

**EFFECTS OF PERSONALITY CHARACTERISTICS ON SALES
PERFORMANCE: A CASE OF MARKETERS IN MOROGORO
MUNICIPALITY**

**EFFECTS OF PERSONALITY CHARACTERISTICS ON SALES
PERFORMANCE: A CASE OF MARKETERS IN MOROGORO
MUNICIPALITY**

By

Eliud Ottonatus

**A Dissertation submitted in Partial fulfillment of the Requirement for the Award of
the Degree of Master of Business Administration (MBA-Corporate Management)
of Mzumbe University**

2015

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled **Effects of Personality Characteristics on Sales performance: A case of Marketers in Morogoro Municipality**, in partial/fulfillment of the requirements for award of the degree of Masters of Business Administration (MBA-CM) of Mzumbe University.

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Accepted for the Board of School of Business

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DEDICATION

This work is dedicated to my lovely wife Mwasi Eliud Ottonatus and my sister Sarah Ottonatus for their encouragement and support.

LIST OF ABBREVIATIONS AND ACRONYMS

SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
TCCIA	Tanzania Chamber of Commerce Industry and Agriculture
URT	United Republic of Tanzania

ABSTRACT

Sales performance is often described as the quality and quantity of sales closed in a specific time period. However, the literature provides several perspectives on evaluating sales performance. In order to attain the performance measures; personality characteristics of marketers need to be reflected upon to enable marketers to persuade others to change their minds, communicate effectively, listen actively, and manage one's own time and the time of other people. Despite that marketers in Morogoro municipality have been enhancing personality characteristics of their employees in order to raise sales performance; little or few studies have been conducted with regard to the effects of personality characteristics of sales performance. The general objective of the study was to evaluate the effects of personality characteristics on sales performance.

Case study research design was used whereby a sample size of 100 respondents was involved. The data collected were analysed and processed by SPSS computer software through the utilization of descriptive statistics where; frequencies, percentages and tables were run.

The findings showed that 85% of respondents argued that personality characteristics enabled sales persons to be sociable, talkative and ambitious as well as being organised and persistent at work. This was associated with the marketer's ability and competence to undertake business as salespeople who perform better have high self-efficacy because they believe that they have the competency of reaching the sales targets. However, 85% of respondents reported that marketers need to be detailed oriented for the purpose of raising sales performance. The details collected on sales issues and their challenges were important for forecasting the future performance as well as profitability. Furthermore, 87% of respondents stated that marketers are encountering unfavourable investment climate something that does not provide avenue for their business undertakings.

It is concluded that the absence of marketing skills has contributed much to marketers' failure something that necessitate knowledge provision on the same that needs to be provided for their growth.

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CHAPTER ONE

PROBLEM SETTING

1.0 Introduction

This chapter presented the background information on the effects of personality characteristics on sales performance with reference to marketers in Morogoro municipality. It describes the background to the problem; statement of the problem; research objectives and questions; the significance, limitations and organisation of the study.

1.1 Background to the problem

The growth and success of any organization or firm partly depends on the ability of the organization or firm to sell its products to the consuming public or its target market (Beer and Brooks, 2011). Moreover, in order to raise the organisation's or firms' performance the personality of sales persons (employees) need to be reflected upon (Harrick and Mount, 2004). A salesperson will be able to achieve an organisation's or firm's target when he or she has a good behaviour, charisma, empathy and many others (Sanders, 2007). It is a true fact that today's business organizations are more motivated to maximize employees' potential and performance. However, some schools of thought believe that whether the sales force will be able to perform well or not depends on ones personality characteristics (Yeboah *et al.*, 2015). Yet, most research work on personality characteristics has focused on general work performance of employees in the developed countries (Seymour, 2004). Researchers posit that a sales persons' behaviour affects customer responses (Yeboah *et al.*, 2015).

In this light, Beer and Brooks (2011) state that understanding the personality characteristics of salespeople in order to raise sales performance has been a major goal

of managers and researchers. Analysis of hundreds of empirical studies indicates that personal characteristics, role perceptions, and job attitudes typically account for 10% or less of the variance in salesperson performance and job satisfaction (Schulman, 2011). Thonke and Von Hippel (2002) noted that the major difficulty in organizations is fully understanding of customers' needs because it is often a costly process. However, when customers know what they want, transferring it to the organization precisely is always a challenge (Schulman, 2011). Due to the ever changing pace of the markets and as some industries move forward serving different markets, the cost of understanding and responding to the customers' needs hinges on effective sales force. Therefore, the personality of these sales people has been found to be vital in fulfilling these herculean tasks (Dennison *et al.*, 2011).

Moreover, personality is a set of enduring traits and characteristics that relate to a person's emotions, motivations, interpersonal interactions and attitudes (Sawyer *et al.*, 2009). Thus, personality is meaningful to management, because employees' personalities may dictate how well they perform their jobs. Personality may indicate how hard a person will work, how organized they are, how well they will interact with others, and how creative they are (Barrick *et al.*, 2008). The commercial aspect that comes along with personality testing has been one factor that has contributed to a more specialized focus in the field of personality psychology. However, ever since organizations started to incorporate personality testing in their recruitment processes there has been reasonable doubt in terms of their true usefulness (Giles *et al.*, 2008). Likewise, it is critically important for organizations today to recruit high performing employees. One big question that organizations may find hard to answer is how to separate individuals who will perform well from those who will not. The answer may to some extent relate to the type of personality that one exhibits (Post *et al.*, 2002).

Personality is a behaviour which differentiates one person from another (Beer and Brooks, 2011) and provides the characteristics whether a person will do some specific

job well in comparison with others (Sackett *et al.*, 2002). Moreover, the characteristics, relevant to personality, are considered to be stable and steady throughout the work life in a personality behaviour model (Dennison *et al.*, 2011). Hogan and Shelton (2006) pointed out that the personality theories examine the variances and similarities in a person. The similarities can be used to predict ones performance and behaviour, as they provide the collective attributes of human nature. Whereas the variances provide the measures of individual' s performance and are used to describe human performances and behaviours; experts in the field of personality are of the view that the individuals in fact have a stable and long term characteristics that affects behaviours at work (Dennison *et al.*, 2011). Yet, organization success requires that both employee and employer regularly evaluate their sales performance in lieu of personality characteristics possessed by employees. If they do not know how well what they are doing, they would miss a key step in developing an environment that will consistently produce cost-effective, high-quality and schedule-beating output (Seymour, 2004).

Furthermore, services provided by marketers are highly customizable and people the basic unit of productivity in services bring unpredictable differences in experience, skills, and motivation to job (McKinsey and Co, 2006). When employees give their trust to the organization, then their performance at work would become more brilliant and excellent (Sawyer *et al.*, 2009). In the entrepreneurial world, there is a proof that widespread commitment on behalf of entrepreneurs and managers to develop and implement within their own companies systems of customer relationship management, supply chain management, balanced scorecard and those for the measurement of intangible assets, all instrumental in the strengthening of relationship between the company and its stakeholders; personality characteristics have played a greater role on sales performance (Post *et al.*, 2002). Measures such as placing workers in the right job based on selectable personality fit, abilities and motivation are factors that can increase sales performance and productivity (Sanders, 2007). It is important to the organization to retain high qualified employees in order to achieve good performance. The construct

labels and representative characteristics according to Barrick *et al* (2011) are: a) Extroversion (sociable, talkative, active, and ambitious); b) Agreeableness (sympathetic, warm, kind and cooperative); c) Conscientiousness (dependable, organized, and persistent); d) Neuroticism (anxiety, anger and guilt) and e) Openness to experience (imaginative, cultured, broadminded and flexible).

