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The undersigned certify that that they have read and recommend to Midlands State University for acceptance of dissertation entitled:

The relationship between personality traits and management styles at Zimra Harare.

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DISSERTATION TITLE: *THE RELATIONSHIP BETWEEN PERSONALITY TRAITS AND MANAGEMENT STYLES AT ZIMRA HARARE*

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FOREWORD

Some philosophers argue that, "Hard work rewards", while the Bible in Proverbs 12 vs 24 says, "Work hard and become a leader, be lazy and become a slave". It is honestly the belief in the above philosophy and scripture respectively that culminated in the production of this dissertation. The complete confidence in these principles was a motivating factor that made the author intact and strong in carrying out this project, which she wholeheartedly believes will help develop and enhance the organisation she studied, the academia and the community at large.

DEDICATION

This dissertation is dedicated to Mr and Mrs Mandiyamba the author's beloved parents, Anita Buhlebenkosi the author's dearest daughter, Nick L Zondwayo the researcher's loving fiancé, siblings, The United Methodist Students Family, friends and relatives at large, for their continuous and immeasurable support and encouragement. A people who were her anchors for support throughout the research.

ACKNOWLEDGEMENTS

ACRONYMS AND ABBREVIATIONS

ZIMRA   **-ZIMBABWE REVENUE AUTHORITY**

VS   **-VIS-A-VIS**

MBTI   **-MYERS-BRIGGS TYPE INDICATOR**

E   **-EXTRAVERSION**

I   **-INTROVERSION**

S   **-SENSING**

N   **-INTUITION**

T   **-THINKING**

F   **-FEELING**

J   **-JUDGING**

P   **-PERCEIVING**

HRM   **-HUMAN RESOURCES MANAGEMENT**

TPM   **-TRADITIONAL PEOPLE MANAGEMENT**

HR   **-HUMAN RESOURCES**

ABSTRACT

The present study sought to examine the relationship between personality traits and management styles. Hundred (100) managers took part in the study and these were drawn from Zimra Harare using simple random sampling. The paper was presented in a bid to clarify the exact relationship between one's personality traits and the management styles that he/she employs in managing his/her subordinate. The basic assumption was that personality traits determine the management style that managers employ. Quantitative method was used in this study. Personality traits were assessed using the Myers-Briggs Type Indicator Questionnaire and management styles were assessed using the Steve Reybould Management Style Questionnaire. A Pearson's correlation was employed in testing the personality trait-management style association. The results showed a positive significant correlation between personality traits and management styles ($r = 0.719$). Limitations of the study were presented which other future researches could try to address, these include failure to address the issue of the effect social desirability bias, the generalizability of results and the failure utilise a number of samples drawn nationwide.

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CHAPTER ONE

1.1 INTRODUCTION

The study looked at the relationship between personality traits and management styles at Zimra Harare. This chapter looks at the background of the study, statement of the problem, purpose of the study, research questions, and significance of the study, assumptions, limitations, delimitations and definition of terms.

1.2 BACKGROUND OF THE STUDY

Management in Africa is almost imperceptible in management literature. Nonetheless, Nkomo (2006) states that in the last few years literature began on the so called African Management philosophy. According to Mbigi (1997), the rise of this philosophy has to do with the constraint of the Western management philosophy for Africa. Viewing Western management in comparison to African Management, Nkomo (2006) articulates that Western management can be perceived as Eurocentric, individualistic and modern. African management philosophy emphasizes more on mythodology, communalism, co-operative collaboration, and traditionalism. According to an article of Mbigi (2000), the Western prodigy in management lies in technical innovation, the Asian genius in process improvement and the African genius in people management. The challenge of global management thinking is to integrate all these elements of management approaches.

Management is an important pillar of every community and organization, Management art is working with others and by others. Management style is a critical factor in organizational effectiveness. Quang (2002) and Hartzell (2006) define management style as a way to manage an organization. It is interpreted as a general style of a manager in managing people at work and the way one exercises authority over subordinates in a bid to achieve organizational goals. In the current era, understanding the personality of individuals is necessary in many situations of life. Managers' personality is effective in the process and choice of management style because each manager with any type of personality follows particular style of management. Different managers' personality can be a source for

development and creation or it can be a root for many organizational problems and affects the operation, decisions and organizational behaviours.

Personality traits impact the performance of managers. In this day and age, self-scrutiny discussion is essential in organizations. To be knowledgeable about the leadership styles and associated personalities can be helpful to managers. They have to know the realities of life and the world around them and act in an appropriate and realistic manner. In other words, managers' approaches are considered according to manager common management styles and his personal inherent characteristics.

Management styles and personality traits merge into a psychological combination which produces the moral belief of a manager. Handbury (2001) asserts that leaders are not just identified by their leadership styles, but also by their personalities, their awareness of themselves and others, and their appreciation of diversity, flexibility, and paradox. Additionally, McGregor (1960) points out, "It is quite unlikely that there is a single basic pattern of abilities and personality trait characteristics of all leaders. The personality characteristics of the leader are not unimportant, but those which are essential differ considerably depending on the circumstances". Therefore, it may indeed, make a difference in ascertaining personality traits in order to explain how and why different individual managers act and manage their subordinates.

According to Eysenck, Extrovert personalities more sociable and possibly related to leadership-oriented leadership style (pay much attention to their personal relationships and staff), and the opposite is true of introverts who incline to individual activities and possibly use the task-oriented leadership style (A person who assigns his attention to the task and work), and understanding each of these features can help him adjust his behaviour with a subordinate.

Organization environment calls for managers to choose the suitable management style at any time with the present conditions and his own personality traits, and use it in order to increase productivity and effectiveness of the organization. So choosing the right management style may provide better results for the organization and employees' attitudes to their tasks.

In present day, personality traits and management styles have been considered as the major issues in the running of organizations. Consequently, it is requisite to do extensive research in

organizations mainly in management, detect management styles and personality characteristics of managers, which management style is consistent with what kind of personality trait. Having noted this background on personality traits and management styles, the researcher was keen to discover whether there is a relationship between personality traits and management styles among the managers in the Zimbabwe Revenue Authority at Harare.

In the current era, understanding the personality of individuals is necessary in many situations of life. Managers' personality is effective in the process and choice of management style. Research indicates that there is a substantial correlation between personality traits and style of management. An indifferent or inexpressive manager passes an issue and overlooks it, while another manager shows reactions. Therefore, for accomplishing organizational goals, attending to such factors is essential, because each manager with any type of personality follows particular style of management.

Indisputably, the manager's leadership style is effective in the proper guidance of staff towards the organizational objectives. Understanding the best management style and the factors affecting it will lead to increase of the effectiveness and efficiency of the staff and systems. Although adequate research has not been done in this area, studies have been done in different domains. The purpose of this study was investigating the relationship between personality traits and management styles at Zimra Harare.

1.3 STATEMENT OF THE PROBLEM

Increase in low employee morale, absenteeism, poor commitment and dissatisfaction. High employee turnover, anti-cooperate behaviour like pilfering and insider trading due to undesirable personality and leadership traits from leaders. Most of these problems emanate from poor management styles which can be attributed to the different personality traits that different managers possess.

1.4 PURPOSE OF THE STUDY

The study explored the relationship between personality traits and management styles. It also studied the differences in personality among managers, the differences in management styles of individuals. The research also explored the sex differences in management styles.

1.5 RESEARCH QUESTIONS

These are questions which the research sets out to answer. The questions helped in gathering as much data as possible in studying and explaining the relationship that exists between personality traits and management styles employed by different managers.

- ➢ Is there any relationship between personality traits and management styles?
- ➢ What are the individual differences in personality among managers?
- ➢ What are the differences in management styles?
- ➢ What are the sex differences in management styles?

1.6 SIGNIFICANCE OF THE STUDY

The study is meant to benefit the Zimbabwe Revenue Authority as an organization, other companies (community), managers, the academia and the industry as whole.

- ➢ **Organization**

The research will be able to highlight to the employer (Zimbabwe Revenue Authority) the probable reasons why different managers use different management styles.

- ➢ **Academia**

At the conclusion of this research it is expected that it may usher in new information for new scholars who may wish to make further research of the topic.

- ➢ **Managers**

The research will be able to educate managers on the psychological benefits of understanding how their personality traits affect the way they manage and lead their subordinates.

- ➢ **Other Companies**

The research will benefit the community at large as research findings can be generalized to any company or organization. Organizations that are in same industry will benefit from this research as they will able to address personality issues by making use of the findings and recommendations of this research.

1.7 ASSUMPTIONS

➢ Personality traits determine the type of management style that one employs on his/her subordinates.

➢ A decent salary or wage is not the only reason why employees stay committed to their work but also the way they are managed.

1.8 DELIMITATIONS

The conceptual framework of the research is the relationship between personality traits and management styles. The researcher opted for Zimra Harare because of easy accessibility since it was difficult for the research to be carried out throughout the country.

In this research personality traits imply the different stable personality types and management styles mean the leadership styles that managers employ in the management of their subordinates

1.9 LIMITATIONS

Social desirability bias was a limitation to the study, because of the desire to fit-in in the social set up some responses that the respondents gave were not true reflections of who they really are. Another limitation to the present study is the generalizability of results. The research was carried out in an African context and hence it is difficult to generalize the results to be applicable globally. The Western management is Eurocentric and individualistic as compared to the African which is traditional, collaborative and communalistic. Results are also difficult to generalize to the entire lobe because due to the fact a western instrument was used in the African context of which these two are completely different.

1.10   DEFINITION OF TERMS

Personality traits

Personality traits are actions, attitudes and behaviours that one possesses.

Management styles

Management style is the general approach of a manager in dealing with people at work and exercising of authority over subordinates in an effort to reach organizational goals (Quang, 2002; Hartzell, 2006).

Relationship

An association or connection between or among variables.

1.11   CONCLUSION

This chapter covered all the areas that depict what the research is all about. It covered the background of the study, statement of the problem. It also looked at purpose of the study, research questions, and significance of the study. The chapter highlighted assumptions, delimitations of the study, limitations and definition of key terms. The next chapter is on literature review so as to see what other authorities say about the relationship between personality traits and leadership styles.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Different researches render a lot concerning the relationship between personality traits and management styles. Psychologists, among them, Allport have carried out diverse experiments and used innumerable assessments to study the fundamental factors of personality traits. Some researchers have been successful in deducing why one individual behaves in a particular way in a certain environment while the very same person may carry a completely different attitude in another situation. This research focuses on how personality traits are linked to the management styles employed by different people, and this chapter reviews relevant literature on personality traits, management styles, the sex differences in management styles and the relationship that exists between personality traits and management styles.

2.2 CONCEPTUAL FRAMEWORK.

2.2.1 John Storey model

John Storey rose to be one of the strongest advocates of Human Resource Management as a completely different discipline from the preceding disciplines embraced by the Traditional People Management approach. He believed that HRM is a holistic approach with a set of interrelated policies with an ideological and philosophical underpinning. Because of these ideological and philosophical aspects, HRM does not only stand distinctively outstanding from TPM but also emerges to be a much more humane approach to employment management.

