounded by Hogan, Curphy and Hogan (1994) were imbedded in the MBTI. It is in this light that Northouse (2010) and Yukl (2010) opined that the two models of personality examined the same behaviour of leaders in enhancing employee job satisfaction, performance as well as reducing employee turnover intention. Therefore, this study employed the use of the Myer- Briggs instrument to measure leaders' personality traits as well as regressing its effect on employees' outcome such as employee job satisfaction and employee job.

The Myers Briggs personality instrument is made up of four dichotomies of personality types to make with sixteen personality traits/preference type (Abrams, 2011). This instrument is popular; it is straight forward and non-threatening (Fox-Hines &Bowersock, 1995). It provides a framework for assessing the similarities and differences among personality traits (Opt &Loffredo, 2003; Tan &Tiong, 1991). That is, certain personality traits may exhibit certain common features which may vary on a larger scale. It has been observed that managers who do not perform well so far as their relationship with their subordinates are concerned end up costing their organizations huge sums of money (Finkelstein, 2004; Smart, 1999; Wells, 2005). That is, poor leadership irrespective of the level the organization has gotten to can greatly affect the firm hence organizations need to know which characteristics in an individual auger well for successful leadership in an organization. It is in this light that this study seeks to identify which personality trait would suit leadership positions by employing the Myers Briggs personality theory. Some researchers have made use of this tool in career guidance and in job related activities (Jackson et al., 1996; Kennedy & Kennedy, 2004; McCaulley& Martin, 1995; Sample, 2004). This study seeks to look through a different angle in finding the leaders' Myers Briggs personality type and its effects on employee outcomes in the telecommunication industry in Ghana; thus, which personality traits of a leader tends to make him or her create an atmosphere or a relationship with subordinates that would make them not want to have intentions of parting with the organization, perform well in their daily duties and again get satisfied with their work schedule.

1.1. Statement of the Problem

Several studies have found leaders to have quite an influence on organizational success. Weiner and Mahoney (1981) found that leaders accounted for 12.8% of the variance in corporate profits. Other studies in non-business contexts also have demonstrated the importance of leaders (House, Spangler &Woycke, 1991; Smith, Carson & Alexander, 1984). Collectively, these studies show that leaders generally do make a difference to the performance of their organizations (House & Singh, 1987). However, Bass (1990) and House and Aditya (1997) have noted much remains to be known about the processes and boundary conditions that affect their influence on organizations.

Welbourne, Cavanaugh and Judge (1998) asked that if leaders can make a difference then what causes them to make this difference. The assertions of Welbourne et al. (1998) that one of the means of answering this question is to examine the personality (traits) of the leader seems a constructive route to understanding the antecedents of employee outcomes such as turnover and satisfaction. This is because before an individual can exhibit a style, characteristic and/or skill, there must be a basis for these qualities to emerge and this basis has to do with the individual's personality trait (Kalshoven, 2012). Lord, De Vader, and Alliger (1986) found in a meta-analysis

that the leader's personality traits were associated with his leadership effectiveness. They did not directly suggest that the leader's traits would generally predict the employee outcome.

We have had some telecommunications such as Buzz now Tigo, entering the market earlier than Vodafone yet according to NCA (2014) statistics, Vodafone is ahead of Tigo in terms of revenue and customer base. From current NCA statistics, it was made known last year in the months of February and March (2015) that most telecommunications such as MTN, Tigo, Airtel, etc. made an increase whilst Vodafone telecommunication made a decrease in customer base; the questions posed could include were the success or failure rates contributed by the leaders' personality and employee outcomes in the various industries? There is a scarcity of research linking leader's personality traits directly to employee outcomes (i.e. employee turnover intention, employee job performance and employee job satisfaction) in Ghana. Therefore, this study seeks to examine the effects of leader's personality traits on employee outcomes (employee turnover intention, employee job performance and employee job satisfaction) in the telecommunication industry in Ghana.

1.1.1. Objectives of the Study
The purpose of this study was to examine the effect of leader's personality traits on employee job satisfaction and job performance in the Ghanaian telecommunication industry. The main objective of the study is to examine the effect of leader's personality traits on employee outcomes (i.e. job satisfaction, performance and turnover intention) in the telecommunication industries in Ghana.
The specific objectives of the study are to:
   i.   Examine the dominant personality trait of leaders in the telecommunication industry.
   ii. Assess the effect of leader's personality trait on employee job satisfaction.
   iii. Assess the effect of leader's personality trait on employee job performance.