Boshoff and Allen (2000) asserted that powerful customer oriented cultural form can be created by accountable employees and only these staff can provide qualified service. It is accepted that if they don't behave as customer oriented people, they won't stay in their job. It may be that some personality characteristics are likely to be associated with successful performance, in sales related occupations (Post *et al.*, 2002). The value of realizing which personality characteristics that characterize top performers in sales may be beneficial to the extent that organizations may be able to identify, early in a recruitment process, those individuals who are more likely to achieve success (Sanders, 2007). However, there has not been much research work on the effects of personality characteristics on sales performance. There are also a few researches on the effects of personality characteristics on sales performance thereby creating a gap. It is in the light of this, that this study attempts to evaluate the effects of personality characteristics on sales performance among marketers in Morogoro municipality.

1.2 Statement of the problem

Sales performance is often described as the quality and quantity of sales closed in a specific time period (Yeboah *et al.*, 2015). However, the literature provides several perspectives on evaluating sales performance. Colletti and Tubridy (1993) provided the following list of sales activities for successful salespeople; selling, working with distributors, entertainment, attending meetings, servicing products, working with orders, servicing accounts, travel, communication/information, training and recruiting. It is also cited that the performance measures taken at different times are not highly related and

the relationships between different performance measures are not strong (Chonko *et al.*, 2002). Another set of criteria cited by Campbell (1990) regarding the effects of personality characteristics on sales performance consist of sales volume and ability to reach quotas, customer relations and management of expense accounts, company and customer knowledge, product and competitor knowledge and time management and planning that are important for sales performance.

However, in order to attain these performance measures; personality characteristics of marketers need to be reflected upon to enable marketers to be able to persuade others to change their minds, being able to communicate effectively, listen actively, actively look for ways to help others, and to manage one's own time and the time of other people (Sanders, 2007). Furthermore, marketers need to have the ability to communicate information and to speak clearly to others (i.e. customers) so that they can understand the intended message, and to comprehend communications from others by listening and understanding. Last, but not least, other characteristics refer to the importance of work styles such as being dependable, reliable, achievement oriented, and detailed oriented (Seymour, 2004). Moreover, despite that marketers in Morogoro municipality have been enhancing personality characteristics of their employees in order to raise sales performance; little or few studies have been conducted with regard to the effects of personality characteristics on sales performance. Thus, the need for this study to evaluate the effects of personality characteristics on the sales performance in this area of study was thus necessary.

1.3 Research Objective

The objectives of this study were divided into two main types, that is; general objective and specific objectives as itemized hereunder.

1.3.1 General Objective

To evaluate the effects of personality characteristics on sales performance among marketers in Morogoro municipality

1.3.2 Specific Objectives

- i) To examine the influence of personality characteristics on sales performance among marketers in Morogoro municipality
- ii) To identify challenges facing marketers in Morogoro municipality to obtain superb sales performance
- iii) To identify measures of sales performance marketers ought to take in Morogoro municipality

1.4 Specific Questions

- i) What is the influence of personality characteristics on sales performance among marketers in Morogoro municipality?
- ii) What are challenges facing marketers in Morogoro municipality to obtain superb sales performance?
- iii) What are measures of sales performance marketers ought to take in Morogoro municipality?

1.5 Significance of the study

The findings of the study specifically help marketers (business persons) to be continuously revisiting their marketing strategies if they are to improve on sales performance. The study also acts as a basis for further research to other researchers in field of psychology, business management and supply chain management.

The study however, bridges out the gaps for smoothing coordination and service delivery to the end users/customers. This study is also an important part for the researcher's master degree accomplishment and knowledge generation.

1.7 Limitations of the study

The limitations of the study were as follows;

i) *Financial Constraints*. The financial support was expected from researcher's pocket money which was limited. For that case, the researcher was unable to gather or collect the whole data from all respondents of the respective area and offices; hence taking a sample.

ii) *Time factors*. The time allocated for data collection was short compared to the importance and tedious work of collecting data. However, with adequate corporation from respondents; the researcher managed to accomplish the study.

iii) *Lack of co-operation and confidentiality of information*. It was expected that, some respondents would show minimal co-operation as long as the information required from them (sales performance) would need confidentiality which to some circumstances would not be revealed. However, despite this challenge some respondents corporated effectively.

iv) *Wrong answers*. Due to the nature of the problem studied, it was expected to have wrong answers from respondents because of having performance strategies that are not always disclosed to marketers due to competition in the industry. However, some marketers showed corporation something that enabled the researcher to accomplish the study.

1.8 Organisation of the study

The study consists of five chapters. The first chapter is about the problem setting. The second chapter presents the literature review, the third chapter discusses the research methodology, the fourth chapter presents and analyses the research findings and the fifth chapter presents the conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Literature review discusses or treats some ideas already in books, journals or websites that throw lights on the topic under research. This chapter highlights ideas from different authors, previous researches and other studies which have a linkage with this study. It is given into three main categories namely; theoretical and empirical literature review as well as conceptual framework.

2.1 Theoretical Literature Review

Personality characteristics are defined by Churchill *et al.*, (1985) as psychological characteristics that enhance a person's ability to perform. Meanwhile, Wiley and Carolyn (1997) relate personality as one's ability to perform the task that he or she has the right personal characteristics, the right mental capabilities for selling. Marketing scholars have recognized the importance of personality components, especially in giving some guidance for the selection and hiring of staff (Sanders, 2007). Personality is associated with three dimensions. The first dimension is related to an individual physical appearance such as height, weight or age. Second, personality is the distinctive and attributes patterns of thought, emotion and behaviour that define an individual's personal style and influence his or her interactions with the environment (Atkinson *et al.*, 1993). Some of the personality characteristics associated with salespersons are empathy, ego, self-efficacy, locus of control, socialibility and self-monitoring. The third dimension is mental abilities such as verbal intelligence, mathematical ability and musical orientation and these are frequently referred to as achievement in psychology (Oteh, 2009).

Personality is thought to be determined largely by either generic or heredity, by environment and experiences, or by some combinations of the two. There is verification for all possibilities (Schulman, 2011). Contemporary research by Dennison *et al.*, (2011) suggests that most personality characteristics are based on the joint influence of genetics and environment. Nevertheless, personality can be defined as a dynamic and organized set of distinctiveness possessed by a person that exclusively influences his or her cognitions, motivations and behaviours in various situations (Beer and Brooks, 2011). Sackett *et al.*, (2002) research has showed that, personality is made up of the characteristic patterns of thoughts, findings and behaviours that make a person unique. In addition to this, personality arises from within the individual and remains fairly unswerving throughout the life of the individual. Some of the elemental characteristics of personality according to Dennison *et al.*, (2011) include; a) Consistency: there is commonly a recognizable order and regularity to behaviours. Essentially, people work in the same ways or similar ways in a diversity of situations; b) Psychological and physiological: personality is a psychological assemble, but research suggests that, it is also prejudiced by biological processes and needs; c) Collision behaviour and actions: personality does not just influence how we respond in our environment; it also causes us to act in certain ways; and d) Multiple expressions: personality is displayed in more than just behaviour. It can also be seen in our thoughts, feelings, close relationships and other social interactions.

Sanders (2007) stated that successful salespeople possess a unique set of personality attributes that enable them to succeed. He gave five key qualities that are essential for success namely: i) *Empathy* which is the ability to identify with customers, to feel what they are feeling and make customers feel respected. Empathy is NOT sympathy, which involves a feeling of loyalty with another individual. It is more than understanding their concerns from an objective standpoint. A salesperson showing empathy can gain trust and establish rapport with customers by being on their side and not appearing judgmental. Empathy allows the salesperson to read the customers, show concern, and

clearly demonstrate his or her interest in providing a proper solution (Post *et al*, 2002); ii) *Focus* i.e. a person with focus is internally driven to accomplish goals and can stay attentive to one topic. Focused individuals are more demanding of themselves than other people and they are self-motivated. They are able to organize themselves and recognize what needs to be done in order to achieve their goals. In a salesperson, focus produces best results when it is balanced with empathy. You then see a person who listens and identifies with the customer while keeping focused on set goals, and who is able to translate these goals into solutions for the customer (Sawyer *et al.*, 2009); iii) *Responsibility*: A person with a strong sense of responsibility does not place blame on other people when placed in a difficult situation. This type of person, referred to as an “agent”, gets things done and when obstacles arise, accepts any errors or omissions that have occurred.