The model by John Storey is based on four aspects:

> **Beliefs and Assumptions**

The model is premised on the notion that HRM is based on a set of beliefs and assumptions, which makes it a distinctive approach. Fundamentally it is believed that it is the human resource among all the other factors of production, which gives the difference. Successful

organizations are distinguished from the rest by the capabilities and commitment of the people who work for them. Finally it is believed that the employment relationship is based on commitment and not compliance.

➢ **Strategic Qualities**

HRM is further distinguished by the fact that it is strategic in nature and therefore requires the attention of senior management and top executives. The above-mentioned assumption stems from the 1st belief that the human resource is the most important source of competitive advantage. HR Policies are too important to be a product of prescribed best professional practice only. In fact they must be sensitive to the demands of the competitive business environment, business strategy and the HR strategy.

➢ **Role of Line Managers**

Line managers have a very important role to play in people management. It is clear from the HRM philosophy that people management is too important to be left to operational personnel specialists. Fundamentally, the importance of line managers is seen through the strong link that exists between them and their respective subordinates or employees.

➢ **Key Levers**

There is a strong belief that culture management is important than managing procedures and systems. This is primarily important because culture management brings consensus on overall organizational values, beliefs and assumptions. Culture management is also believed to be essential in flexibility and commitment, integrated action on all HRM policies, restructuring and job redesign to allow developed responsibility and empowerment.

2.3 RELATIONSHIP BETWEEN PERSONALITY TRAITS AND MANAGEMENT.

Certain personality traits can be said to be positively correlated to management styles and team performance. Though there are no universal personality traits that are labelled as indicators of management styles in all circumstances, some organization cultures call for

specific personality traits and management styles relative to the expectations of a manager (Hogan et al., 1994).

Hollenbeck (2000) developed an assimilated theory of person-organization fit where the structure of an organization is matched to the personality traits of the organization's people. Stereotypically, organizations develop a well-designed structure that allows it to effectively blend in with its external environment. Additionally, Hollenbeck (2000) proposed that successful organizations employ managers that have personality traits that allows them to fit well into both the organization's internal and external environments.

Early assessments of personality traits and leadership were done by Stogdill (1948) and Mann (1959). Even though Stogdill found varying outcomes in the studies he carried out, a noteworthy relationship between personality traits and leadership developed, with correlations ranging from .28 to .90. Later on, Mann (1959) studied the relationship between personality and small group leaders. Precisely, Mann wanted to study attained status of personages in groups devoid of managers, He found out that slight but substantial relationships existed between management styles and personality traits. Nevertheless, probably owing to later misinterpretations, these two evaluations led to the belief that personality was not effective in the prediction of later leadership.

Twenty-six (26) years later, after his original review, Stogdill's (1974) second review reinforced the view that management is related to personality. Precisely, Stogdill found positive relationships between management and agreeableness, conscientiousness, extraversion, and openness. Illuminating his prior work, Stogdill's (1974) analysis settles that personality traits and management styles are significantly related.

Numerous other researches have reliably associated personality traits with management styles. Avolio et al (1996) projected leadership styles through the use of personality constructs. Atwater & Yammarino (1993) studied the relationship between personality characteristics and leadership perceptions. Other studies examined personality traits and found ranks within an organization (Vickers, Hervig, & Booth, 1996). Still other researchers sought to incorporate what we know about personality research into selection criteria for jobs that require effective managers (Helton & Street, Jr., 1992; Street, Jr., Helton, & Nontasak,

1993). Overally, there is robust evidence that personality traits are related to management styles used by different managers (Batlis & Green, 1980).

A United States Army research examined criteria for leader effectiveness and revealed the significance of personality and leadership. Connelly (2000) asserts that the study stresses the significance of creative thinking, composite problem solving skills, and social judgement skills. Previous study has revealed that personality traits can be correctly measured using the Meyers-Briggs Type Indicator (Witt, 2000; Young, 2001).

Pearman and Fleenor (1997) studied psychological types with regard to management behaviours. Outcomes showed a strong endorsement of type predictions done by Myers and McCauley (1985). The project showed behaviours that were observed for each type, and proposes that deliberations be made on the development of such behaviours not articulated.

Fitzgerald (1994) evaluated statistics obtained from a 360 degree instrument that is grounded on models of managerial work named the Management Skills Profile. Managers with a preference for S, T, and J, obtained higher scores on results orientation, planning, decision-making, organizing, and problem analysis, and S and J preference scales recorded higher on delegating, personal organization, controlling, and time management. Managers of the thinking type scored higher on planning, financial, and quantitative scales. Managers who preferred J scored high scores on planning and written communications.

Wilson and Wilson (1994) observed that Ss scored high on planning orderly work Thinkers scored higher on exercising more goal pressure. Intuitive managers scored high on illumination of goals. Feeling managers scored high on recognition and delegation, and perceiving managers ranked high on feedback and expertise. Johnson and Golden (1994) observed that Ts scored higher on detail control and goal pressure, whereas Js scored higher on planning and control adjustments. Intuitives scored higher on elucidation of goals, work planning order, feedback expertise, work facilitation, and identifying good performance. Intuitives also scored higher on scale of interpersonal relations.

 "In brief, personality traits are related to management to a greater extent and more constantly than current literature shows". Additionally, Barrick and Mount (1993) have found a substantial relationship between personality and job performance.

2.4 PERSONALITY TRAITS OF INDIVIDUALS.

There are issues in personality psychology concerning how psychologists know if traits, and trait models are the correct way to interpret individual personality differences. These queries concerns whether there is a summary or causative assessments of traits (Allport 1937). Perceiving people's behaviour, one can appreciate that people conduct themselves differently. Personality is one of the ways in which people differ and it is expedient in reviewing organizational behaviour. Green and Baron (2003) ascertain that people's personalities are unique; every single person possesses a different pattern of traits and characteristics that is not replicated in another person.

According to Pierce & Gardner (2003), heredity and one's past environmental interactions are the two basic determinants of personality. These contributing factors are termed as "nature" and "nurture". Nature means that personality is determined by genetics, which implies that much of one's personality is innate. Conversely, nurture means that personality determined by what happened in our past. Our heredities make up the lower and upper perimeters and our experiences determine where we fall in that range. The understanding of personality is one tool in the management and leadership toolkit for managers or leaders (Pierce &Gardner, 2002).

McCrae (2004) expounds that the Five-Factor Model (FFM) is viewed as a rationally ample categorization of personality traits. Ibid, emphasised that 'traits are not cognitive fictions, but real psychological structures', supporting evidence comprised of heritability, prediction of life outcomes, longitudinal stability and consensual validation. Ibid, proposes that personality traits are not affected by the environs, but are entirely due to biological factors. The impression was that biological traits effect characteristic variations, like attitudes, goals, etc.

The constancy of personality traits throughout lifespan is alluded to the evidence of the assertions made for 'Five-Factor Theory' as demonstrated in Figure 1. McCrae additionally contends that, since personality traits are biologically shaped, their typical properties should universal (McCrae, 1991). The universalities tried and established so far consist of; universality of Five-Factor Model construction, however this implies the factor structure of the NEO personality tool (McCrae & Allik 2002); the age-linked deteriorations in,

Extraversion, Openness, Neuroticism, and the escalations in Conscientiousness and Agreeableness (McCrae and Costa 2003); universality of females scoring higher in Agreeableness and Neuroticism (Costa, Terracciano and McCrae 2001); and universality of cross-observer agreement (McCrae, Costa, Martin et al. 2004).
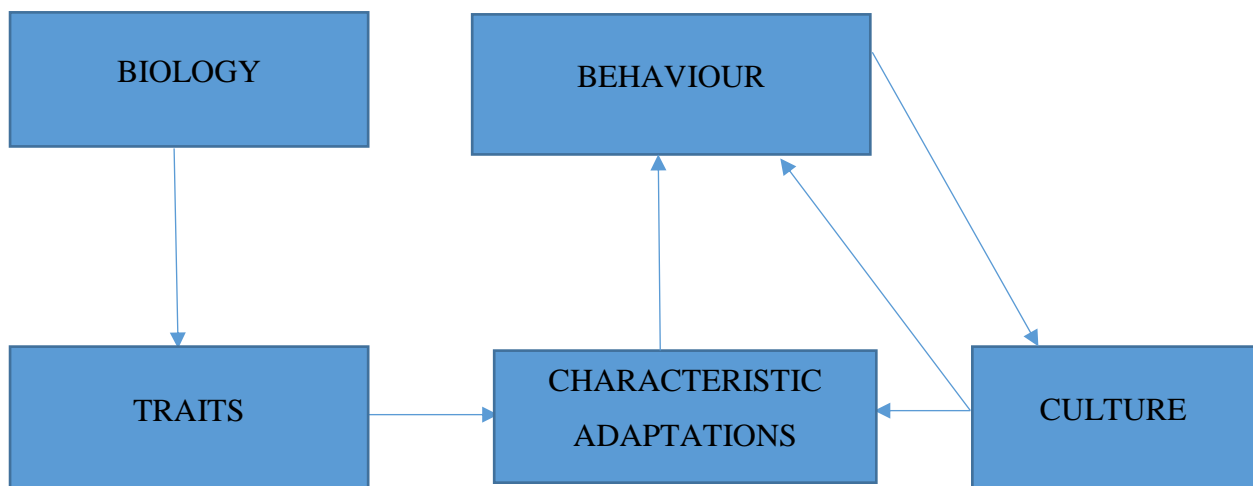
FIG 1. *A basic illustration of constituents of the personality structure and their interrelations, as stated by the Five-Factor Theory.*

Carl Jung supposed, and constructed his personality model on the proposition that psychological type arose early in life that it is likely inborn (Jung, 1990). In a twin study review by Bouchard & Hur (1998), 61 monozygotic and 49 dizygotic twins nurtured away from each other and 92 individuals, principally parents of the twins, who were part of the Minnesota Study of Twins Reared Apart (MISTRA) from 1979-1995, took part. The partakers were over 17 years of age. The participants were given Form F (166 items) of the MBTI. The ranges of extraversion/introversion and thinking/feeling for monozygotic twins had heritability of .60. Sensing/intuition and judging/perceiving showed heritability of .40. The outcomes propose a substantial amount of hereditary effect. The relationships for the partners and asymmetrical twins were close to zilch on all scales apart from sensing/intuition where the associations were .23 and .34 respectively. The sensing/intuition relationships of the asymmetrical twins and the spouses are reasonably positive and statistically noteworthy.