2. Theories of Personality Traits for Leadership
Research has uncovered many variables of personality. However, Myers-Briggs type model of personality traits and the big five model of personality traits are the most widely accepted way to review personality because of their strong research support and reliability across age, sex, race and language groups (Achua&Lussier, 2010; Ampomah, 2012; Alkahtani et al., 2011; Al-Khadra et al., 2009; Appelbaum et al., 2004; Bartone et al, 2009; Northouse, 2013; Westerman & Vanka, 2005; Yukl, 2010). However, Achua and Lussier (2010), Northouse (2010) and Yukl (2010) posited that the two models of personality trait are related as they describe the same behaviour of leaders. Therefore, this study focuses on the two concepts of personality trait and their relevance to employee job satisfaction, job performance and turnover intention.

2.1. Myers-Briggs Type or Model of Personality Traits
Myers-Briggs type model of personality traits revealed four dichotomous variable of personality such as Extraverted (E) or Introverted (I), Sensing (S) or Intuition (N), Thinking (T) or Feeling (F), and Judging (J) or Perceiving (P) as traits of leaders that influence employee job satisfaction, job performance and turnover intention (Achua&Lussier, 2010; Ampomah, 2012; Northouse, 2013). This theoretical model was based on the psychological theories of Carl Gustav Jung (1923). Out of this theoretical model, Isabel Briggs Myers and her mother, Katharine Cook Briggs developed an instrument named Myers-Briggs type indicator (MBTI) to measure the personality traits of leaders and employee inclusive. This instrument became well-known and widely used personality inventory based on its validity and reliability. According to Myers (1985) MBTI is often used as a tool for ascertaining and understanding differences in normal human personality traits. The MBTI can be used in a variety of applications such as academic counseling, career development, conflict resolution, leadership training and relationship counseling. However, it should be noted that MBTI is not a test as there are no right or wrong answers and it does not reveal everything about oneself. Based on Jung's psychoanalytical theories, Myers deduced that there were four dichotomies which made people differ from one another and referred to them as 'type preferences'. The four dichotomies were Extraverted (E) or Introverted (I), Sensing (S) or Intuition (N), Thinking (T) or Feeling (F), and Judging (J) or Perceiving (P).

2.1.1. Extraverted (E) or Introverted (I)
According to Hirsh (1985), Myers and Myers (2015) Myers and McCaulley (1985) extraversion is the act or state of being energized by the world outside the self. Extraverts enjoy socializing and tend to be more enthusiastic, assertive, talkative, and animated. They enjoy time spent with more people and find it less rewarding to spend time alone. Introversion, on the contrary, is the state of being predominately concerned with one's inner world. Introverts prefer self-reflection to social interactions. They also prefer to observe before participating in an activity. Introverts tend to quieter, 'peaceful', and reserved. That is introverts prefer individual activities over social ones. However, this is not to be mistaken with shy people who fear social situations (i.e. Extraversion) (Achua&Lussier, 2010; Northouse, 2013; Yukl, 2010).

2.1.2. Sensing (S) or Intuition (N)
According to Hirsh (1985), Myers and Myers (2015) Myers and McCaulley (1985) sensing describe how people take in information or process data through the five senses. Sensing people focus on the present and prefer to "learn by doing" rather than thinking through it. They are concrete thinkers who recognize details. They are more energized by the practical use of an object/idea rather than the theory behind it. Whilst intuition refers to how people process data. Intuitive people are keener to the meaning and patterns behind information. Intuitive people are more focused on how the present would affect the future. They are readily able to grasp different possibilities and abstract concepts. They easily see the big picture rather than the details. For example, people who prefer sensing are

down-to-earth and more dependent on past experiences, whereas people who prefer intuition are considered idealists and rely more on the future (Achua&Lussier, 2010; Northouse, 2013; Yukl, 2010).

2.1.3. Thinking (T) or Feeling (F)

According to Achua and Lussier (2010), Northouse (2013) and Yukl (2010) posited that thinking refers to how people make decisions. Thinking people are objective and base their decisions on hard logic and facts. They tend to analyze the pros and cons of a situation and notice inconsistencies. They prefer to be task-oriented and fair. Feeling people are more subjective. They base their decisions on principles and personal values. When making decisions, they consider other people's feelings and take it in account. It is in their best mind to maintain harmony among a group. They are more governed by their heart (Hirsh, 1985; Myers & Myers, 2015; Myers &McCaulley, 1985). For instance, people who prefer feeling over thinking are generally predominant in helpful professions such as counselors and they pay close attention to other people's needs. In addition, those who prefer thinking may seek factual clarity in solving disputes.