He or she does not get defensive nor do they try to blame the situation on circumstances or on other people by making statements such as, “It’s not my fault boss that consumer confidence has declined due to terrorism and the war.” Sales managers should strive to hire agent-type representatives; iv) *Optimism*: A salesperson with a healthy amount of optimism can be described as someone who is slow to learn helplessness. This person has persistence—a trait that is critical in the sales world because of the frequency of rejections salespeople experience. In the face of failure, some people throw their hands up in the air and resign themselves to the disappointment because they feel helpless to change the situation (Suliman *et al.*, 2010). Furthermore, v) *Ego-drive* is similar to optimism in that both traits require persistence. But ego-drive is persistence for the purpose of succeeding and above all winning. It’s all about competitiveness. When a person hangs in there with fists clenched and a teeth gritting appetite to succeed at his or her goal, you see a powerful ego-drive. This person is self-motivated and a self-starter with clear ideas of what he or she wants to achieve.

Moreover, the only major personality trait that consistently leads to success is conscientiousness (Clarke and Robertson, 2005). Conscientiousness is the tendency to show self-discipline, to be dutiful and to strive for achievement and competence. Its components also include self-discipline, consultative, competent, order, dutifulness and thorough. People who are high in this factor have the following features: they are always thorough in decision-making style, they follow rules and regulations, they are interested in goal targeting and systematic approach, they are always interested in providing adequate cost-benefit analysis and contingency planning and they are less vulnerable to cognitive failures (Wallace and Vodanovich, 2003).

Low conscientiousness on the other hand, suggests that the employee tries to meet only immediate demands, does not care about prospective results, lacks a sense of goals, mistakenly observes rules or standards and performs tasks poorly. People who score low on conscientiousness tend to be laid back, less goal-oriented, and less driven by success; they also are more likely to engage in antisocial and criminal behavior (Clarke and Robertson, 2005). Likewise, openness to experience is a tendency to enjoy new intellectual experiences and ideas. Its components include imaginative, curious, unconventional, broadminded and cultured. They have positive disposition towards learning (Salgado, 2002). Openness to experience also suggests an attraction to new ideas, concepts, actions, or feelings (Niehoff, 2006). Persons with higher levels of openness are likely to achieve greater efficiency at work, because they pursue opportunities to learn new perspectives and deal with ambiguous situations. Furthermore, an employee with an open personality should tend to be task based constantly searching for new methods to complete his or her work, which again should strengthen working efficiency (Stewart and Nandkeolyar, 2006).

On the other hand, extroversion is to seek stimulation and enjoy the company of other people. An extroverted personality tends to be sociable, assertive, gregarious, talkative, and ambitious so such people often use their working environment to represent a key

facet of their lives that enables them to meet their aspirations and exhibit their talents (Cooper, 2003). They are sensitive to monotony, they are high sensation seekers and have a greater tendency to take risks and they demonstrate significantly poorer performance on vigilant tasks (Thiffault and Bergeron, 2003). Highly extroverted employees likely use their stable, coolheaded, optimistic and aggressive manner to react to customers' requests, which results in work completion and customer satisfaction (Niehoff, 2006). In addition, locus of control has frequently been viewed as a cognitive model of personality (Thiffault and Bergeron, 2003). Its roots can actually be seen in behaviourism as the immediate background to this concept related to beliefs about reinforcements. People with an internal locus of control believe that they control their own destiny. They also believe that their own experiences are controlled by their own skills or efforts (Salgado, 2002).

The first theoretical framework of sales performance was published by Walker *et al.*, (1977) suggesting the determinants of sales performance, followed by several attempt to investigate the hypothesized links between possible personality factors and sales performance. Theoretically, salespeople who perform better have high self-efficacy because they believe that they have the competency of reaching the sales targets (Sackett *et al.*, 2002). This relates to the argument that selling needs someone who is persuasive, negotiating, motivated, persevering and sure of achieving performance outcomes. Self-efficacy theory predicts that people will perform better when they believe they have the skills necessary for success (Bandura and Cervone, 1986). So, if the salespersons believe that they have the skills of being persuasive and have an ability to negotiate, they will perform better. Self-efficacy is one of the major personality characteristics being investigated in searching for criteria which is related to sales performance. Bandura (1977) defined *self-efficacy* as individuals' beliefs about their capabilities to produce designated levels of performance.

Furthermore, Judge *et al.*, (2007) examined the unique contribution of self-efficacy to work-related performance and reported that the contribution is relatively small. The result was based on a meta-analysis of the relevant literatures. Another study by Wunlapa (1999) on the self-efficacy as a factor affecting performance of direct-sales persons in commodity products of three direct sales companies in Thailand. The study found that the relationships among self-efficacy and the quality of the performance were statistically significant. Another personality factor that had been investigated in selling occupations is self-monitoring (Post *et al.*, 2002). *Self-monitoring* as the extent to which individuals monitor, adjust and control their behaviour based on how it is perceived by others. The theory of self-monitoring proposes that individuals have a consistent pattern in terms of the degree to which they change their self-presentation in response to situational cues. Therefore, individuals who have high self-monitoring trait should show more cross-situational variability in behaviour compared with individuals with low self-monitoring (Barrick *et al.*, 2008).

According to Barrick *et al.*, (2005), high self-monitors continually scan the social climate around them and adapt their behaviour so that it is appropriate to the situation. Meanwhile, low-monitors attach low psychological meaning to image enhancement in social situations. They are more interested in self-validation than in status or prestige. They emphasize being true to themselves and find it important to behave in a fashion consistent with their core values and beliefs. As for locus of control, Rotter (1966) conceptualized the factor as a tendency in the perception of what motive a reward (or favourable outcome) and how people respond to the reward on the basis of this perception. Beliefs that rewards are typically due to luck, chance or fate or are simply unpredictable indicate an external locus of control. An internal locus of control is associated with a tendency to perceive that rewards are typically the results of one's own behaviour. One study by Avila and Fern (2009) found a positive association between internal locus of control and sales performance for salespeople selling large computer systems, while for those selling small-system computers, external locus of control was

positively related to all performance measures. Similarly, there is a clear connection between locus of control and performance.

2.1.1 Theories of Personality

There are a number of different theories about how personality develops. Different schools of thought in psychology influence many of these theories. Some of these major perspectives on personality according to Oteh (2009) include:

- a) Type theories that are the early perspectives on personality. These theories suggest that there are a limited number of “personality types” which are related to biological influences.
- b) Trait theories that view personality as the result of internal characteristics that are genetically based.
- c) Behavioural theories that suggest that personality is the result of interaction between the individual and the environment. Behavioural theorists study observable and measurable behaviours, rejecting theories that take internal thoughts and feelings into account. Behavioural theorists include B.F Skinner and John Watson.
- d) Humanist theories that emphasize the importance of free will and individual experience in the development of personality. Humanist theorists include Carl Rogers and Abraham Maslow. All these have importance in the study as they pave a way towards achieving personality characteristics among entrepreneurs.