Additionally to twin studies, topographic brain mapping and EEG scores may offer more understanding of the psychological type differences. Wilson and Languis (as cited in Briggs Myers et al., 1998; Johnson, 1997) established substantial and stable variances when they used typographic brain mapping to match cortical action of extraverts and introverts. The outcomes inferred that extraverts possess less cortical arousal. The introverts' larger cortical arousal expounds a desire to decrease environmental stimulation. The researches of blood flow by Stenberg (as cited in Briggs Myers et al., 1998) point out higher activity in frontal temporal lobes for introverts. Once more, those who have a preference of introversion may be trying to discover serene surroundings to elude over-arousal while those with a preference of extraversion may be trying to elude under-arousal by pursuing excitement in their environment.

Evidence is also available concerning physiological variations in sensing and intuition. Researches by Newman as well as Wilson and Languis (as cited in Briggs Myers et al., 1998) through the usage of EEG alpha found balanced proportions that those who prefer intuition displayed greater ranks of activity in the left hemisphere and those that prefer sensing in the right hemisphere. In another research of middle school students, Laposky and Languis (as cited in Briggs Myers et al., 1998) discovered that those preferring intuition had a "pattern of generalized posterior arousal" not evident in those preferring sensing.

The issue of sex differences is an issue that researchers should address. The current predisposition towards production of neutral ('unisex') personality records make it virtually impossible to attain comprehensive and precise personality profiles that differentiate between man and women. Average personality measures should take into account the issue of remarkable sex differences in psychological functioning emanating from variations in genes, brain anatomy and sex hormone levels, on top of substantial variances in acculturation and social conditioning.

2.5 MANAGEMENT STYLES

According to McGuire (2005), management style is a managerial idiom frequently used to refer to the how of management. It is a function of behaviour related to personality. Management style can be defined as a way one manages an organization. Schleh (1977)

defines management style as the glue that binds various procedures and functions together. It is the philosophy or principles which a manager take advantage of on the capabilities of the employees. Management style is the management outline for doing and not a system on how to do.

An effective manager is a leader who recurrently and gradually leads and guides his/her subordinates to a set destination decided upon by the entire group. It's the approach to matters that managers use in a bid to achieve organizational goals. Khandwalla (1995) defined management style as the typical way in which organizations make decisions and releases different functions of implementation of strategy, basic management activities, goal setting, formulation, dealing with key stakeholders , and corporate image building.

2.5.1   Types of Management Styles

Several management styles have evolved hitherto as distinct managers utilized differing approaches in performing responsibilities in the course of their official work. Sequel to the emergence of styles of management, scholars have identified and described a variety of formal styles of management since the 1950's. Likert (1967) classified four approaches of management that constitute a continuum of participative, paternalistic, exploitative and autocratic, and consultative management style while Burn and Stalker (1961) identified organic and mechanistic styles of management. Furthermore, Minzberg (1973) considered entrepreneurial and strategic planning as forms of management styles adopted by managers in organizational entities. In recent times, commonly exhibited styles of management includes authoritarian, coercive, authoritative, democratic, affiliative, permissive, indifferent, coaching, pacesetting, visionary, bureaucratic and defensive styles of management (Effere, 2005).

McGuire (2005) explored basic management styles and different managers in the pharmaceutical industry and came up with charismatic, persuasive, consultative, transactional, transformational and delegating styles. A survey was conducted by Worrall (2004) in United Kingdom and found that most managers were bureaucratic and restrictive in their management styles which were not conducive to development of high performance cultures for creativity and innovation to flourish in most organizations. Blandchard (1994)

reduced management styles to four basic types. They are directing, supporting, coaching and delegating while Khandwalla (1995b) articulated ten dimensions of management styles such as conservative, participative, bureaucratic, paternalistic, authoritarian, organic, entrepreneurial, visionary, professional and altruistic.

Pascale and Athos (1981) examined the Japanese style of management sequel to the economic success of Japan. These scholars highlighted that the Japanese management style underscores paternalism, lifetime employment, seniority, lifelong learning, collective decision making, hard work, co-operation ethics, continuous adaptation and improvement. The management style of the American companies differed markedly from Japanese style and it pays attention to core values, high flexible structure, business unit autonomy, interactivity and innovation. De gens (1997) advocates the adoption of management of tolerance for learning organizations and knowledge based companies instead of action-oriented management style. Harbison and Myers (1969) classified management styles as autocratic, paternalistic, participative and Laissez-faire while another emerging management style is theory z proposed by William Oluchi.

There are several management styles identified and grouped by different management scholars. It is clearly evident that the classification of management styles is overlapping and homogenous with slight diversity. It is observed that the variation of management styles arises due to differences in the types of business organization, nature of staff of these organizations and settings. This demonstrates that nations have basic management styles with modifications largely due to the influence of cultural distinctions and peculiarities.

Management Styles
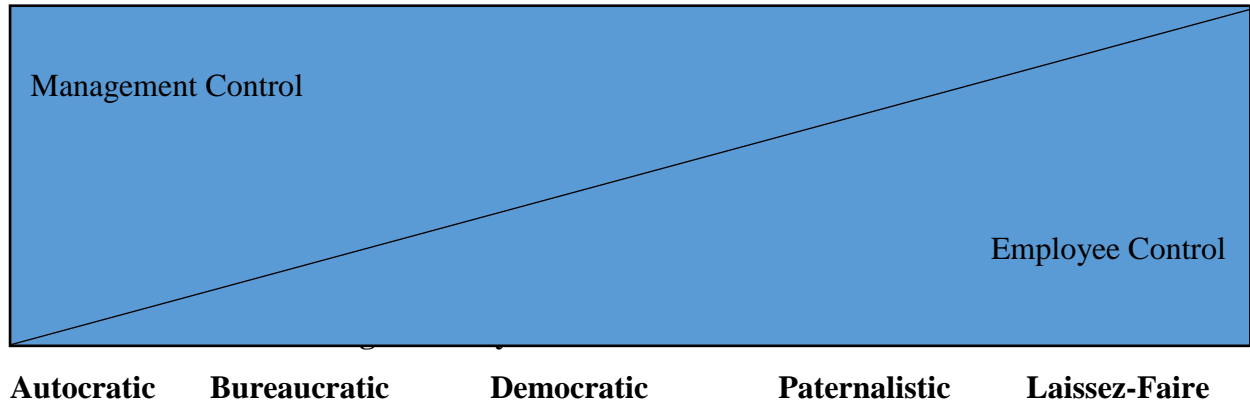
FIG 2. *An illustration of Management control of different Management Styles.*
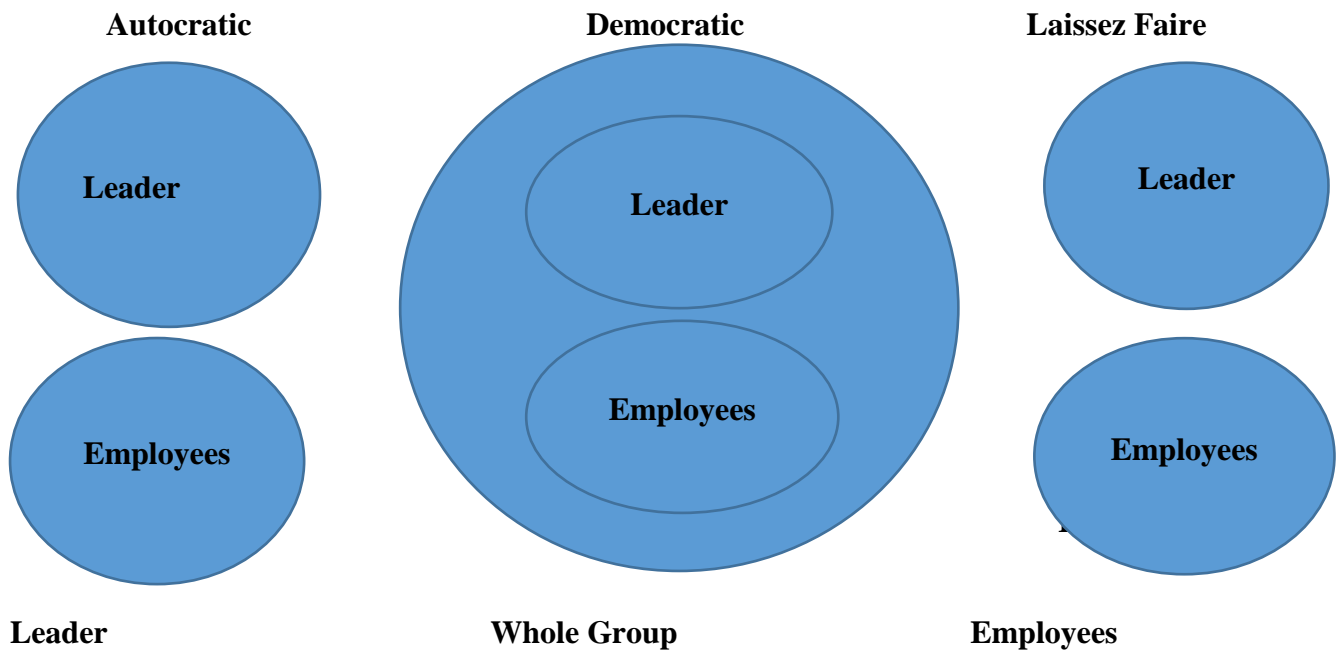
FIG 3. *An illustration of Differences in Management Styles*

> ➤ **Autocratic/Authoritarian**

In this style, the complete authority is one person's hand and no one else can question it. It is also known as totalitarianism or dictatorship. It does forge an atmosphere of discipline in the organization. However, it can sometimes cause dissatisfaction and a lack of 'creative space' for the employees. For such a manager, the employees are just a replaceable resource and not the core of the organization. The manager believes in top-down communication, wherein orders are given by the higher hierarchical level to the lower ones. The concept of 'employee satisfaction does not hold importance for such a manager.

> ➤ **Bureaucratic**

Bureaucratic managers work 'by the book'. They follow rules rigorously, and ensure that their staff follows procedures precisely. This is a very appropriate style for work involving serious safety risks (such as working with machinery, toxic substances, or at dangerous heights) or where large sums of money are involved (such as handling cash).

> ➤ **Paternalistic**

In this style, the authority is in the hand of one individual. However, that one individual cares more about the employees than outcomes and profits. That means the manager will be more like a parent rather than a boss. In this kind of management style also, the complete authority lies in the hand of one individual; however, the method of functioning is very different compared to autocratic style. In such a management style, employee satisfaction holds higher priority than profits. This kind of manager believes in top-down as well as bottom-up communication.

> ➤ **Democratic**

In this type of style, the manager involves one or more than one employee in the decision-making process determining what to do and how to do it. However, the manager in this style maintains the final decision. As Clark explains, using this style is not a sign of weakness, but rather a sign of strength that one's employees will respect. The democratic style of leadership is normally used when part of the information is available and the employees have other parts, that is to say, as a manager, one has one part while the employees have the other part. That is why managers employ skilful employees. Using this style has mutual benefit for both a manager and the employees. From the employees' side, using this style allows them to

become part of the team and from the manager's side; it allows the manager to make better decisions. (Clark, 1997). 'Confidentiality' is not of much a substance to such a manager.