2.1.4. Judging (J) or Perceiving (P)

Judging refers to how people outwardly display themselves when making decisions. Judging people have a tendency to be organized and prompt. They like order prefer outlined schedules to working extemporaneously. They find the outcome more rewarding than the process of creating something. Judging people seek closure (Hirsh, 1985; Myers & Myers, 2015; Myers &McCaulley, 1985). Perceiving people prefer flexibility and live their life with spontaneity. They dislike structure and prefer to adapt to new situations rather than plan for it. They tend to be open to new options and experiences. While working on a project, they enjoy the process more than the outcome (Hirsh, 1985; Myers &Myers, 2015; Myers &McCaulley, 1985). For example, people who prefer judging like to have everything in order and in a scheduled manner whilst people who prefer perceiving are more unplanned and spontaneous in their lifestyle, including making decisions (Achua&Lussier, 2010; Northouse, 2013; Yukl, 2010).

2.2. Employee Job Satisfaction

Sageer, Rafat and Agarwal (2012) defined employee job satisfaction as the level of fulfillment of employee needs, wants and desire. Employee satisfaction is defined as the combination of affective reactions to the differential perceptions of what an employee wants to receive compared with what he or she actually receives (Aydin&Ceylan, 2009). According to Moyes, Shao & Newsome (2008) employee satisfaction define how contented an employee is with his or her position of employment. Bernal, Castel, Navarro and Torres (2005) observed that employee job satisfaction is the feelings that an individual has about his/her job and its various aspects. Employee satisfaction is a comprehensive term that comprises job satisfaction of employees and their satisfaction overall with companies" policies, company environment etc. As such, it is the measure of how happy, contended and fulfilling employees are with their job and working milieu. Satisfaction basically depends upon what an individual want from the world, and what he gets. Bhatti and Qureshi (2007) posited that effective organizations have a culture that encourages employee job satisfaction. Studies have shown that satisfied employees are more likely to work harder and provide better services for their organization (Aydin&Ceylan, 2009; Yoon &Suh, 2003). This suggest that employees who are satisfied with their job tend to be more involved and committed in their employing organizations, and more dedicated to delivering services with a high level of quality. Accordingly, Moyes, Shao and Newsome (2008) stated that employees are more productive and loyal when they are satisfied and these employee satisfactions tend to influence customer satisfaction and organizational productivity (Bhatti&Qureshi, 2007). There is no limit for the employees to reach the full satisfaction and it may vary from employee to employee. Sometimes they need to change their behaviours in order to execute their duties more effectively to gain greater job satisfaction (Miller, 2006). Having good relationships with the colleagues, high salary (i.e. pay), good working conditions, training and education opportunities, career developments, job security, good communication between management and employees as well as good relation between employee and immediate supervisor or any other benefits related to increasing employee satisfaction are the corner stone of efficient and effective productivity (Miller, 2006; Moyes et al., 2008; Sageer et al., 2012).

Kendall and Hulin (1969) and Chiang (2004) divided job satisfaction into five dimensions: pay, promotions and training opportunities, coworkers, supervisions, and the work itself. Vasiliki and Efthymios (2013) also used the five dimensions to measure job satisfaction. The accuracy of predicting job satisfaction from interests is affected by the tendency to use an overall or global satisfaction score. Therefore, this study used a later modified version of the scale which had been used by Vasiliki and Efthymios (2013) to measure job satisfaction. This scale had ten (10) items and included five dimensions: work itself, co-workers and management relation, supervisions, pay, security, promotions and training opportunities. But, Bhatti and Qureshi (2007) suggested that more satisfied employee stimulates the chain of positive actions which culminate into an improved organizational performance. Therefore, leaders, CEOs, directors and retention agents to HR needs to get a handle on employee loyalty and satisfaction - how committed is the workforce to the organization and if workers are really contented with the way of things for gauging their likelihood to stay with the company. One of the main aspects of Human Resource Management is the measurement of employee satisfaction. Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness and quality customer service. As studies have shown that industries that excel in employee satisfaction issues reduce turnover by 50% from the norms, increase customer satisfaction to an average of 95 % and lower labour cost by 12% (Carpitella, 2003).

An organization that fosters high employee job satisfaction is also more capable of retaining and attracting employees with the skills that it needs (Rad et al., 2006). Employee job satisfaction has become an important corporate objective in recent years and leader's personality in leadership is a critical determining factor in the success of an organization in satisfying employees. That is leader's

personality traits have a significant influence on the way leaders relate, think, feel, see and respond to other people (Alkahtani et al., 2011; Al-Khadra, 2009). Job satisfaction refers to the sincere feelings of an employee towards his work performance. Amongst all the different factors that have an influence on employee job satisfaction, leader's personality traits have been seen as one of the most important. A number of studies carried out in various countries concluded that there is a positive correlation between leader's personality traits and employees' job satisfaction (Rad et al., 2006).