2.2 Empirical literature review

A study by Sawyer *et al.* (2009) found that all of the personality dimensions of the five factor model: conscientiousness, agreeableness, openness to new experience and emotional stability as well as locus of control were significantly related to one or more of the performance measures. On the other hand, the study done by Robie (1997) was to investigate the degree to which the relationship between conscientiousness and overall

job performance departs from the linear and homoscedastic model. Respondents were 2,402 incumbents and applicants from seven independent samples representing many different organizations. The results suggest that conscientiousness is an effective predictor of job performance under many circumstances. Moreover, the effects of conscientiousness, group composition, and opportunity to caucus were investigated to determine their effects on performance on brainstorming tasks performed in groups of individuals in a laboratory setting. In groups of three, homogeneously high conscientious subjects, and homogeneously low conscientious subjects completed three trials of the cognitive brainstorming task, "alternate uses", in either a caucus or no caucus condition. Results of the hypothesis testing indicated no support for the hypothesis that there would be a positive relationship between an individual's conscientiousness level and performance on the brainstorming task. Agreeableness and conscientious showed a positive relationship with performance based on the test done by other researchers but extroversion type of personality trait seems not a favourable predictor for performance. However, their studies could not examine the influence of personality characteristics on sales performance among marketers.

A study conducted by Lamont and Lundstrom (1977) investigated the relationships between several personal factors, personality variables and sales performance of industrial salespeople. The result indicated that endurance and social recognition were significantly and positively related to performance while empathy and ego strength were found to be negatively related to performance. Moreover, Avila and Fern (2005) performed a study whereby Pearson product-moment correlation analysis was done to find the relationship between the predictor variables and sales performance. One would expect that there would be some degree of correlations between salespersons performance with personality traits. Yet, the other study by Avila and Fern (1986) showed the same result, that is the lower the locus of control, the higher the sales performance. However, a study undertaken by Frucot and Sheron (1991) found the impact of locus of control on managerial satisfaction was not significant which

contradicts the earlier findings, which indicated that those with internal locus of control exhibit more job satisfaction. As for self-efficacy and self-monitoring, the positive values implied that the higher the self-efficacy and the self-monitoring of those salespeople, the higher target they can achieve. It can also say that high performers have higher degree of self-efficacy and self-monitoring. Yet, these studies could not identify measures of sales performance marketers ought to take in order to enhance sales performance.

Although the meta-analysis conducted by Churchill *et al.*, (2001) revealed a poor relationship between sales performance and such factors as personality and aptitude. Recent studies have indicated otherwise, Seymour (2004) afforded fresh view on the use of personality tests in the selection of sales people. It has been proposed that past research conducted on the determinants of sales performance produced poor result because of flawed research techniques adopting a “short-gun” approach (Segmnur 2000), and the past research did not account for the advance in research technologies in recent years. In their study of the characteristics and strategic adjustments of surviving and non-surviving firms, Smallbone *et al.* (1992) found five broad types of adjustment: (1) product and market adjustments; (2) production process adjustments; (3) employment and labour process adjustments; (4) ownership and organizational adjustments; and (5) locational adjustments. The main findings were that firms which had been most active in making adjustments were the most successful. To achieve real growth, active market development, i.e. identifying new market opportunities and increasing the breadth of customer care, is essential. Moreover, their studies could not identify challenges facing marketers to obtain superb sales performance.

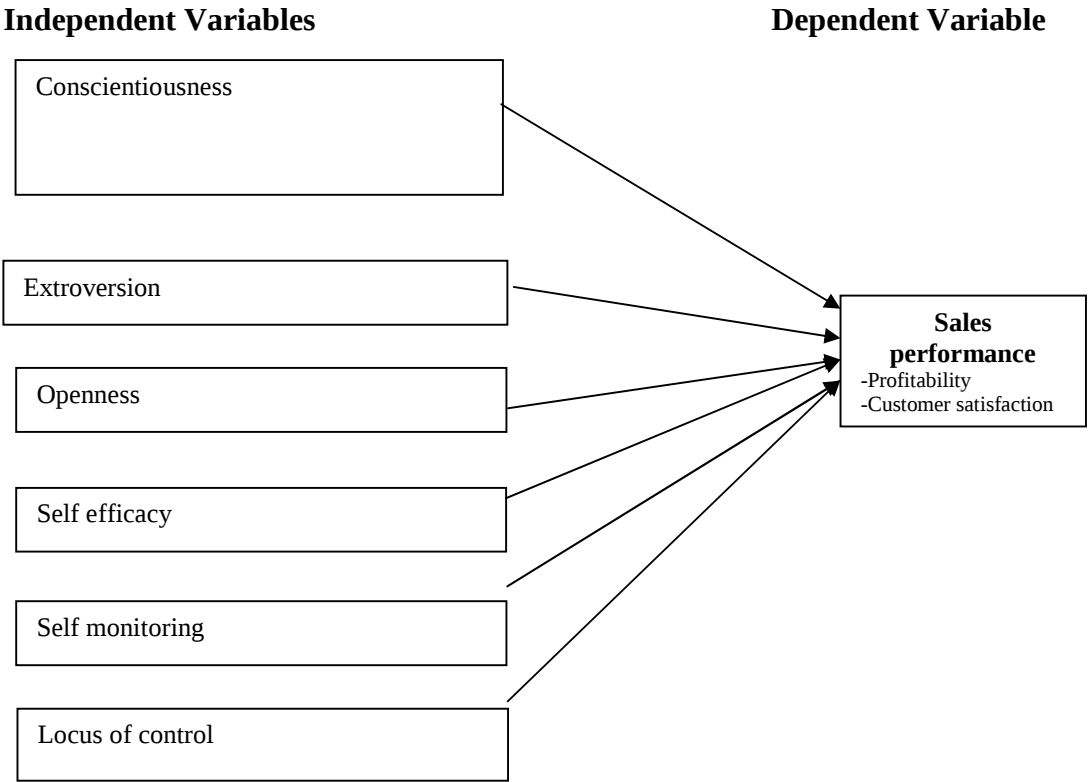
In a study done in Uganda and Tanzania by Oteh (2009) found that access to finance is the major constraint faced by (SMEs) marketers followed by corruption, infrastructure and taxation. However, Bank financing is the predominant source of external financing for marketers. According to most available resources, their equity ratios, although spread

across a wide range; do not exceed 30 percent on average, which illustrates their need to mobilize financing from other sources. Because marketers usually do not have access to organized capital markets, bank financing often remains the only alternative (Andre, 2007). However, debt financing has been very expensive source of equity, with the central bank raising the benchmark to 18% while banks are charging very high interest making bank loans unaffordable to the marketers. On the other hand personal savings are not enough to finance business growth. Therefore, the study recommended that (SMEs owners) marketers should look for equity from other sources.

2.3 Conceptual Framework

Figure 2.1 provides the conceptual framework. This is defined as an abstract idea or a theory used to develop new concepts or to reinterpret existing ones (Kothari, 2004). It gives the relationship between the independent and dependent variables. This relationship stems from the literature review and the identified theories fall into this relationship that build the study.

Figure 2.1; Conceptual Framework model



Source: Researcher's Own Construct, (2015)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter provides the methods used in the study. It provides the research design, study area, population and sample size and the sampling techniques used. The chapter also provides the methods of data collection as well as the data analysis methods. Finally, the chapter outlines the reliability and validity of data as well as ethical considerations.

3.1 Research design

A research design is a systematic plan to study a scientific problem (Sekaran, 2003). The design of a study defines the study type (descriptive, correlational, semi-experimental, experimental, review, meta-analytic) and sub-type (e.g., descriptive-longitudinal case study), research question, hypotheses, independent and dependent variables, experimental design, and, if applicable, data collection methods and a statistical analysis plan. Again, a research design typically includes how data is to be collected, what instruments are employed, how the instruments are used and means for analyzing data collected (Mugenda and Mugenda, 2003). There are different research designs according to Mugenda and Mugenda (2003) such as case study; casual, cohort, cross-sectional, descriptive, experimental, exploratory, historical and longitudinal research design.

Case study research design was used in this study. This involved collecting empirical data, generally from only one or a small number of cases. It usually provides rich details about those cases of a predominantly qualitative nature (Ndunguru, 2006). A case study generally aims at providing insight into a particular situation and often stresses the experiences and interpretations of those involved. It uses direct observation to give a

complete snapshot of a case that is being studied. It is useful when not much is known about a phenomenon (Bryman, 2004).