> **Laissez-faire**

In this style, the manager allows the employees to make the decision, but the leader is still responsible for the decisions that are made. This style of leadership is used when employees are able to analyze the situation and determine what needs to be done and how to how to do it. Using this style, the manager believes that he cannot do everything and thus delegate certain tasks and set priorities. If a manager wants to blame others when something wrong happens or when the employees do something wrong, then this style is not the style this manager should use. A manager should use this style when he has the full trust and confidence in the people below him. This style should be used wisely. This style is known as lais…sez faire (or laisser faire), which is the noninterference in the affairs of others. (French: laissez, second person pl. imperative of laisser, to let, allow + faire, to do.) (Clark, 1997).Laissez faire behavior is not really leadership at all. In fact, it is referred to as non-leadership. The major indicator of laissez faire behavior is the leader's incapacity to get involved. The manager works intentionally on avoiding involvement or confrontation. He/She keeps personal interactions to minimum. In fact, this approach indicates that a leader loses his/her power base very fast and he/she is out of touch with their workers. Laissez faire behavior reflects a lazy and sometimes non-committed attitude among executives. It damages the organizational goodwill and frustrates hard working executives who "do not walk the talk". (Sarros & Santora, 2001). Bill Lee (2006) pointed out that if there's anything that will prevent a company from optimizing its bottom line, it is a laissez-faire management style, which is a propensity among company managers to avoid too much interference in employee behavior. All employees need leadership.

The management styles outlined above, according to Reybould (2000) are more closely linked to personality and leadership qualities of a manager. They are based on the style and principles followed by a manager in particular, not the organization, as a whole.

2.6 SEX DIFFERENCES IN MANAGEMENT STYLES

Regarding the gender differences in management styles, findings are contradictory. Some papers do support the evidence of differences among genders in management styles. Even

though Eagly and Johnson (1990) came to the conclusion that there were only small differences in management styles, they stress that female leaders in organizational settings tend to be more democratic and participative than men, who tend to lean more towards autocratic behaviour. Rosener (1990) also found that males adopted a more "transactional" leadership style whereas women rather leaned towards a "transformational" leadership style. This was also confirmed by a meta–analysis done by Eagly, Johannesen – Schmidt, and Van Engen (2003). Helgesen (1990) concluded that women prefer a "web"-organization instead of the hierarchical structure of the company. Some studies have also shown a difference in the self-perception of male and female managers (Vinnicombe & Cames, 1998).

Other studies do present little or no differences in management styles among men and women. For instance the study by Bartol (1978), the meta-analysis by Dobbins and Platz (1986), as well as findings by Powell (1990) found few, if any arguments for differences in gender styles of management. However, the industry where leaders work can have an impact here. In male-dominated industries, women tend to show management styles in ways similar to men in those industries, even to demonstrate a more stereotypically masculine style of management than males (Gardiner & Tiggemann, 1990, Eagly & Johnson, 1990, Ferrario & Davidson, 1991). These findings support Kanter's (1977) conclusions were he states that when in a minority women alter their management style, in order to lessen perceived differences by men. Gender behaviour seems to have changed in time. Evidence shows that women have changed; they have become more androgynous, whereas men have changed very little (Twenge, 2001; Konrad, Ritchie, Lieb&Corrigall, 2000).This fact suggests the need of continuous longitudinal approach to gender – leadership research, in order to grasp the changes in this field and attain more accuracy.

Studies on effectiveness of management styles revealed that women and men are equally effective managers. Differences merely appeared in gender evaluation; men and women were more effective in roles that were appropriate to their gender (Eagly, Karau & Makhijani, 1995). Glass ceiling is a widely discussed phenomenon in leadership literature. The existence of this invisible barrier which prevents women from attaining leader positions is explained by lack of human capital, as well as by gender differences and prejudice. The reasons for the limited numbers of women in top management positions among others have been cited as that they take on significantly more domestic responsibilities, have less work experience, show different management styles, they more often assume informal leadership roles, and self-

promotion among women is judged more harshly than among men (Northouse, 2007). The glass ceiling has been slowly changing in recent years due to adjustments in values with the increased labour force participation of women, altered legislation, changes in organizations, business culture, and among women themselves (Goethals, Sorenson & Burns, 2004, Northouse, 2007).

2.6 THEORETICAL FRAMEWORK

2.7.1 Carl Jung Personality Type Theory

 In his book, <u>Psychological Types</u>, Jung (1971) suggested that we could sort typical mental habits among opposite scales of three personality dimensions. The first and most pervasive dimension pertains to the primary source of a person's energy. According to Jung's theory, the primary direction of psychological energy is focused toward either the outer world or the inner world. Jung used the term's extraversion and introversion to describe this distribution of energy. The second dimension, which he referred to as a mental or cognitive function, has to do with how we perceive information and what kind of information is attracted to us. The two poles of this dimension are sensing and intuiting. Sensing is the preference that uses the five senses. The intuitive preference utilizes relational, abstract data recognized through intuition. The third dimension, also referred to as a mental or cognitive function, pertains to our typical pattern for making decisions or judgments about information we have perceived. The thinking pattern involves decisions based on interest in and attention to an object with cause-and-effect analysis. The other pattern, feeling, involves equally rational decisions based on personal values and relational impact.

The mother-daughter team of Katherine Briggs and Isabel Briggs-Myers contributed to Jung's theories by adding a fourth dimension. The fourth dimension focuses on habits of external orientation either toward orderliness and decisiveness called judgment or toward new information and "…going with the flow," called perception (Pearman & Albritton, 1997). Psychological type theory suggests there is a pattern within each of us by which we engage, perceive, and act on the world. This pattern can be determined by studying the extent to which we are pulled toward one or the other pole of each of the four dimensions. These dimensions are describes as (E) extraversion, (I) introversion, (S) sensing, (N) intuiting, (T)

thinking, (F) feeling, (J) judging, and (P) perceiving. Extraversion and introversion describe energy, sensing and intuiting describe perception, thinking and feeling describe judgment, and judging and perceiving describe orientation. Discussions about personality type led to an understanding of a person's habit of mind that led to typical behavioural expressions.

The subject of leadership, and specifically management, has been the focus of countless research projects in recent years. Organizations must function successfully in a dynamic environment, and management is seen as a key ingredient in achieving that success. Understanding the style of management and how it can be improved has thus become a high priority for behavioural researchers. Psychology is considered an effective tool in understanding the behaviours of managers.

The researcher opted for Personality Type theory and Myers Briggs Personality Type test in her research for the following reasons; To demonstrate psychological principles, to help the individual better understand his or her specific strengths, stresses, and weaknesses, to help people understand the behaviour of others, and to emphasize the wide range of psychological diversity in leadership and management.

The core idea of Jung's theory is that when a person's mind is active it is involved in two mental activities: perceiving, the taking in of information; and judging, the organizing of that information and making conclusions (Myers, 1993).
According to Jung's theory there are two opposite ways to perceive: sensing, which is: the taking in of information through the senses focusing on practical realities; and intuition, the taking in of information by seeing the big picture and focusing on patterns and new possibilities (Myers, 1993). Jung's theory holds that there are two opposite ways to judge: thinking, which is the preference to look at the logical consequences of a choice or action; and feeling, the preference that considers what is important to them and to other people in decision making (Myers, 1993). These processes are used every day in both the external world, one's interaction with the external environment, and the internal world, the processing of information in one's own mind, and are referred to as differences in orientation and direction of energy. People may focus their energy on the external world of people and events, called extraversion by Jung; or they may focus their energy on the internal world of ideas and experiences, which Jung called introversion (Kirby, 1997). Jungian psychological type is a psychological construct that is often used to understand leaders. The MBTI has

become a popular instrument in research projects because it operationalizes the Jungian constructs into an understandable format that can be easily and readily explained to the layperson (Walck, 1997). Most psychological instruments involve "traits that approximate normal, bell-shaped distributions," and scores that "represent degrees of the personality trait" (Costa and McCrae, 1992).

The type theory holds that the four basic mental functions sensing, intuition, thinking, and feeling are used by everyone (Fitzgerald and Kirby,1997). Each person does not use the functions in the same way. Therefore, type is concerned with preference rather than ability or skill (Walck, 1997). The instrument is called an indicator because it indicates something that is believed to already be present in each person. The MBTI was developed to make the theory of psychological type meaningful and useful in everyday life (Myers and McCalley, 1985). Another reason for the popularity of the MBTI is that all eight preferences, two for each of the four dimensions, are considered normal and all can make a valuable contribution to society (Fitzgerald, 1997). McCaulley (1994) points out that individuals representing all sixteen types can function successfully as leaders, although they do not all lead in the same way and are not necessarily at their best in all situations. The MBTI makes a positive contribution to the integration of many types of people in the workforce as leadership in organizations become more heterogeneous. This integration occurs because the MBTI focuses on valuing differences rather than evaluating differences, which can lead to an appreciation of those who accomplish tasks in a different manner (Fitzgerald, 1997). The four sets of opposites identified by MBTI result in 16 possible combinations identified by letters: E (Extraversion) or I (Introversion); S (Sensing) or N (Intuition); T (Thinking) or F (Feeling), J (Judging) or P (Perceiving) (Kirby, 1997). MBTI numerical results indicate how clearly a preference was reported. These numerical results are sometimes converted to continuous scores for analytical research purposes (Myers and McCaulley, 1985). Because the MBTI indicates type preferences, most studies attempt to associate personality types with various leadership activities. Although each study is unique to itself, most studies will relate the MBTI to one of the following areas of leadership: change processes, decision-making, leadership styles and behaviours, and the organization.

2.8 KNOWLEDGE GAP

Apart from what literature says, the researcher observed a number of factors that link the two variables. This is in view of the fact that as it appears in the given literature; one cannot deal with the subject of management styles in isolation of such a major factor as personality traits. These variables mark the major determinants of organizational commitment. Actually as it stands, the way people are managed tend to be a latent cause or determinant of commitment. It is however the goal of this study to examine on the actual relationship between personality traits and management styles. Most authors are pointing out to other variables as noted earlier. The researcher also observed that many studies looked at leadership styles and only a few studies looked at management styles. Most of the studies done were not done in Africa and only a few studies were done using the MBTI.

2.9 CONCLUSION

In conclusion one can argue that the chapter managed to reveal what other authors and researchers are saying about the relationship between personality traits and management styles. The chapter tried to answer the research questions in chapter one looking especially at personality types, personality profiles of individuals, management styles, the sex differences in management styles and the relationship between the two variables. The chapter closed by looking at the theoretical framework as well as the author's observations.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter seeks to specify the methods and procedures which were used to conduct the study on the Relationship between personality traits and management styles at Zimra Harare. It serves as a detailed blue print to guide the goals of the research study towards the realization of intended objectives.