In most cases people leave their bosses not their jobs, when they switch from one organization to another. Usually, when people enter a position in an organization, an employee has the expectation of getting along with his or her leader and the two develops a working relationship (Elpers et al., 2008). Problems develop when an employee begins experiencing difficult interactions with his or her leader, which causes the employee to feel unworthy to perform his or her job function over time (Harvey et al., 2007). In a study performed by Harvey and colleagues, the group found that employees developed intentions to leave their positions because the leader was not supportive, showed favoritism to other employees, was difficult to interact with and had given the employee a feeling that they had done something wrong or are unworthy which is an act of boss dissatisfaction. In such situations, the employee also becomes dissatisfied due to his or her boss personality trait exhibited.

2.3. Employee Job Performance

Hakala (2008) and United State Personnel Management (2011) stated that measuring employee job performance is an important total quality management practices in most organization not excluding telecommunication industry. Özer and Günlük (2010) and Javed, Balouch and Hassan (2014) viewed job performance from the perspective of Hersey and Blanchard (1993) as the level of achievement of business and social objectives to measure job performance and accountability. Brown and Heywood (2005) defined job performance as the job-related activities expected of a worker and how well those activities are executed. Job performance can also be looked at as the total expected value to the organization of discrete behaviours that an individual carries out over a standard period of time (Audit Commission, 2002; Clark, 2005; Hendry et al., 2000; Obisi, 2011).

Obisi (2011) posited that there are three types of job performance measure. One of them is a measure of the amount of sales in a given time period, the output frequency and production groups of employees reporting manager, and so on. The second type of job performance evaluation of individuals affected persons other than those whose performance is considered somehow. The third method of job performance evaluation is self-evaluation. Studies have shown that job performance is positively related with job satisfaction (Audit Commission, 2002; Clark, 2005; Hendry et al., 2000). This has been confirmed by Hakala (2008) when he posited that low level of employee satisfaction affects the achievement of organizational objectives and employee performance. Therefore, when an employee is showing better performance then, it is due to high level of job satisfaction. They concluded that the employees' productivity is affected by the level of job satisfaction they receive. For higher performance, employees demand attractive packages from the employers. There is empirical evidence supporting the assertion that intention to leave is negatively related to performance and job satisfaction (Javed et al, 2014; Obisi, 2011; Özer&Günlük, 2010). There are many measures of employee performance depending on the organization's mission but this study limited it to the measures used by United State Personnel Management (2011) which have been cited by many other researchers including Javed et al (2014) and Obisi (2011). This include; effectiveness which is a process characteristic indicating the degree to which the process output (i.e. work product) conforms to requirements. That is are we doing the right things? Efficiency is another variable used to measure performance which a process characteristic is indicating the degree to which the process produces the required output at minimum resource cost.

Quality is the degree to which a product or service meets customer requirements and expectations. Quantity is the number of units produced, processed or sold is a good objective indicator of performance. Timeliness is a measure whether a unit of work was done correctly and on time. However, criteria must be established to define what constitutes timeliness for a given unit of work. This is usually based on customer requirements. Productivity is the next variable which means the value added by the process divided by the value of the labour and capital consumed. The last variable recommended was safety which measures the overall health of the organization and the working environment of its employees. Northouse (2013) and Yukl (2010) added adherence to policy guideline, absenteeism or tardiness and creativity or innovation as other measures of job performance. Adherence to policy guidelines refers to a state where an employee does not follow policy guideline or an indication that employee performance goals are not well aligned with those of the company. Absenteeism or tardiness refers to a state where an employee is obviously not performing when he or she is not at work. Other employees' performance may be adversely impacted by absences, too. Creativity or innovation refers to employees' ability to bring something new which gives an added advantage to the organization. However, it can be difficult to quantify creativity as a performance indicator, but in many white-collar jobs, it is vitally important. Supervisors and employees can keep track of creative work examples and attempt to quantify them.