Johnson and Christensen (2009) describe case study research as a form of qualitative research of which the main emphasis is on providing a full description of one or more cases. They explain that case study research can be used to address exploratory, descriptive, and explanatory research questions and may refer to these as the “who, what, where, why and how?” questions. They also state that case studies are important because their focus on the uniqueness of phenomena is shaped by the participants in the study. Case studies require a variety of data collection methods and that the outcomes of case studies are difficult to generalise. They voice the opinion that researchers must be active participants in a study because researchers cannot stand aside as if their presence would have no effect on the situation. Involvement is thus one of the great strengths of a case study, but it can also be regarded as a disadvantage in the sense that people can question the objectivity of the study. The research design was allocated with exploratory approaches (going into the roots of the problem and coming out with relevant answers) and inductive (exploring issues from small cases to large cases) to seek for new insight by asking questions and assessing the phenomena in a new light (Ndunguru, 2006).

Yin (2003) states that the need for case studies stems from the desire to understand complex social happenings. Understanding is essential in the interpretive paradigm. He also agrees that case studies cannot be generalised easily. Case studies are classified as empirical studies, making use of mixed data or hybrid data, which means that text and numerical data are being used and the researchers have little control over the events or the process. The strengths or advantages of a case study design are that it allows the researcher to show how a variety of factors influence the event being studied and adds to this by stating that a case study also provides in-depth insights and may lead to good relationships with the people being studied. The limitations of this design are that the results cannot be generalised. There are no standardised measuring instruments and data

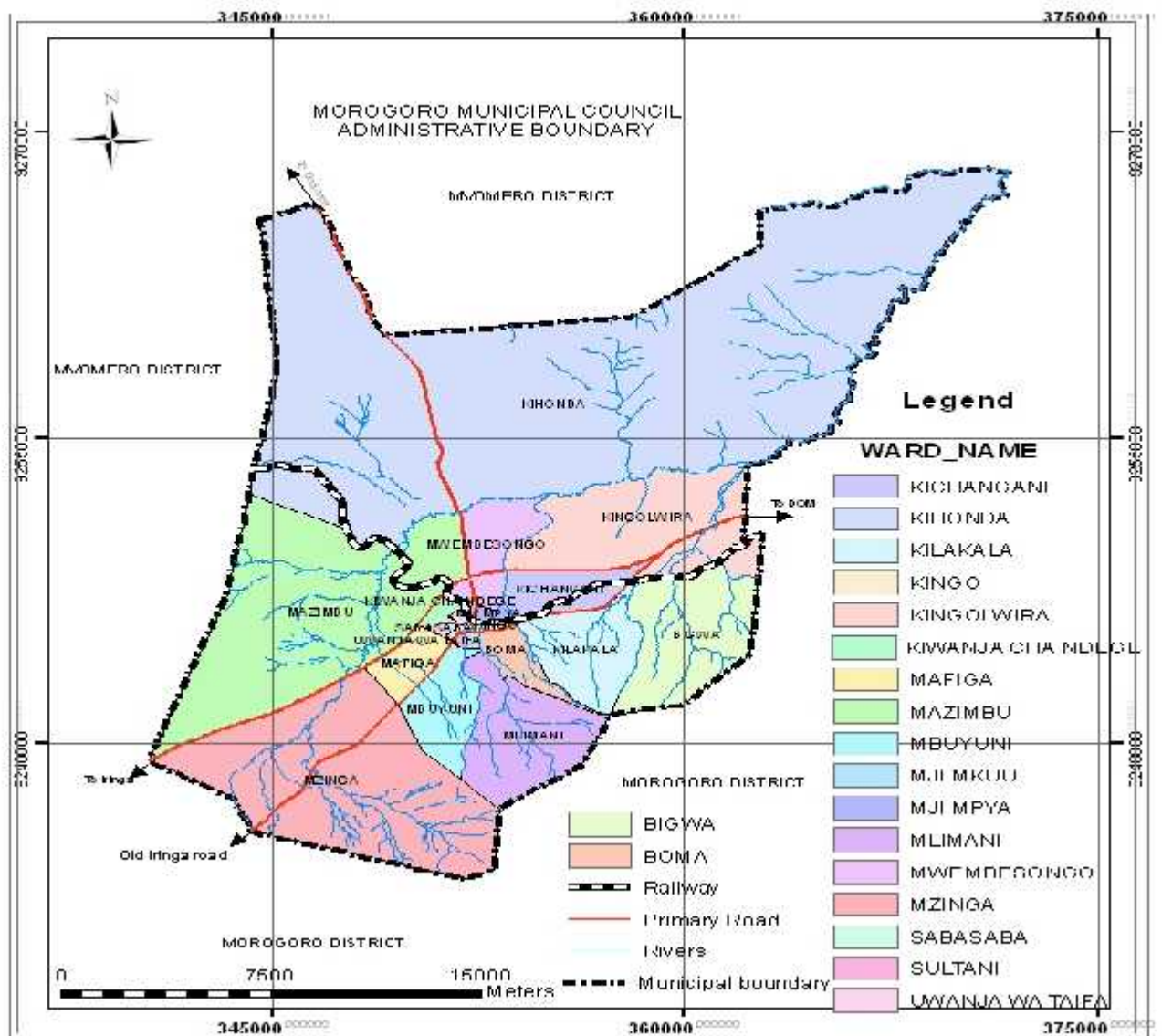
collection and analysis can be very time-consuming. For the purpose of this study, case study research design was employed.

3.2 Study Area

The study was conducted in Morogoro municipality. The selection of the area was based on easiness to collect data and being cost efficient as the researcher has been living in the area for more than ten years. Despite that marketers in Morogoro municipality have been enhancing personality characteristics of their employees in order to raise sales performance; few studies have been conducted with regard to the effects of personality characteristics of sales performance. Thus, the need for this study to evaluate the effects of personality characteristics on the sales performance in this industry was thus necessary.

The municipality lies between latitude 07° 00' and 10° 00' south and between longitude 37° 40' and 38° 22' east at the central part of the Eastern Arc of Mountain Uluguru. It covers an area of 531 square kilometres. It is bordered by Handeni to the North, Morogoro Rural district to the East, Mvomero district to the North West and South West. In the South it is bordered by Uluguru Mountains around Morogoro municipality. Morogoro municipality has approximate inhabitants of 302,622 people according to 2012 census with estimated growth rate of 4.6% per annum (URT, 2013). Morogoro municipality has one division called Morogoro Urban. This division is divided into 29 wards, which in turn are sub divided into sub wards commonly known as hamlets (mitaa). There are 295 hamlets. The municipality has 55, 075 households with the average of 4.1 individuals each (Municipal Report, 2012). Its main economic activities are business, farming, livestock keeping and mining.

Figure 3.1: Map of Morogoro Municipality



Source: Morogoro Municipal Archive, 2007

3.3 Population and sample size

3.3.1 Population

According to Sekaran (2005) population is a group of individuals, objects or items from which samples are taken for measurement or it is an entire group of persons, or elements that have at least one thing in common. Population is whatever you are counting: there can be a population of people, a population of households, a population of events, institutions, transactions, and so forth (Bryman, 2004).

The study's population comprised of active and registered (250 SMEs) marketers in Morogoro municipality. These were obtained from the Municipal business and trade officer in collaboration with TRA that runs and coordinates (SMEs) marketers in the Municipality and Morogoro region as a whole (Municipal Business and Trade Report, 2014).

3.3.2 Sample size

A sample is a part of the population from which it was drawn. Samples can be drawn in several different ways, such as probability and non-probability samples (Yin, 2003). Sekaran (2003) advises that too large a sample size could become a problem and recommended sample sizes between 30 and 500. The sample size of 100 respondents was selected from whom information required for the study was obtained. These are the classification, out of 100 sample size; 50 were obtained from SMEs owners and 50 from SMEs managers.