3.2 RESEARCH APPROACH

A quantitative research approach was employed in this study for the main reason of objectivity and also because numerical data was collected and analysed statistically. A quantitative research is objective in nature and concentrates on measuring phenomena. It basically involves collecting and analysing numerical data and applying statistical tests. This research is quantitative in nature. Quantitative research method is used to describe variables; to examine relationships among variables and to determine cause-and-effect interactions between variables.' (Burns & Grove 2005:23).

Advantages of qualitative paradigm

One of the main benefits of quantitative research compared with qualitative research is that it is more precise and easy to analyse. Quantitative data offers a more efficient picture of the results; they are also usually more objective as researchers are not able to manipulate the numbers or scores when the studies are conducted accurately and without bias. Another benefit of quantitative research is that it also more efficient to carry out when dealing with a larger sample size.

Disadvantages of Quantitative Paradigm

While quantitative data are precise, they offer limited ability to get more involved or in-depth responses. Respondents are typically limited to the options given. Another drawback of quantitative studies are that they are costly in many instances as you have to invest time in preparing the surveys, and questionnaires.

3.3 RESEARCH DESIGN

Kineer and Taylor, (1995) asserts that, a research design is a master plan that specifies the methods and procedures for collecting and analysing needed information. A good research design serves many purposes; it forms the essential framework for research action and minimizes the danger of collecting haphazard data, Cohen and Manion, (1991). In light of this, the researcher sought to follow those procedural steps and conceptual frameworks that would ensure that the research is carried in an effective and efficient manner. Emony and Copper, (1991) propound that, a research design ensures that the data collected meet the research objectives and more importantly the informational needs for decision making.

On the other hand, Mothani and Botha (2003) went on to give their view of research as an arrangement of condition for both collection and analysis of data in a manner that aims to combine both relevance to research purpose and economy in procedure. It can also be defined as the overall operational pattern or framework of the project that stipulates what information is to be collected from which source and by what procedures. The choice of the appropriate research design is derived from the aim and objectives of the research as well as cost and time constraints. Punch (2004) defines a research design as a systematic plan or set of instructions for conducting a research well planned.

In this research study, the researcher used a correlational research design. The researcher believed that this is the most appropriate method for the study because of the following reasons; It allows the collection of much more data than experiments, the results are more applicable to everyday life since correlational research usually takes place out of the lab and it opens up a great deal of further research to other scholars.

3.3.1 Correlational Research

The study used the correlational research design. The correlational research design is a method of research that test relationships between variables without controlling or manipulating subjects or participants and conditions, (Jennings, 2001). Evans (2007) defines the correlational design as a quantitative design that is not experimental in nature and does not involve manipulating variables, but instead utilize several basic research procedures to

obtain information from people in their natural environments. He further noted that non-experimental research is used when variables of interest cannot be manipulated because they are naturally existing attributes or when random assignment of individuals to a given treatment condition would be unethical.

Advantages of Correlational Research

Correlational design methods are easy to conduct. It has been argued further that they are able to establish the relationship between variables in their natural settings, (Evans, 2007). The design can also establish control of extraneous factors statistically, so as to get results that are free from bias.

Disadvantages of Correlational Research

The weakness of the correlational research design is that it is difficult to rule out spurious relationship between the variables and that the results obtained from the design are not easy to generalise to the population. (Evans, 2007). More so non-experimental designs are too wide.

3.4 TARGET POPULATION

According to Baron and Greenberg, (2003), target population is that part of the population to which the study is based. In this study, the target population is a rough estimate of 400 participants used as respondents to questionnaires administered at Zimra Harare. These were selected from the total population of Managers and Supervisors at Zimra Harare. The whole group consisted of males and females. Confidentiality was assured.

3.5 POPULATION SAMPLE

Bailey (2004) defines a sample as a portion of a population used to carry out a research. It was also defined by Harper (1988) as a group of people or items taken from the population for examination by the researcher. The researcher selected the respondents to include in the study from the sampling frame in which questionnaires were distributed to the managers at Zimra Harare. From the researcher's estimated target of 400 participants, the population sample used was one quarter (25%) of the target population which is about a true representative of the researcher's target population. So in this case, 100 managers were chosen to be the researcher's population sample.

3.5.1 SAMPLING TECHNIQUE

Sampling methods are divided into probability and nonprobability sampling. Hair (1998) propounds that, a probability sample is one in which every element has a known none zero probability of being selected. On the other hand, Meredith (1998) also defines probability sampling as any sampling method in which the observations are selected randomly. Sampling concerns the issue of selecting participants required for a study. The researcher employed a random sampling procedure in drawing out 100 respondents for the study from a population of all managers and leaders at Zimra Harare. The random sampling method is described as a process that assures that each possible item of a given population has an equal chance of being selected into the sample. Consequently, the random sampling strategy was utilised in order to ensure that all managers of the required age have an equal opportunity to participate in the study. Another reason why the researcher chose this method is to ensure that results obtained in the study will apply to a larger population. To be more specific, a combination of stratified random sampling and simple random sampling methods was used.

3.5.2 SAMPLING PROCEDURE

The rationale behind choosing the stratified method is to allow for representation of male and female participants in the sample. The population comprising of all managers and leaders was divided into subpopulations or strata which are managers and leaders, and male and female. Random samples were drawn for each management stratum using the simple random sampling method. Firstly, a complete sampling frame was determined by compiling a list of all managers and leaders. All the managers were drawn from the list and hundred (100) of them were randomly picked as participants. Both male and female participants were selected in a similar fashion.

3.6 RESEARCH INSTRUMENTS

According to Judith Bell (1985), research instruments are the tools used to gather data during a research. The success of any research is a function of the appropriateness of tools used during the research. The researcher used questionnaires to gather the necessary information for the project.

3.6.1 Questionnaires

Questionnaires were used to collect primary data. A questionnaire according to Peterson (1982) is a set of questions designed to generate the data necessary for accomplishing the objectives of the research project. It is a framework consisting of a set questions and scales designated to generate raw data. Structured questionnaires were developed for only the selected organization. The advantage of using structured questions is that, the answers are easy to analyze. The questionnaires were designed in line with the stated objectives of the study. Two standard questionnaires were designed and administered to managers at Zimra Harare. One questionnaire was for personality traits and the other was for management styles. The questionnaires were a result of random sampling that the researcher used to come up with the respondents. Questionnaires were chosen as a useful tool in this study because they enable representation of information from a large sample. The questionnaires used in this research had no true/false options.

 The questionnaires also gave the researcher an opportunity to find solutions to questions that cannot be answered by observations. Misleading questions often get misleading responses so a good questionnaire must not have complex and leading questions, Bell (1985**).**
For measuring personality traits the researcher used the Myers-Briggs Type Indicator (MBTI) and for the management styles the researcher used the Management Style Questionnaire that was designed by Steve Reybould, the founder of the "7 Secrets to effective Management"

➢ **Advantages of using questionnaires**

Questionnaires are very cost effective when compared to face to face particularly in terms of the time spent collecting the data. They can be given to large numbers of people simultaneously. Therefore it is possible to cover wide geographic areas and to question a large number of people, which this is relatively inexpensive. Questionnaires reduce bias. There is uniform question presentation and no middleman bias. The researcher's own opinions did not influence the actual respondent to answer question in a certain manner. There were no verbal or visual clues to influence the respondent, Peterson (1982).

➢ **Disadvantages of Questionnaires**

Unwillingness by respondents to provide information.

3.7 DATA COLLECTION PROCEDURES

This section gives an insight on the procedures that were utilized to collect data during the research exercise. The procedures are illustrated below:-

3.7.1 PRIMARY DATA

The researcher visited the Zimbabwe Revenue Authority Head Office in Harare, to inform them about the research project. The researcher then went to the members to sensitize them on the project. The distribution and collection of questionnaires was done through the assistance of the Human Resources Department. The suitability of the questionnaires was tested through a pilot evaluation study conducted using a few randomly selected managers from the organization. This helped the researcher to correct unclear questions and ascertain the nature of the responses. After corrections were made, a second pilot test was carried out before the questionnaire schedules were implemented.

The researcher used a drop and pick strategy whereby questionnaires were distributed and picked later at the organization's different stations in Harare. The administering of the questionnaires was done through the assistance of the Human Resource Personnel. Respondents who completed the questionnaires were requested not to include their names to ensure confidentiality.

3.8 DATA ANALYSIS AND PRESENTATION

According to Gwimbi and Dirwai (2003), data presentation and analysis makes sense out of large amounts of raw data. It gives an understanding of spatial processes and is one of the most important parts of the research. Correlation and descriptive statistics were also used in analysing the results. A comparison was drawn between personality types scores using the MBTI test. Management styles were adapted from the Management Styles Questionnaire and were used in interpreting the management styles scores. The researcher made use of tables, pie-charts and graphs to depict the results gathered from the questionnaires and for easy interpretation of information gathered. To ensure an accurate analysis of the findings the Statistical Package for Social Sciences (SPSS) was utilised.

3.9 VALIDITY

Validity is a vital aspect of the research as it is concerned with the extent to which research findings are accurate. As defined by Yates (2004), validity is the degree to which a test or an instrument measures what it is supposed to measure. In order to ensure validity in the study, several measures were taken to control for extraneous variables. These are variables other than those variables the researcher is interested in that may affect the dependent variable under study. Such variables as age, instrumentation, selection bias, gender, and carry over effects may pose as a threat to validity of the study.

Participants were of the same post (Management) in order to control for the effects of personality on the styles employed in leading subordinates. This is because research has revealed the impact that personality has on management styles. As a result of differences in personalities of individuals, people of different personalities manage their subordinates differently.

A random sampling procedure was used to ensure that the sample is heterogeneous. Such a sample is most likely to be representative of the population from which it was drawn which then allows for the findings to be generalised to the larger population.

Fatigue or exhaustion as a carryover effect might alter participants' performance. Questionnaires were given to the participants and were collected after a few days, this was done to counter the effects of fatigue.

Maturation was addressed in the study as it would also alter findings. This refers to physical development occurring between the start and the end of the study which consequently affect the observed measurements. Measurements of the participants' personality and management styles took place at the same time in a short period of time. The researcher's expectations were controlled in the study as the same test was given to all the subjects to guarantee that the same treatment is administered to all the individuals taking part in the study. All participants responded to the MBTI and Management Style Questionnaire, and the same time limit was awarded to all.

3.10 ETHICAL CONSIDERATIONS

Ethics are the basic code of conduct that ensures the protection of participants. In this manner, several measures were put in place in for the research to be ethical. Firstly, formal approval letters were acquired from the Psychology department at the Midlands State University as well as from the Zimbabwe Revenue Authority.

Informed consent was guaranteed to all participants. No coercion was made on the participants to either take part or remain in this study. Any manager who did not want to participate or wanted to withdraw from the study was allowed to do so. This was in order to guarantee autonomy to each individual.