3. Methodology

The study espoused a quantitative method. The justification for espousing quantitative method was because the researcher quantified and measured leader's personality traits and employee outcomes. Alabi (2009) and Cresswell (2008) stated that quantitative study involves collection of numerical data that can be quantified and subjected to statistical treatment in order to support or refute alternative knowledge claim. Blaxter, Hughes and Tight (2002) and McMillan and Schumacher (2009) supported by stating that quantitative research relies heavily on numbers in reporting results. This study used multi-stage research design involving descriptive, survey correlational and cross-sectional designs. Descriptive research design is concerned with finding what exist by studying a phenomenon with intense accuracy and describe precisely what exist. It is a research design used to collect data from a population with respect to one or more variables (Arthur, 2012; Kusi, 2012). According to Alabi (2009), Arthur (2012), Asamoah-Gyimah and

Duodu (2007) and Robson (2002) survey correlational design is used to gather opinions of a population by studying a sample of the population to determine whether, and to what extent a relationship exists between two or more quantifiable variables. Survey correlational designs are used to collect quantifiable data from respondents to measure, examine, or analyze the relationship between two or more variables and generalize findings to the population (Bryman& Bell, 2007; Ghauri&Grønhaug, 2002; Gill & Johnson, 2002). Golicic, Davis and McCarthy (2005) added that responses are usually collected through structured questionnaire. According to Nick and Ian (2008) cross sectional designs are used to gather data to make inferences about a population of interest at one point in time. Therefore, the basis for the use of descriptive, survey correlational and cross sectional designs were to evaluate the opinions of the management (i.e. supervisors) and employees (i.e. subordinates) of the telecommunication industry the dominant personality traits of their leaders, the effect of leaders personality traits on employee job satisfaction whilst controlling age and gender, job performance whilst controlling years of experience and educational level, turnover intention whilst controlling age and marital status and also the relationship between leaders personality traits, job satisfaction, job performance and turnover intention in the telecommunication industry.

3.1. Target Population of the Study
The targeted population of the study was all leaders and subordinates of the telecommunication industry with headquarters and sub offices based in Accra metropolis specifically, MTN, Tigo, Vodafone and Airtel. Accra metropolis headquarters and sub offices of MTN, Tigo, Vodafone and Airtel have been targeted because of the easy accessibility of mass majority of their employees including supervisors and subordinates at their respective offices. MTN head office and sub offices in Accra has one hundred (100) subordinates (employees) and thirty (30) supervisors. Tigo has ten (10) supervisors and fifty (50) subordinates (employees). Vodafone head office has thirty-five (35) supervisors and eighty (80) subordinates (employees) whiles Airtel has twenty (20) supervisors and seventy-five (75) subordinates (employees). In all four hundred (400) supervisors and subordinates (employees) were targeted.

3.2. Sampling Technique and Sample Size
Cluster and simple random samplings were used to select the respondents from the four-telecommunication industry namely MTN, Tigo, Vodafone and Airtel for the study. Cluster sampling was used to group the head offices based on their network brand because the head offices were further apart from one another. Johnson and Christensen (2008) posit that cluster sampling is used when the elements in the population are geographically spread out. Arthur (2012) and Babbie (1990) added that in cluster sampling, the participants that represent the population are identified and included in the sample. The simple random sampling was used to select the respondents from each cluster. The simple random sampling technique was used to help ensure that each supervisor and subordinate employee in a cluster is given an equal chance of being selected as a respondent in the study. A total of three hundred and fifty (350) respondents were selected from the four clusters of telecommunication network brands. Sekaran (2003) suggested that it is advisable to use larger samples in quantitative study for easy generalizability of the findings.

3.3. Instrumentation

3.3.1. Leaders' Personality Instrument
The study was based on primary data. The primary data was the information gathered from the field directly through the multi-stage instruments (i.e. adapted Myers Briggs Type Indicator (MBTI), job satisfaction questionnaire, job performance and turnover intention questionnaire). The instrument was constructed with the items measuring leader's personality traits adapted from Myers Briggs Type Indicator (MBTI) developed by Myers (1985). Job satisfaction (JS), job performance (JP) and turnover intentions (TI) were adapted from Kendall and Hulin (1969), Chiang (2004) and Vasiliki and Efthymios (2013) and was named MBTI-JSPTI. The MBTI-JSPTI questionnaire elicited information on the dominant personality traits of leaders. in the telecom industry, the effect of leader's personality traits on employee job satisfaction, the effect of leader's personality trait on employee job performance, the effect of leader's personality trait on employee turnover intention and the relationship among leader's personality traits, job satisfaction, job performance and turnover intention in the telecommunication industry. The items on the questionnaires were rated on a five (5) point Likert-type rating scale of "Strongly Disagree", "Disagree", "Undecided", "Agree", "Strongly Agree" which were coded 1, 2, 3, 4, and 5 respectively