Cooper and Schindler (2008) argue that, for any valid and reliable study to be carried, its sample size shouldn't be less than 30% of its population. As it stands, the sample size is 40% of the population; hence fulfilling their argumentations.

Table 3.1: Distribution of respondents

S/N	Category of Respondents	Population	Sample size
	Marketers (owner/managers)		
	SMEs owners	150	50
	SMEs managers	100	50
	TOTAL	250	100

Source: Research data, 2015

3.4 Sampling Techniques

A sampling technique is the process of selecting a group of subjects for a study in such a way that the individuals represent the larger group from which they were selected (Sekaran, 2003). Sampling procedures are divided mainly into two groups which are Probability Sampling and Non-Probability Sampling. Probability sampling includes simple random sampling, stratified sampling, systematic sampling, cluster random sampling, and multistage sampling. Non-probability sampling includes; purposive sampling, volunteer sampling and quota sampling. The sampling techniques used in the study included; simple random and purposive sampling (Cooper and Schindler, 2008).

3.4.1 Simple random sampling

The study utilized simple random sampling technique to SMEs owners. The reason for using simple random sampling is that it is a chance sampling or probability sampling in which each and every item in the population has equal chance of inclusion and being selected (Kothari, 2004). To obtain respondents simple random sampling procedure was used as follows. A complete list of owners of business (marketers) was obtained from Municipal business and trade office in collaboration with TRA. Every owner of business was given a unique number and the lottery technique of simple random sampling was used. Every name as well as its serial number was written on a piece of paper. All the pieces of paper were mixed and the numbers of pieces of paper corresponding to the

numbers of predetermined samples were picked randomly. Lastly, marketers whose names appeared on the picked pieces of paper were requested to appear for the purpose of entering into interview or answering the questionnaire.

3.4.2 Purposive sampling

This method was used to managers of business whereby the personal experience of each respondent regarding the effects of personality characteristics on sales performance was sought. Therefore, managers were selected by using this method believing that they possess key information regarding the matter.

3.5 Methods of data collection

3.5.1 Primary data collection methods

Primary data is data observed or collected directly from first-hand experience (Kothari, 2004). Primary data has not been published yet and is more reliable, authentic and objective; has not been changed or altered by human beings; therefore its validity is greater than secondary data (Yin, 2003). Primary data are those collected afresh from the field for the first time. They happen to be original in character. Therefore, primary data collection methods were used by the researcher to collect data from the field whereby interviews and questionnaires were employed.

3.5.1.1 Interview

The researcher utilized face-to-face interview to managers (50) in order to solicit information regarding the effects of personality characteristics on sale performance (Appendix 2).

3.5.1.2 Questionnaires

Structured and semi-structured questionnaires were self delivered and collected to obtain information from SMEs owners in Morogoro municipality. The information to be asked included; the influence of personality characteristics of sales performance among marketers, measures of sales performance marketers ought to take and challenges facing marketers to obtain superb sales performance in Morogoro municipality (Appendix 1). Moreover, technical terms, vague expressions and those affecting emotions of the respondents were avoided.

3.5.2 Secondary data collection method

3.5.2.1 Documentary Review

The researcher used different documents in order to access accurate and reliable data. The documents included; personal profiles (for marketers), policies and regulations (regarding SMEs enhancement), books and journals (used as literatures) and performance reports (quarterly and annual reports) of (SMEs) marketers.

3.6 Data Analysis Methods

Data collected were analysed both qualitatively (using content analysis) and quantitatively (descriptive statistics analysis). These data were summarized, coded and analyzed by Statistical Package for Social Science (SPSS). Frequency distribution and percentages were used to describe major variables.

Qualitative data from interviews and observations were analyzed using content analysis (by analysing texts regarding authenticity or meaning from respondents' responses on "Who says what, to whom, why, to what extent and with what effect?."). According to

Holsti (1969) as cited in Kumar (2007), content analysis is used into three basic categories:

- i) make inferences about the antecedents of a communication
- ii) describe and make inferences about characteristics of a communication
- iii) make inferences about the effects of a communication.

3.7 Reliability and Validity of Research Instruments

Pilot study was done to ascertain the reliability and validity of the instrument to be used for collecting data. This exercise determined the time needed to carry out the study in the whole area. After this pilot study, certain items that seemed to be unclear were altered or eliminated.

3.7.1 Reliability

In this study, reliability of the instruments was achieved through test-retest procedure. The researcher administered the instrument among 5 marketers and after some time administered it again. A reliability coefficient was computed using the Spearman's coefficient of the correlation formula. However, for a standard study, a reliability of 0.75 was realised. Hence, the researcher considered the instrument reliable and the instrument was administered among marketers.

3.7.2 Validity

In this study, the structured questionnaires as well as interview schedules for SMEs owners and managers contained identical number of questions and wordings for all the sampled respondents. The principle is to attain uniformity on the assumption that marketers have a common understanding of each question. The results from the pilot study were used to judge the nature of SMEs undertakings to establish its content

validity. Prior to the pilot study, the researcher availed the instruments to experts and the supervisor whose input assured validity through discussions. Construct validity was ensured by giving operational definition of terms to be used in this study.

3.8 Ethical considerations

In order to ensure ethical conduct in the study all respondents were informed about the study in order to have willingness to corporate (i.e. informed consent was given). The information provided by respondents was treated as confidential and for academic purposes only. This enabled respondents to corporate with minimum risk. Other ethical considerations included; briefing the respondents as to the purpose of the research, their relevance in the research process and expectations from them. Again plagiarism, fabrication of data was avoided, privacy was maintained and anonymity of respondents was ensured.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents and discusses results arising from the data analysis regarding the evaluation of the effects of personality characteristics on sales performance to marketers in Morogoro municipality. The findings are presented and discussed under four main sections namely; the first section presents the respondents' profile, the second section examines the influence of personality characteristics on sales performance among marketers; the third section identifies measures of sales performance marketers ought to take; and the fourth section identifies the challenges facing marketers in Morogoro municipality to obtain superb sales performance.

4.1 Respondents' profile

The respondents' profile included age, sex, work experience in running business and level of education. Table 4.1 provides the results as follows.

Table 4.1: Respondents' profile

No	Characteristics	Groups	Frequency	Percentage
1	Age	18-20 years	08	08
		21-30 years	10	10
		31-40 years	28	28
		41-50 years	41	41
		>51 years	13	13
2	Sex	Male	62	62
		Female	38	38
3	Work experience	Yes (1-5 years)	78	78
		Never (Starting i.e. 0-1 year)	22	22
4	Level of education	No formal education	05	05
		Primary education	32	32
		Secondary education	45	45
		Diploma	10	10
		Higher education	08	08

Source: *Research data, 2015*

The findings in table 4.1 indicate that the age distribution (in years) were between 1 to 51 years and above. Those who were between 18 to 20 years occupied (08%), those between 21 to 30 years occupied (10%). Likewise, those who were between 31 to 40 years occupied (28%), those between 41 to 50 years occupied (41%) and those with 51 years and above occupied (13%). However, most of those who were between 18 to 40 years of age reported to be flexible in their business undertakings and were eager to utilize strategies such as providing after sales service in order to attract more customer. Moreover, those who were above 40 years of age proved to be organised and persistent at work while utilizing friendly communication in order to win customers.

The sex distribution included male and female. Those who were male occupied (62%) and female occupied (38%). Moreover, men were found to be reliable in providing services to customers as to increase sales volume while women were able to persuade customers to change their minds upon their products or services provided claiming that the risk sharing arrangements between service providers and customers would enhance business performance.