The questionnaires did not require names of the participants. This was done to ensure anonymity of the participants. Confidentiality of the findings also was guaranteed as the raw data was not disclosed, only qualified lecturers were given access to the findings.

All participants were debriefed about the study, being told that the purpose of the study was to investigate the relationship between their personalities and their management styles.

3.11. CONCLUSION

The researcher employed primary data collection technique. Quantitative data gathering method was used to give an objective analysis on the relationship between personality traits and management styles. Basically, this chapter gave an overview of the research methodology and sampling methods utilized in this study. The chapter also enabled the reader to understand how the researcher came up with the research findings to be presented in the next chapter. The next chapter will focus on data analysis, presentation and interpretation.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 INTRODUCTION

Having collected the data through questionnaires, this chapter lays out the findings the researcher acquired from the Zimbabwe Revenue Authority (ZIMRA-Harare). The chapter also presents analysis and interprets findings generated in this study. The analysis is made possible with the use of tables, graphs and pie charts.

4.2 DESCRIPTIVE STATISTICS

4.2.1 Participants' Demographic Data

Table 1 Zimra Harare Managers' demographic data regarding gender and age

Variables	Frequency	Percentage
Gender		
➥ **Male**	67	67%
➥ **Female**	33	33%
Age in Years		
30-39	38	38%
40-49	52	52%
50+	10	10%

The managers were grouped into three age groups. The age group of 30-39 years had thirty-eight (38) participants (38 %); 40-49 years had fifty-two (52) participants (52%) and 50+ years had ten (10) participants (10 %). This was done to make the researcher's data analysis easy. Psychologically, how these managers think and view the world is different, therefore in this light; the researcher found out that these managers were had different views on people management and had different personalities. The table illustrates that there are fewer females than males in the management positions in Zimra Harare.

4.2.2 PERSONALITY TRAITS

Table 2 Statistics on Personality types of Respondents

	Extraversion	Introversion	Sensing	Intuition	Thinking	Feeling	Judging	Perceiving
N Valid	21	29	10	8	10	4	14	4
Mean	11.00	15.00	5.50	4.50	5.50	2.50	7.50	2.50
Std. Deviation	6.205	8.515	3.028	2.449	3.028	1.291	4.183	1.291
Variance	38.500	72.500	9.167	6.000	9.167	1.667	17.500	1.667

Table 2 above shows a total distribution of personality types scores with N = 100. As shown in table 2 above, the mean scores are 11.00, 15.00, 5.50, 4.50, 5.50, 2.50, 7.50 and 2.50 for Extraversion, Introversion, Sensing, Intuition, Thinking, Feeling, Judging, and Perceiving respectively. Standard deviation scores for personality are 6.205, 8.515, 3.028, 2.449, 3.028, 1.291, 4.183 and 1.291 in the same respect as above.
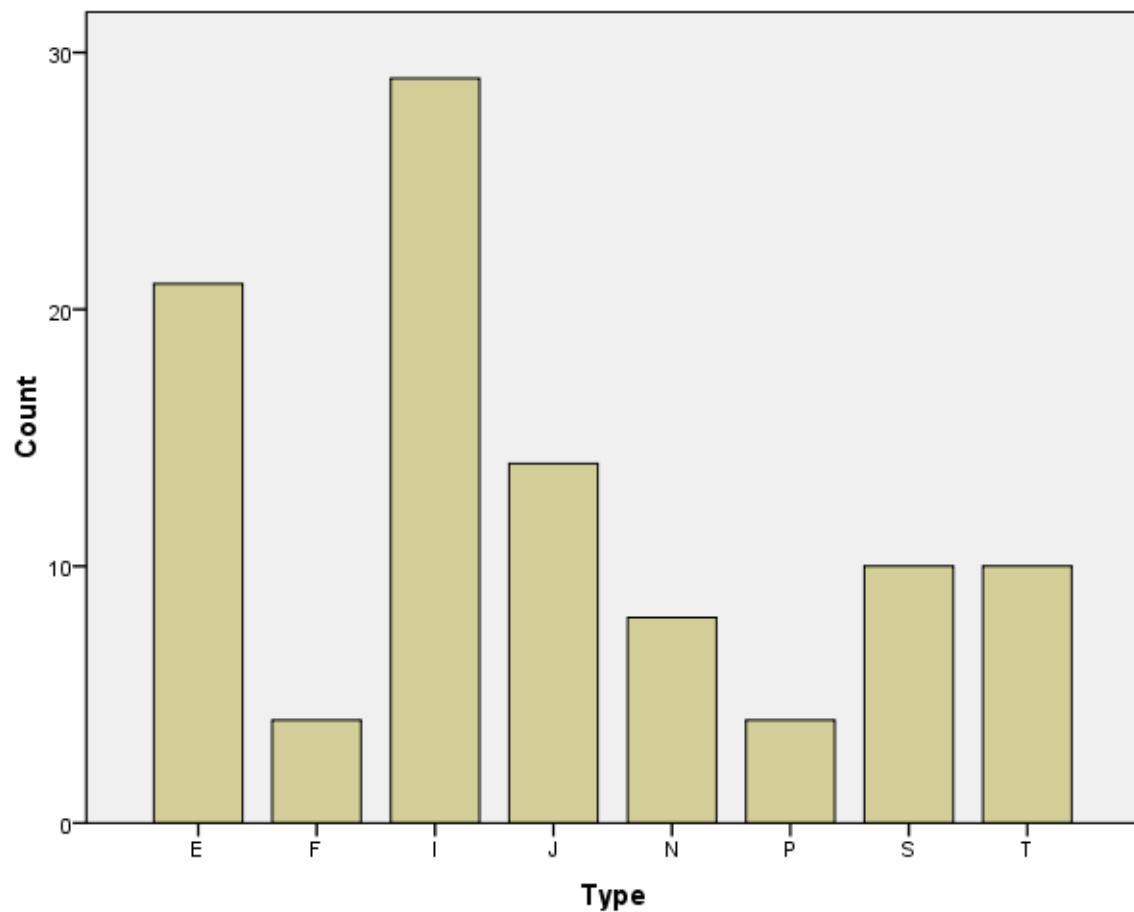
Fig 4 *Personality Types Distribution*

The distribution shown above is positively skewed. All of the personality scores shown in Fig 4 above are concentrated above their mean. As shown above, the most dominating personality types of managers at Zimra Harare are Introversion and Extraversion.

4.2.3 MANAGEMENT STYLES

Table 3 Statistics on Management Styles of Respondents

		Bureaucratic	Autocratic	Democratic	Paternalistic	Liberal
N	Valid	40	25	15	11	9
Mean		20.50	13.00	8.00	6.00	5.00
Std. Deviation		11.690	7.360	4.472	3.317	2.739
Variance		136.667	54.167	20.000	11.000	7.500

Table 3 shows the total distribution of management styles of respondents with N=100. As shown in table above, the mean scores are for management styles are 20.50, 13.00, 8.00, 6.00 and 5.00, for Bureaucratic, Autocratic, Democratic, Paternalistic and Liberal management styles respectively. Standard deviation scores for management styles are 11.690, 7.360, 4.472, 3.317 and 2.739 and their variances are 136.667, 54.167, 20.000, 11.000 and 7,500 in the same respect as above. The statistics show much difference in the variance scores of different management styles.
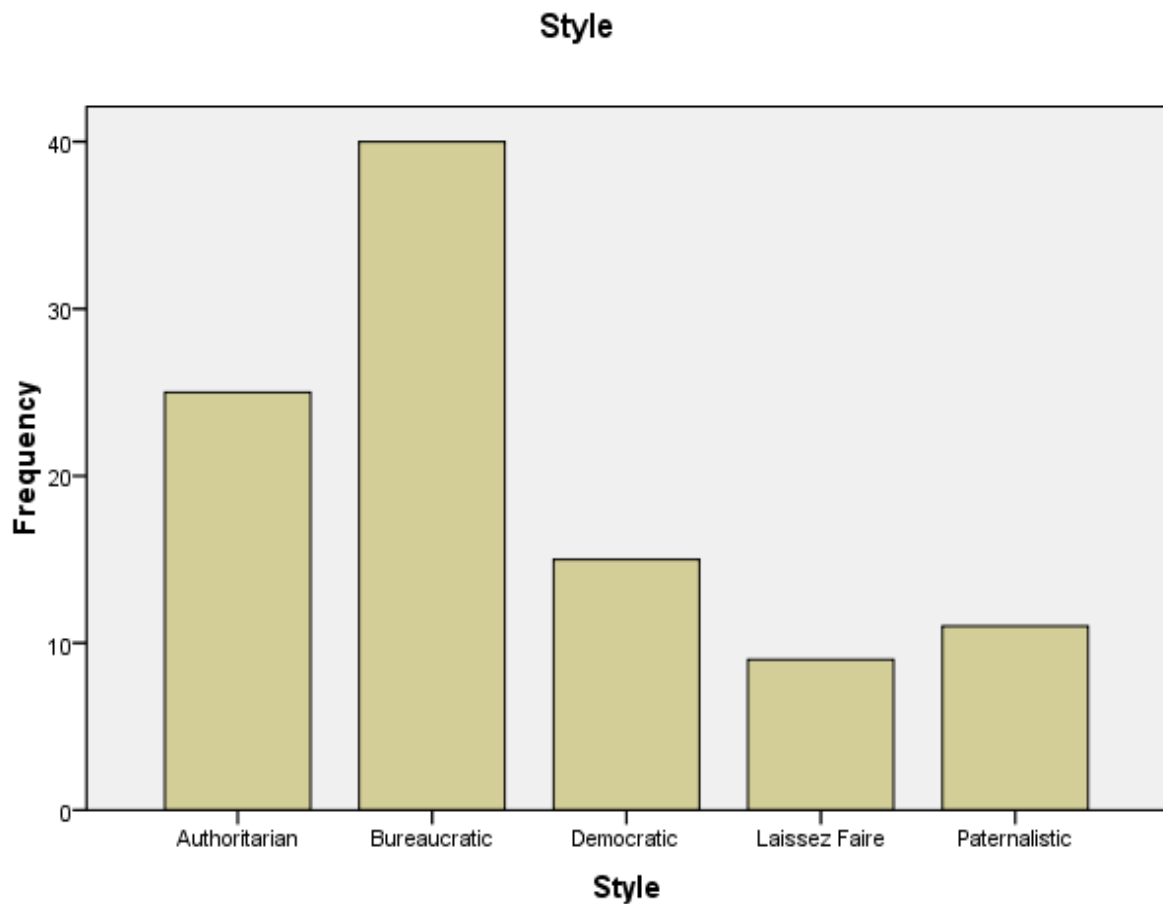
Fig 5 *Distribution of Management Styles*

Fig 5 above shows the management styles that are mostly used by different managers in Zimra at Harare. The distributions shows that most managers at Zimra Harare use the Bureaucratic management style and the least employed style is the Laissez Faire (Liberal).