3.3.2. Employee Job Satisfaction Instrument (JSQ)
This study used the Job Satisfaction Questionnaire (JSQ) to gather data about the respondents' level of satisfaction on their jobs. The JSQ measured 10 job dimensions regarding satisfaction using a three-dimensional job satisfaction scale, namely, extrinsic, intrinsic and general satisfaction was used. The intrinsic scale involved 5 items with scores from 5 to 25. Sample items from the intrinsic scale of the JSQ included the following: (e.g., "I receive recognition for a job well done"). The extrinsic scale involved 3 items with scores ranging from 3 to 15. The following is an example from the scale that depicts variety: "All my talents and skills are used at work". The general satisfaction scale involved the use of all 10 items with a scores ranging from 10 to 50. That is, a respondent is least satisfied when the scores ranges from 10 to 29 and highly satisfied when the scores ranges from 30 to 50. All intrinsic and extrinsic scales plus two others constitute general satisfaction. For example, "I get along with my supervisors" comes under the general scale. The JSQ used a Likert-type response format with each item presenting the respondent with five response options ranging from 1 (strongly disagree) to 5 (strongly agree). Rothmann and Coetzer (2003) found the Cronbach alphas of JSQ sub-scales as extrinsic, intrinsic, and general, respectively, were 0.82, 0.79 and 0.86.

3.3.3. Employee Job Performance Instrument (JPS)
Job Performance Scale was used to rate the performance of respondent employees in this study by their supervisors. The measure included 21 items and these items were measured on a five-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). The scale involved the use of all 21 items with a scores ranging from 21 to 105. That is, a respondent is an underperformer when the scores ranges from 21 to 46, a satisfactory performer when the scores ranges between 47 to 77 and a high performer when the scores ranges from 78 to 105. The reported Cronbach's alpha was 0.90 (Yousef, 2000). E.g. of items on this scale "My employees do not give up but are consistent in their work," "My employees have the ability to persuade, build trust and sell themselves to customers," and "My employees are good at planning, organizing and carrying out their work.

3.3.5. Control Variables
Based on recommendations from previous studies, the current study sought to control for the effect of some leader demographic variables in testing for the effect of personality traits on employee outcomes (Yousef, 2000; Abdullah, 2013). In view of this, in testing for the effect of personality traits on employee satisfaction, demographic variables such as age and gender were controlled for. Furthermore, the number of years of leaders was also controlled for in determining the effect of personality trait on employee performance.

4. Results and Discussion

4.1. Demographic Information of Respondents
Data collected for analysis comprised 200 males and 150 females from the selected telecommunication firms in Ghana. A majority of the respondents had attained under graduate degree and were also married. Furthermore, 200 of the respondents had attained between one to five years of experience.

4.2. Data Examination: Checking for errors, Outliers and Assessing Normality
It is expedient to examine data collected from the field in order to ensure whether they meet some criterion for further analysis (Hair et al., 2010). Based on this premise, the researcher conducted several analyses including checking for missing values, normality and linearity. These analyses served as assumptions that needed to be met before further analysis such as linear regression as well as multiple hierarchical regression could be performed (Hair et al., 2010). To begin with, after an inspection of the data collected and entered into the statistical software, it became evident that there were some missing values especially relating to the age of some of the respondents. These were however replaced with the average age of the overall respondents (see Pallant, 2013). A further examination of the dataset revealed that there were no issues of errors in terms of responses. By way of inspecting for normality, Pallant (2013) opined that due to the large sample size, 350 (more than 200), issues of normality should not be of a major concern. However, the researcher conducted this to satisfy the requirements for a regression analysis. Although the results showed a bias skewness, based on suggestions of Asma (2012), it can be argued that these are not much problematic levels of skewness and kurtosis and therefore the data can be said to be sufficiently univariate normally distributed to warrant further analysis. In the nut shell, since the skewness and kurtosis values were within the ranges of +1.95 to -1.95, the data set satisfied the normality assumption (Hair et al., 2010).