The work experience of respondents consisted of those who had 1 to 5 years occupying (78%) and those who were at the starting point between 0 to 1 year occupied (22%). It was found that those who worked for a quite number of years proved to have good management of business and enhanced their characters that enabled the performance in their business while those who seemed to be new comers needed to have experience something that would enable them to perform well.

With regard to the level of education of respondents; (5%) had no formal education, (32%) primary education, (45%) secondary education, (10%) had diploma education and (8%) had attained higher education. Those who had no formal, primary and secondary education had difficulties in managing of expense account something that hindered their business undertakings thus a need for business management skills; while those who had diploma or higher education were in a good position to understand and utilize their knowledge to run their business as they seemed to be detailed oriented.

4.2 Influence of personality characteristics on sales performance among marketers

The first objective of this study was to examine the influence of personality characteristics on sales performance among marketers in Morogoro municipality. To obtain the information, the researcher asked the respondents to tick various personality characteristics according to their understanding thereafter added others that were analyzed in terms of agree or disagree as there were no uncertain responses. Table 4.2 summarises the characteristics as follows.

Table 4.2: Personality Characteristics

Characteristics	Percentage %		
	Agree	Disagree	Total percentage
Enabling sales persons to be sociable, talkative and ambitious	85	15	100
Being sympathetic, kind and cooperative to customers	80	20	100
Being organised and persistent at work	85	15	100
Avoidance of unnecessary anxiety and anger	75	25	100
Being flexible, broad minded and imaginative	80	20	100
Friendly communication	87	13	100
Provision of after sales services to customers	87	13	100

Source: Research data, 2015

The results in Table 4.2 show (starting from the lower percentage to the higher) that number (75%) of respondents argued that the influence of personality characteristics on sales performance among marketers can serve as an avoidance of unnecessary anxiety and anger from the fact that the way a sales person behaves influences the customer to buy or not buy his/her commodities. Anxiety and anger can be avoided when communicating with the buyer or non-buyer who would be only doing window shopping or in need of knowing the prices of commodities without buying. Here the marketer needs to be patient and try to persuade the customer to buy his/her products even if the customer does not plan to buy the commodity. This was envisaged by one of the respondents that, in order to buy ones products she should be welcomed with a happier face along with persuading words that necessitate not only the negotiations but also reaching an agreement to buy a commodity. This is in conformity with Yeboah *et al* (2015) who argued that a sales persons' behaviour affects customer responses and vice versa.

On the other hand, number (80%) of respondents stated that being flexible, broad minded and imaginative as well as being sympathetic, kind and cooperative to customers influenced sales performance among marketers from the fact that not all potential customers have the same characteristics when it comes to negotiating prices of

commodities and well as buying. It was advised that marketers need to be broad minded in their dealings in order to attract more customers when undertaking their business. This statement conquers with Niehoff (2006) who argued that marketers need to apply conscientiousness from the fact that conscientiousness is the tendency to show self-discipline, to be dutiful and to strive for achievement and competence. Its components also include self-discipline, consultative, competent, order, dutifulness and thorough. By doing so marketers would be in position to raise their sales performance hence profitability. Along with that, openness to experience also suggests an attraction to new ideas, concepts, actions, or feelings as supported by Niehoff (2006). Thus, persons with higher levels of openness are likely to achieve greater efficiency at work, because they pursue opportunities to learn new perspectives and deal with ambiguous situations.

Moreover, number (85%) of respondents reported that personality characteristics enable sales persons to be sociable, talkative and ambitious as well as being organised and persistent at work. This would be associated with the marketer's ability and competence to undertake business as supported by Sackett *et al* (2002) that salespeople who perform better have high self-efficacy because they believe that they have the competency of reaching the sales targets. This relates to the argument that selling needs someone who is persuasive, negotiating, motivated, persevering and sure of achieving performance outcomes. However, number (87)% of respondents stated that personality characteristics influence marketers to engage themselves in provision of after sales services and applying friendly communication with customers something that work as strategies to raise sales and hence profitability. The affirmation above focused on self-monitoring which is the extent to which individuals monitor, adjust and control their behaviour based on how it is perceived by others. The findings conquer with Boshoff and Allen (2000) who asserted that powerful customer oriented cultural form can be created by accountable marketers and only those who can provide qualified services to customers. It was found that if they don't behave as customer oriented people, they won't stay in their job. It may be that some personality characteristics are likely to be associated with

successful performance, in sales related occupations. Moreover, the value of realizing which personality characteristics that characterize top performers in sales may be beneficial to the extent that organizations may be able to identify, early in a recruitment process, those individuals who are more likely to achieve success as supported by Sanders (2007).

4.3 Measures of sales performance marketers ought to take in Morogoro municipality

The second objective of the study was to identify measures of sales performance marketers ought to take in Morogoro municipality. For this purpose, the respondents were asked to identify them by ticking what was right and presented in terms of Yes or No replies as shown in Table 4.3 below.

Table 4.3: Measures of sales performance

Measures	Percentage %		
	Yes	No	Total percentage
Ability to persuade customers to change their minds upon their products or services provided	75	25	100
Ability to communicate effectively with customers	80	20	100
Managing time and time of other people	75	25	100
Being reliable in providing services to customers as to increase sales volume	80	20	100
Being detailed oriented	85	15	100
Managing of expense account	87	13	100
Understanding of products produced and competitors in the market	90	10	100

Source: Research data, 2015

The results in table 4.3 show that number (75) % of respondents reported that in order for the marketer to succeed, one needs to have the ability to persuade customers to change their minds upon their products or services provided and managing time and time

of other people. Changing one's mind in order to switch to the other's commodity has to be technically done for the facilitation of business undertakings along with ensuring time management. However, number (80) % of respondents stated that marketers need to be reliable in providing services to customers as to increase sales volume and communicate effectively with customers. It was found that reliability of marketers as well as the enhancement of communication with customers is important something that puts customers in a position to do business with certainty.

On the other hand, number (85) % of respondents reported that marketers need to be detailed oriented for the purpose of raising sales performance. The details collected on sales issues and their challenges are important for forecasting the future performance as well as profitability. By concentrating on sales details as well as documentations a marketer would be in position to raise sales performance as supported by Campbell (1990) that sales performance consist of sales volume and ability to reach quotas, customer relations and management of expense accounts, customer knowledge, product and competitor knowledge and time management and planning that are important for sales performance. Moreover, number (87) % of respondents were in opinion that marketers need to manage the expense of account as to align with the income and expenditure. By managing the accounts a marketers would be in position to evaluate the cash in and flow for the betterment of the business. Yet, number (90%) of respondents reported that in order for marketers to raise sales they have to have an understanding of products produced and competitors in the market. It was found that some marketers when asked by customers to elaborate on certain matters regarding their commodities fail to give thorough identification of products something that impose questions to why they sell commodities without prior knowledge. Thus, knowledge on products sold is vital in order to compete in the market as well as winning competitors. This has been so because there are customers who are well equipped and selective regarding products sold in lieu of their tastes and preferences.

4.4 Challenges facing marketers in Morogoro municipality to obtain superb sales performance

The third objective of the study was to identify the challenges facing marketers in Morogoro municipality to obtain superb sales performance. However, respondents were able to add some challenges that they face and the results were analyzed in terms of agree or disagree as there were no uncertain responses. Table 4.4 below summarizes the results.