4.3 RELATIONSHIP BETWEEN PERSONALITY AND MANAGEMENT
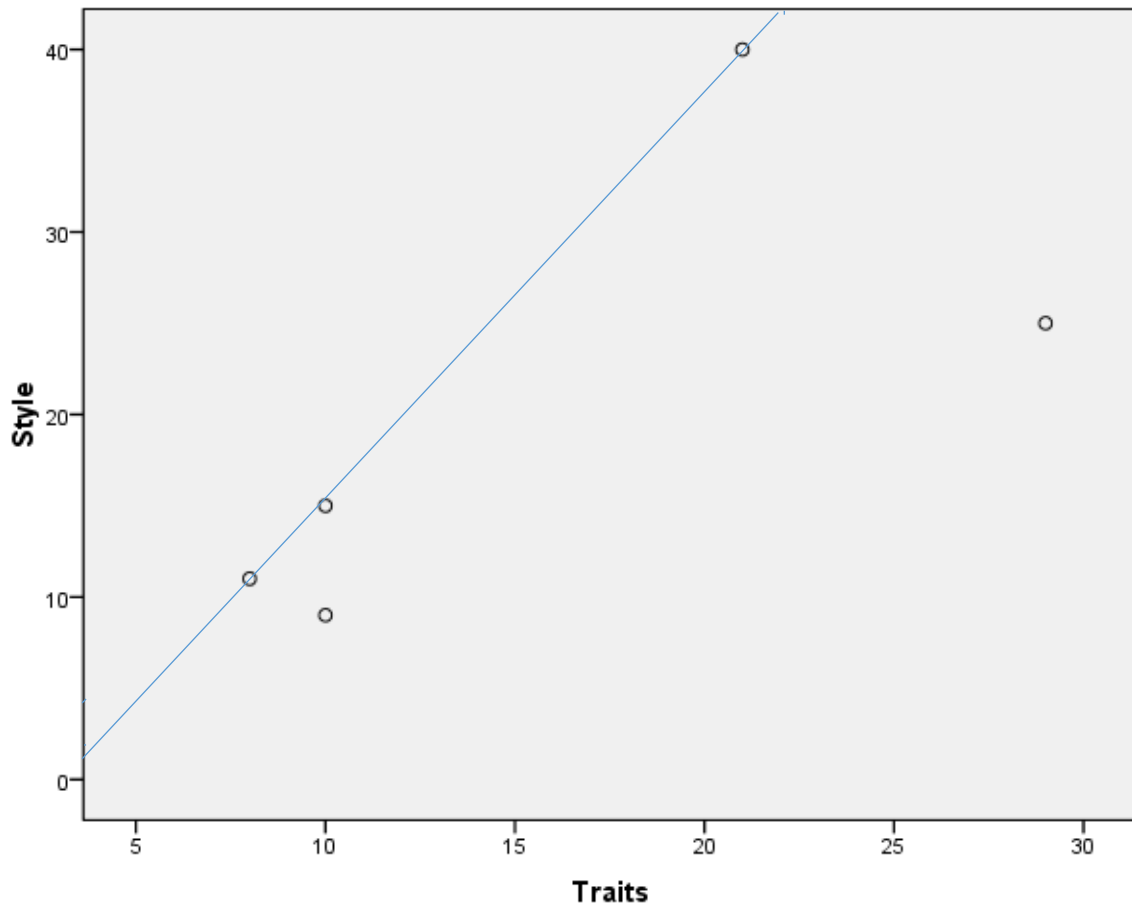
Fig. 6 *Personality traits and Management Styles Correlation*

As the data points form a perfect linear relationship, Fig 6 above shows a positive correlation between personality types and management styles scores. Since an increase in one variable is associated with an increase in another, the correlation between the two variables is positive as indicated by gradient of the line of best fit in the scatter plot above.

Table 4. Pearson Co-efficient Correlation

		Type	Style
Type	Pearson Correlation	1	.719
	Sig. (2-tailed)		.171

			8	5
Style	Pearson Correlation		.719	1
	Sig. (2-tailed)		.171	
	N		5	5

The Pearson Coefficient Correlation for the personality traits and management styles as indicated above is 0.719. The researcher concluded that there is a positive significant relationship between personality traits and management styles at Zimra Harare. The r value 0.719 which is closer above 0.5 indicates a positive relationship between personality traits and management styles

4.4 COMPARISON OF STATISTICS BY GENDER

Table 5 Gender Distribution

		Male	Female
N	Valid	67	33
	Missing	2	36
Mean		34.00	17.00
Std. Deviation		19.485	9.670
Variance		379.667	93.500

Table 5 shows the gender distribution among managers in Zimra.The research had more males than females. This can be said to be reflective of the management distribution in Zimra Harare. In other words management is male dominated.

4.4.1 SEX DIFFERENCES

Table 6 Male Personality Traits Statistics

Male Statistics

	Male	E	I	S	N	T	F	J	P
N Valid	67	14	19	4	6	9	0	12	3
Mean	34.00	7.50	10.00	2.50	3.50	5.00		6.50	2.00
Std. Deviation	19.485	4.183	5.627	1.291	1.871	2.739		3.606	1.000
Variance	379.667	17.500	31.667	1.667	3.500	7.500		13.000	1.000

The table above show that amongst males the introversion type is predominant. None of them belong to the feeling preference.

Table 7 Female Personality Traits Statistics

Female Statistics

	Female	E	I	S	N	T	F	J	P
N Valid	33	7	10	6	2	1	4	2	1
Mean	17.00	4.00	5.50	3.50	1.50	1.00	2.50	1.50	1.00
Std. Deviation	9.670	2.160	3.028	1.871	.707		1.291	.707	
Variance	93.500	4.667	9.167	3.500	.500		1.667	.500	

Table 7 is an illustration of the female personality type distribution. Statistics show that just like males, introversion is predominant amongst female mangers as well. Very few females are on the thinking preference as compared to males. In both males and females most of the managers are on the introversion and extraversion preferences.

4.4.2 Gender and Management Styles

Table 8 Male Management Styles Statistics

Male Statistics

	Male	Bureaucratic	Autocratic	Democratic	Paternalistic	Liberal
N Valid	67	27	18	9	7	6
Missing	0	40	49	58	60	61
Mean	34.00	14.00	9.50	5.00	4.00	3.50
Std. Deviation	19.485	7.937	5.339	2.739	2.160	1.871
Variance	379.667	63.000	28.500	7.500	4.667	3.500

Statistics above reflect that the most employed management style by male managers at Zimra Harare is the bureaucratic management style and the least employed is the liberal management style

Table 9 Female Management Styles Statistics

Female Statistics

	Female	Bureaucratic	Autocratic	Democratic	Paternalistic	Liberal
N Valid	33	13	11	6	4	3
Missing	34	54	56	61	63	64
Mean	17.00	7.00	8.55	3.50	2.50	2.00
Std. Deviation	9.670	3.894	6.563	1.871	1.291	1.000
Variance	93.500	15.167	43.073	3.500	1.667	1.000

From the data shown in tables 8 and 9, it can be concluded that there is no significant difference in the preferred management styles employed by Zimra managers at Harare. Bureaucratic management style is the most applied and liberal is the least in both cases.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.809	.836	2

After all the items had been factored accordingly, alpha Cronbach's Reliability Analysis was performed. The main purpose of this analysis was to ensure consistency and accuracy among items extracted in analysis. Table 10 shows the summary of the Alpha Cronbach's Reliability Analysis

Table 11 Inter-Item Correlation Matrix

	Type	Style
Type	1.000	.719
Style	.719	1.000

Table 12 Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.719	.719	.719	.000	1.000	.000	2

Tables 11, and 12 show the summary report of the results of the reliability statistics of the data of this study. The Inter item matrix, Pearson correlation and the summary item statistics all tally and give the same scores. This therefore concludes that the data and results of the study are reliable.

Sha

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

APPENDIX A

I am a student in the department of Psychology at the Midlands State University studying for a Bachelor of Science Honours Degree in Psychology. I am carrying a study on the "The relationship between personality traits and management styles in ZIMRA". I am kindly asking you to assist me in carrying out my research by taking a few minutes of your time to respond to this questionnaire as frankly as you can. Your responses will be treated with confidentiality and will ONLY be used for the purpose of this study. I deeply appreciate your cooperation and support.

PERSONALITY QUESTIONNAIRE

PLEASE DO NOT WRITE YOUR NAME OR SIGN

PART 1 *(Data about yourself, employment record and the organization)*

1. Age *(please tick)*

20-30 years	30-40 years	40-50 years	50+

2. Sex *(please tick)*

Male		Female	

3. What is your position in the organization? *(please tick)*

Employee	Manager/Supervisor	Director

4. How many employees are in your organization? *(please tick)*

Less than 100	100-500	500-1000	More than 1000

5. What is the level of your academic qualification? *(please tick)*

Below ZJC	ZJC	O'Level	A'Level	Diploma	Degree and Above

6. For how long have you been working for this organization? *(please tick)*

Less than 5 yrs.	5-10 years	11-15 yrs.	16-20 yrs.	More than 20 yrs.

PART 2

INSTRUCTIONS

THERE ARE NO "RIGHT" OR "WRONG" ANSWERS TO THE QUESTIONS ON THIS INVENTORY YOUR ANSWERS WILL HELP TO SHOW HOW YOU LIKE TO LOOK AT THINGS AND HOW YOU LIKE TO GO ABOUT DECIDING THINGS.

READ EACH QUESTION CAREFULLY AND SELECT ONE OF THE TWO CHOICES GIVEN, WHICH APPLIES TO YOU, BY CIRCLING EITHER "A" OR "B".

WHICH ANSWER COMES CLOSER TO TELLING HOW YOU USUALLY FEEL OR ACT?