Cronbach Alpha, Normality test and Descriptive Statistics of Study PL N=350					
Variables	Kurtosis	Skewness	Cronbach's Alpha	Mean	S.D
Personality Traits	-.071	-.701	.831	3.53	1.68
Employee turnover intention	-.516	-.523	.779	3.48	1.51
Job Satisfaction	-.989	-.347	.811	3.77	1.73
Employee Job Performance	-.924	-.027	.810	2.66	1.79

Table 1: Normality and Cronbach Alpha test for study instruments

4.3. Dominant Personality Traits among Leaders in the Telecommunication Industry
The first research question of the study sought to enquire about the most dominant trait among all the leaders that were selected for the study. In order to identify the most dominant personality trait present among the sampled leaders, frequency and pie chart was used to make this enquiry. As highlighted earlier, a total of seventy-five leaders were sampled. The personality trait structure of the leaders that were sampled have been tabulated below;

Personality Trait of Leaders		
	Frequency	**Percent**
Sociable	12	16.0
Reflective	11	14.7
Practical	9	12.0
Conceptual	3	4.0
Firm	13	17.3
Organized	15	20.0
Humane	5	6.7
Adaptable	7	9.3
Total	**75**	**100.0**

Table 2: Dominant Personality Trait of Leaders; Source: Field Data, 2016

From table 2 exhibited above, 12 out of 75 of the leaders described themselves as being more sociable (Extraverts) as compared to other traits they exhibit, this forms a 16% of the total sample. On the other hand, 14.7% of the leaders described themselves as being reflective (Introverts) as opposed to quick judgment. Furthermore, only 4% of the total respondent leaders described themselves as being conceptual (Intuitors) whiles a total of 9 leaders representing 12% described themselves as practical (Sensors). Also, 13 leaders representing 17.3% described themselves to be firm (Thinkers) when it comes to decision making. Besides, 20% of the leaders said they were organized (Feelers) and followed their set out plans summing up to 15. On the other hand, 7% described themselves as very adaptable (Perceivers) whiles 5 of the leaders saw themselves as humane (Judgers). This means that some leaders could be introverted whiles some are not. In summary, the most dominant leader trait among the respondents was the fact that they were organized and structured with scheduled plans (Feelers). Achua and Lussier (2010) Northouse (2013), Yukl (2010), Myers and Myers (2015) and Myers and McCaulley (1985) supported this view by saying that being structured is a personality trait of leaders. They added that not all leaders are very organized and structured. However, this trait must be worked on alongside extraversion because leaders must be outspoken, outgoing and sociable (Dulewicz et al., 2005; Eddleston, 2009; Hakala, 2008; Hautala,2006; Hendry et al., 2000; Hirsh, 1985; House &Aditya, 1997; Javed et al., 2014).

Effect of leaders' personality traits on employee job satisfaction

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.127[a]	.016	.010	9.39283	.016	2.848	2	347	.059
2	.386[b]	.149	.141	8.74954	.133	53.901	1	346	.000
a. Predictors: (Constant), Age, Gender									
b. Predictors: (Constant), Age, Gender, Personality Traits									
c. Dependent Variable: Job Satisfaction									

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	41.840	2.238		18.699	.000
	Gender	2.325	1.019	.121	2.281	.023
	Age	.028	.038	.040	.749	.454
2	(Constant)	30.750	2.574		11.946	.000
	Gender	1.848	.952	.097	1.941	.043
	Age	.026	.035	.037	.745	.457
	Personality Traits	.271	.037	.365	7.342	.000
a. Dependent Variable: Job Satisfaction						

Table 3: Regression of Leaders Personality Trait on Employee Job Satisfaction

The analysis above in Table 3 indicates that the personality traits of leaders accounts for approximately 15% variance in the job satisfaction of employees after controlling for demographic variables such as age and gender of employees. Age and gender of employees collectively were not significant to job satisfaction (p=0.059) although both were positively related to employee job satisfaction (β=0.037, 0.097) respectively. Furthermore, the coefficient table reveals that there is a fairly strong positive relationship (β= 0.37, p=.000) between personality trait and employee job satisfaction even after controlling for age and gender of respondents. That is, the predicted employee satisfaction is equivalent to 30.750+ 0.271 (personality trait)

4.3.1. Effect of Leaders' Personality Traits on Employee Job Performance
In order to assess the effect of personality traits on employee performance a regression analysis was used. A summary of the analysis has been displayed below:

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.704[a]	.496	.493	1.08705	.496	170.596	2	347	.000
2	.714[b]	.510	.506	1.07284	.015	10.251	1	346	.001
a. Predictors: (Constant), Experience, Level of Education									
b. Predictors: (Constant), Experience, of Education, Personality Traits									
c. Dependent Variable: Job Performance									

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.400	.180		2.219	.027
	Experience	.715	.043	.696	16.564	.000
	Level of edu.	.022	.046	.020	.472	.637
2	(Constant)	5.206	.188		1.097	.273
	Experience	.687	.043	.668	15.791	.000
	Level of Edu	-.055	.052	-.050	-1.075	.283
	Personality Traits	.163	.051	.148	3.202	.001
a. Dependent Variable: Job Performance						