1. WHEN YOU GO SOMEWHERE FOR THE DAY, WOULD YOU RATHER

    A.   PLAN WHAT YOU WILL DO AND WHEN, OR

    B.   JUST GO?

2. IF YOU WERE A TEACHER, WOULD YOU RATHER TEACH

    A.   FACT COURSES, OR

    B.   COURSES INVOLVING THEORY?

3. ARE YOU USUALLY

    A.   A "GOOD MIXER", OR

    B.   RATHER QUIET AND RESERVED?

4. DO YOU MORE OFTEN LET

    A.   YOUR HEART RULE YOUR HEAD. OR

    B.   YOUR HEAD RULE YOUR HEART?

5. IN DOING SOMETHING THAT MANY OTHER PEOPLE DO, DOES IT APPEAL TO YOU MORE TO

    A.   INVENT A WAY OF YOUR OWN, OR

    B.   DO IT IN THE ACCEPTED WAY?

6. AMONG YOUR FRIENDS ARE YOU

    A.   FULL OF NEWS ABOUT EVERYBODY, OR

    B.   ONE OF THE LAST TO HEAR WHAT IS GOING ON?

7. DOES THE IDEA OF MAKING A LIST OF WHAT YOU SHOULD GET DONE OVER A WEEKEND

    A.   APPEAL TO YOU, OR

    B.   LEAVE YOU COLD, OR

C.   POSITIVELY DEPRESS YOU?

8.   WHEN YOU HAVE A SPECIAL JOB TO DO, DO YOU LIKE TO

A.   ORGANIZE IT CAREFULLY BEFORE YOU START, OR

B.   FIND OUT WHAT IS NECESSARY AS YOU GO ALONG?

9.   DO YOU TEND TO HAVE

A.   BROAD FRIENDSHIPS WITH MANY DIFFERENT PEOPLE, OR

B.   DEEP FRIENDSHIP WITH VERY FEW PEOPLE?

10.   DO YOU ADMIRE MORE THE PEOPLE WHO ARE

A.   CONVENTIONAL ENOUGH NEVER TO MAKE THEMSELVES
       CONSPICUOUS, OR

B.   TOO ORIGINAL AND INDIVIDUAL TO CARE WHETHER THEY
       ARE CONSPICUOUS OR NOT

11.   DO YOU PREFER TO

A.   ARRANGE PICNICS, PARTIES ETC, WELL IN ADVANCE, OR

B.   BE FREE TO DO WHATEVER TO LOOKS LIKE FUN WHEN THE
       TIME COMES?

12.   DO YOU USUALLY GET ALONG BETTER WITH

A.   REALISTIC PEOPLE, OR

B.   IMAGINATIVE PEOPLE?

13.   WHEN YOU ARE WITH THE GROUP OF PEOPLE, WOULD YOU USUALLY
       RATHER

A.   JOIN IN THE TALK OF THE GROUP OR

B.   IMAGINATIVE PEOPLE?

14.   IS IT A HIGHER COMPLIMENT TO BE CALLED

A.   A PERSON OF REAL FEELING, OR

B.   A CONSISTENTLY REASONABLE PERSON?

15.   IN READING FOR PLEASURE, DO YOU

        A.   ENJOY ODD OR ORIGINAL WAYS OF SAYING THINGS, OR

        B.   LIKE WRITERS TO SAY EXACTLY WHAT THEY MEAN?

16.   DO YOU

        A.   TALK EASILY TO ALMOST ANYONE FOR AS LONG AS YOU HAVE TO, OR

        B.   FIND A LOT TO SAY ONLY TO CERTAIN PEOPLE OR UNDER CERTAIN CONDITIONS?

17.   DOES FOLLOWING A SCHEDULE

        A.   APPEAL TO YOU, OR

        B.   CRAMP YOU?

18.   WHEN IT IS SETTLED WELL IN ADVANCE THAT YOU WILL DO A CERTAIN THING AT A CERTAIN TIME, DO YOU FIND IT

        A.   NICE TO BE ABLE TO PLAN ACCORDINGLY, OR

        B.   A LITTLE UNPLEASANT TO BE TIED DOWN?

19.   ARE YOU MORE SUCCESSFUL

        A.   AT FOLLOWING A CAREFULLY WORKED OUT PLAN, OR

        B.   AT DEALING WITH THE UNEXPECTED AND SEEING QUICKLY WHAT SHOULD BE DONE?

20.   WOULD YOU RATHER BE CONSIDERED

        A.   A PRACTICAL PERSON, OR

        B.   AN INGENIOUS PERSON?

21.   IN A LARGE GROUP, DO YOU MORE OFTEN

        A.   INTRODUCE OTHERS, OR

        B.   GET INTRODUCED?

22.   DO YOU USUALLY

A.   VALUE SENTIMENT MORE THAN LOGIC, OR

B.   VALUE LOGIC MORE THAN SENTIMENTS?

23.   WOULD YOU RATHER HAVE AS A FRIEND

A.   SOMEONE WHO IS ALWAYS COMING UP WITH NEW IDEAS, OR

B.   SOMEONE WHO HAS BOTH FEET ON THE GROUND?

24.   CAN THE NEW PEOPLE YOU MEET TELL WHAT YOU ARE INTERESTED IN

A.   RIGHT AWAY, OR

B.   ONLY AFTER THEY REALLY GET TO KNOW YOU?

25.   (ON THIS QUESTION ONLY, IF TWO ANSWERS ARE TRUE, CIRCLE BOTH)

IN YOUR DAILY WORK, DO YOU

A.   USUALLY PLAN YOUR WORK SO YOU WON'T NEED TO WORK UNDER PRESSURE, OR

B.   RATHER ENJOY AN EMERGENCY THAT MAKES YOU WORK AGAINST TIME, OR

C.   HATE TO WORK UNDER PRESSURE?

26.   DO YOU USUALLY

A.   SHOW YOUR FEELINGS FREELY, OR

B.   KEEP YOUR FEELINGS TO YOURSELF?

PART 3:   WHICH WORD IN EACH PAIR APPEALS TO YOU MORE?

(THINK WHAT THE WORD MEAN, NOT HOW THEY LOOK OR HOW THEY SOUND)

27.	A. SCHEDULED	35. A. STATEMENT	43. A. CALM
	B. UNPLANNED	B. CONCEPT	B. LIVELY
28.	A. FACTS	36. A. RESERVED	44. A .JUSTICE
	B. IDEAS	B. TALKATIVE	B. MERCY

29. A. QUIET
     B. HEARTY

30. A. CONVINCING
     B. TOUCHING
     HEARTED

31. A. IMAGINATIVE
     B. MATTER -OF-FACT

32. A. BENEFITS
     B. BLESSINGS

33. A. PEACEMAKER
     B. JUDGE

34. A. SYSTEMATIC
     B. SPONTANEOUS

37. A. ANALYZE
    B. SYMPATHIZE

38. A. CREATE
    B. MAKE

39. A. DETERMINED
    B. DEVOTED

40. A. GENTLE
    B. FIRM

41. A. SYSTEMATIC
    B. CASUAL

42. A. CERTAINTY
    B. THEORY

45. A. FASCINATING
    B. SENSIBLE

46. A. FIRM-MINDED
    B. WARM

47. A. FEELING
    B. THINKING

48. A. LITERAL
    B. FIGURATIVE

49. A. FORESIGHT
    B. COMPASSION

50. A. HARD
    B. SOFT

APPENDIX B

I am a student in the department of Psychology at the Midlands State University studying for a Bachelor of Science Honours Degree in Psychology. I am carrying a study on the "The relationship between personality traits and management styles in ZIMRA". I am kindly asking you to assist me in carrying out my research by taking a few minutes of your time to respond to this questionnaire as frankly as you can. Your responses will be treated with confidentiality and will ONLY be used for the purpose of this study. I deeply appreciate your cooperation and support.

MANAGEMENT STYLE QUESTIONNAIRE

PLEASE DO NOT WRITE YOUR NAME OR SIGN

PLEASE INDICATE YOUR ANSWER WITH AN X

		STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1.	It is often necessary to make decisions without consulting others due to time pressures upon the task at hand.					
2	Teams operate best within a clear and structured framework of procedures.					

3	The best decision will be the one with the largest consensus.					
4	People will come up with the best working methods when given minimal instruction.					
5	People repeatedly come to me for advice and support, and i generously give it.					
6	People have learnt not to question my judgement, as I rarely back down when I am truly passionate about something.					
7	If everyone is forced to perform the same task in the same way, the efficiencies gained outweigh the costs					
8	I receive employee approval before making absolutely any changes to their working conditions or role, even if just for a day					
9	I have learn that people will never fail to positively surprise you if you leave them alone.					
10	I consult a number of people when making decisions but they tend to agree with my original idea anyway.					
11	Half of people are intrinsically hard working, but the other half need to be pushed into completing work to a high enough					

	standard.					
12	Over time, we can continue to build upon and add to our systems and ways of doing things, which will make life easier.					
13	People constantly challenge my ideas and strategies because they know they are welcome when they do so					
14	I can say with 100% conviction that I do not micromanage.					
15	People see me as a leader, not a manger.					
16	Leadership is about making the decisions, at the right time, and ensuring that the workforce follow through with that decision with effectiveness.					
17	Cost savings can be made if everybody does exactly what they are told, and do not try to over-engineer solutions.					
18	I try to delegate as many tasks as possible in their complete entirety.					
19	I let people get back to me when they decide to, rather than getting in touch myself.					
20	I feel responsible for my employees, and I look after them accordingly.					

APPENDIX C

CONSENT FORM

Read and understand the Information Sheet attached to this paper before signing this form.

Signing this form will show your permission to take part in the study. You are required to sign below if you agree to take part in the research. Please take note of the fact that participation is voluntary. You are also allowed to withdraw or discontinue participation at any time without penalty.

Name of Participant   :   _____

Signature   :   _____

Date   :   _____

Child's Signature   :   _____

APPENDIX D

INFORMATION SHEET

This paper is written to inform possible participants about a research to be carried out on "the relationship between personality traits and management styles" at Zimra Harare.

The researcher is **Ms Sharon S Mandiyamba**, a final year student at the **Midlands State University** who is doing a Bachelor of Science Psychology Honours Degree. The researcher seeks to identify the association between personality traits and management styles. This study aim to unravel the relationship between personality traits and management styles for academic purposes.

Data will be collected using instruments known as the Myers-Briggs Type Indicator and the Reybould Management Style Questionnaire for the measurement of personality. Data from the research will not be disclosed. Information will be kept private, research findings will only be accessed by qualified lecturers at the Midlands State University. The study will not require names of the managers taking part in the study. No harm will be inflicted upon the participants.

If you have any questions contact the researcher on **0776 259 395** or **smandiyamba@gmail.com**

APPENDIX E

MIDLANDS STATE UNIVERSITY
SUPERVISOR- STUDENT AUDIT SHEET

DATE	TOPIC DISCUSSED	COMMENT	STUDENT'S SIGNATURE	SUPERVISOR'S SIGNATURE
25/08/2014	Submission of research topic			
04/09/2014	Submission of topic corrections			
12/09/2014	Submission of proposal			
26/09/2014	Proposal corrections			
07/10/2014	Submission of chapter 1			
29/10/2014	Submission of corrected chapter 1			
11/11/2014	Chapter 2 presentation			
14/11/2014	Collection of Chapter 2 corrections			
19/11/2014	Submission of chapter 2 corrections and chapter 3			
06/12/2014	Presentation of Research Instruments			

29/01/2015	Data presentation			
18/02/2015	Chapter 4			
23/02/2015	Chapter 4 Corrections			
10/03/2015	Submission of chapter 5			
23/03/2015	Chapter 5 Corrections			
09/04/2015	Submission of Chapter 1-5			
13/04/2015	Corrections and Amendments for Chapter 1-5			
15/04/2015	Submission of Dissertation			

STUDENT'S SIGNATURE ……………………………………………………..

SUPERVISOR'S SIGNATURE ……………………………………………