Table 4: Regression of Leaders Personality Trait on Employee Job Performance

It has been revealed from table 4 above that the personality traits of leaders' accounts for a 15% variance in the job performance of employees after controlling for demographic variables such as years of experience and level of education. Years of experience and level of education collectively were very significant to job performance (p=0.000) although both were not positively related to employee job performance (β=0.668, -0.050) respectively. Furthermore, the coefficient table reveals that there is a fairly strong positive relationship (β= 0.148, p=0.001) between personality trait and employee job performance even after controlling for years of experience and level of education of respondents. That is, the predicted employee job performance is equivalent to 5.206+ *0.163 (personality trait)*

4.4. Discussion of Result
The study discovered that the dominant personality trait of leaders' in the telecommunication industry in Ghana was organized and structured with scheduled plans (Feelers). Achua and Lussier (2010) Northouse (2013), Yukl (2010), Myers and Myers (2015) and Myers and McCaulley (1985) supported this view by saying that being structured is a personality trait of leaders. They added that not all leaders are very organized and structured. However, this trait must be worked on alongside extraversion because leaders must be outspoken, outgoing and sociable (Dulewicz et al., 2005; Eddleston, 2009; Hakala, 2008; Hautala,2006; Hendry et al., 2000; Hirsh, 1985; House &Aditya, 1997; Javed et al., 2014).
On the effect of leaders' personality traits on employee job satisfaction after controlling for age and gender in the telecommunication industry, there was an indication that the personality traits of leaders account for approximately 15% variance in the job satisfaction of employees after controlling for demographic variables such as age and gender of employees. Age and gender of the respondents collectively were not significant to job satisfaction although both were positively related to employee job satisfaction respectively. Furthermore, there was a fairly strong positive relationship between personality trait and employee job satisfaction even after controlling for age and gender of respondents. The study also found that majority (i.e. ninety-eight (98%) percent) of the respondent agreed that leaders' personality traits have effect on employee job satisfaction in the telecommunication industry just as it does in leaders in other organizations (Achua&Lussier 2010; Northouse, 2010; Yukl, 2010) Lim &Ployhart, 2004; Lo et al., 2010; Mkoji&Sikalieh, 2012; Mumford et al., 2007; Obisi, 2011; Oren et al., 2012).
Reference to employee performance after controlling years of experience and level of education, it was revealed from the analysis that the personality traits of leaders accounts for a 15% variance in the job satisfaction of employees after controlling for demographic variables such as years of experience and level of education. Years of experience and level of education collectively were very significant to job performance even though both were not positively related to employee job performance respectively. Furthermore, there was a fairly strong positive relationship between leaders' personality trait and employee job performance even after controlling for years of experience and level of education of respondents.
The study also revealed that majority of the respondents agreed that indeed leaders' personality traits have effect on employee job performance as ninety-eight (98%) of the respondent agreed that leaders' personality traits have effect on employee job performance. This has been supported by Achua and Lussier (2010), Northouse (2010) and Yukl (2010), Lim and Ployhart (2004), Lo, Ramayah and Min (2010), Lounsbury, Foster, Carmody, Kim, Gibson and Drost (2012), Lounsbury, Loveland, Gibson and Levy (2014), Loveland, Lounsbury, Soo-Hee and Jackson (2015) when they observed that the personality trait of the leaders improves employee job performance in many respect when positively used. For instance, leaders' sociability, extraversion, outgoing, factual, dependability, emotionally stable and self-control with employee positively increase productivity of subordinates.

4.5. Conclusion
Based on the findings, the study concluded that the leaders in the telecommunication industry in Ghana possess organized and structured with scheduled plans (Feelers) as their dominant personality trait. The study revealed that leader's personality traits have positive effects on employee job satisfaction, performance and turnover intention even after demographics such as age, gender, years of experience, level of education and marital status were controlled. There was also significant positive correlation between leaders' personality traits, employee job satisfaction, employee performance and turnover intention.

4.6. Recommendations

The study recommends that leaders and employee of telecommunication industries in Ghana should have a formalized leadership training programs where they will be taken through leaders' personality traits and its effect on employee outcomes such as job satisfaction and employee performance. This is because the study revealed significant effect of leaders' personality traits on subordinates' outcomes. For instance, study discovered that leaders' personality traits contributed significantly on job satisfaction and employee performance. Therefore, the study recommend again that leaders needs to be circumspect of their leadership behavior as it can either boost employee job satisfaction or employee job performance.

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