Table 4.4: Challenges facing marketers

Challenge	Percentage %		
	Agree	Disagree	Total percentage
Lack of systematic information regarding market opportunities	85	15	100
Little links to access finance	80	20	100
Lack of skilled personnel	80	20	100
Lack of financial management skills	75	25	100
Lack of planning (forecasting) skills	85	15	100
Lack of customer care skills	90	10	100
Lack of marketing knowledge and skills	83	17	100
Lack of knowledge of human resource practices	70	30	100
Inflation rates	80	20	100
Higher Interest rates, bank charges and fees	70	30	100
High cost of energy	75	25	100
Unfavourable investment climate	87	13	100
Rampant corruption and weak legal system	86	14	100
Lack of collateral	90	10	100
Inappropriate technology	80	20	100
Municipal security guards; disturbances and TRA officials not being considerate on assessing marketers	82	18	100

Source: Research data, 2015

The results in table 4.3 show that number (70%) of respondents reported the lack of knowledge of human resource practices in their business from the fact that some of the marketers were found to have little knowledge to manage their personnel something that

necessitate poor performance and higher interest rates, bank charges and fees that they pay. One of the respondents stated that *“Apart from encountering high interest rates, there has been tax harassment among marketers without considering the income they get. The taxes include; income tax, capital gain tax, sign board levies, house rents, service levy, business licences and others”*. These put in totality necessitate poor performance of marketers. The affirmations above are in line with McMahon (2001) who argued that marketers do not all progress through the life cycle stages at the same rate, with some operating at low growth rates in a traditional SME model, others at a moderate pace in a capped growth model, and a third group at a high growth rate in an entrepreneurial model of SME.

Moreover, number (75%) of respondents were in opinion that they lack financial management skills and are obstructed by high cost of energy that raise the production costs of their commodities and pose difficulties among customers to buy their products due to little income they have. It was stated that without financial management skills, marketers have been undergoing losses that are unnecessarily. However, number (80%) of respondents argued that marketers are challenged with inappropriate technology as they were found to use out dated technology, inflation rates that raise hardship to their customers to have inability to pay, lack of skilled personnel to serve as innovators and little links to access finance in various financial institutions. It was envisaged that lack of access to finance for some marketers seemed to be the main bottleneck for the growth and a barrier to entry in most entrepreneurial activities and that lack of capital was the greatest start-up problem as supported by Orser (2000). Thus, marketers have been struggling to access finance from various financial institutions but unavailability or lack of information about alternative sources of finance and inability of some marketers to evaluate financing options were some of the major challenges facing them. However, debt financing has been very expensive source of equity, with the central bank raising the benchmark to 18% while banks are charging very high interest making bank loans unaffordable to the marketers.

On the other hand, number (82%) of respondents stated that marketers are challenged by municipal security guards who harass them and TRA officials who seem to be non-considerate on assessing marketers' business undertakings. Likewise, number (83%) of respondents argued that marketers lack marketing knowledge and skills something that hinders their growth and prosperity. It was found that the absence of marketing skills has contributed much to marketers' failure something that necessitate knowledge provision on the same that needs to be provided for their growth as supported by Oteh (2009) who found that absence of marketing and financial skills have rendered access to finance to be a major constraint facing marketers followed by corruption, infrastructure and taxation. However, bank financing was the predominant source of external financing for marketers that seemed to be unutilized well among marketers. This was evidenced by respondents that "*marketers were able to allocate resources, respond to customer needs and adapt to market changes thereby monitoring the production and exploring new markets*". The argument stresses what Mujuru (2014) emphasized with regards to possession of poor marketing and strategic skills due to low education that tend to limit entrepreneurial competencies hence, poor performance in business something that seem to be absent in the study area.

Furthermore, number (85%) of respondents argued that marketers lack planning or forecasting skills and lack of systematic information regarding market opportunities something that render them poor performance. The argument above conquers with Papadiki and Chami (2002) who stated that people need to have certain managerial characteristics that are associated with the propensity for entrepreneurial behaviour. Thus, individuals who have more of planning and managerial characteristics are more likely to grow faster than those who have fewer ones. It was further found that the attitude of the individual in taking risks, motive of going into self employment, his or her managerial abilities to raise capital and perceive new markets, will determine the growth of the organisation. Yet, number (86%) of respondents argued that marketers are challenged by rampant corruption from municipal officials and weak legal system that

does not recognise upcoming marketers who would be sources of revenue if nurtured well. Likewise, number (87%) of respondents stated that marketers are encountering unfavourable investment climate something that does not provide avenue for their business undertakings. Finally, number (90%) of respondents argued that marketers are challenged by lack of customer care skills that would enable them expand and serve customers well and lack of collateral something that hinder them to access adequate finance from financial institutions.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter presents the conclusion and recommendations arising from the study findings. It commences with the conclusion followed by the recommendations thereafter suggests a need for further research.

5.1 Conclusion

Based on the empirical findings from the study, it is concluded that, the effects of personality characteristics on sales performance to marketers included avoidance of unnecessary anxiety and anger, being flexible, broad minded and imaginative to mention a few something that enabled marketers in Morogoro municipality to run their business with focus. Moreover, marketers reported that personality characteristics enabled sales persons to be sociable, talkative and ambitious as well as being organised and persistent at work. This was associated with the marketer's ability and competence to undertake business with high self-efficacy because they believed that they have the competency to reach the sales targets. It was found that personality characteristics influenced marketers to engage themselves in provision of after sales services and applying friendly communication with customers something that work as strategies to raise sales and hence profitability.

However, respondents reported that in order for the marketer to succeed, one needs to have the ability to persuade customers to change their minds upon their products or services provided and managing time and time of other people. It was advised that changing one's mind in order to switch to the other's commodity has to be technically

done for the facilitation of business undertakings along with ensuring time management thereby increasing sales volume and communicating effectively with customers.

Furthermore, respondents argued that marketers lack marketing knowledge and skills something that hinders their growth and prosperity. It was found that the absence of marketing skills has contributed much to marketers' failure something that necessitate knowledge provision on the same that needs to be provided for their growth. This was evidenced by respondents that marketers were able to allocate resources, respond to customer needs and adapt to market changes thereby monitoring the production and exploring new markets. Again, marketers are challenged by rampant corruption from municipal officials and weak legal system that does not recognise upcoming marketers who would be sources of revenue if nurtured well.

5.2 Recommendations

From the above findings, the researcher proposes the following recommendations.

- a) Marketers who engage themselves in provision of after sales services and applying friendly communication with customers need to enhance their services as they were found to enhance sales performance, hence profitability
- b) To persuade a customer to buy ones commodity was found to be an important strategy towards success of marketers in Morogoro municipality. It is recommended that customer care services need to be enhanced by marketers something that enables competition through market enhancement and development of new market opportunities.
- c) It was found that the absence of marketing skills has contributed much to marketers' failure. Thus, the need to provide marketing skills among marketers in order to enable them prosper in their business undertakings is important.

5.3 A need for further research

The study evaluated the effects of personality characteristics on sales performance to marketers in Morogoro Municipality. It is recommended that further studies be done on the following issues;

- a) What is the perception of marketers regarding the role of the government in enhancing marketers' business undertakings?
- b) To what extent has Morogoro municipality enabled marketers to have favourable business environment?

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APPENDICES

Appendix 1: Questionnaires for SME s owners

PART A: Respondent's profile (tick where appropriate)

Variable	Put a tick
a) In which category of Age do you belong?	
1-20 yrs	
21-30 yrs	
31-40 yrs	
41-50 yrs	
> 51 yrs	
b) What is your gender/sex?	
Male	
Female	
c) Work experience in running business	
I have experience in running business (1-5 years)	
I have never run a business (starting)	
d) What is your highest level of education?	
No formal education	
Primary education	
Secondary education	
Diploma	
Higher education	

PART B: Influence of personality characteristics on sales performance

1. Please indicate your agreement or disagreement regarding the influence of personality characteristics on sales performance as follows; 1) SA=Strongly Agree 2) A=Agree 3) U=Uncertain 4) D=Disagree 5) SD=Strongly Disagree.

Influence	Choice				
	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Enabling sales persons to be sociable, talkative and ambitious					
Being sympathetic, kind and cooperative to customers					
Being organised and persistent at work					
Avoidance of unnecessary anxiety and anger					
Being flexible, broad minded and imaginative					

2. What are the other influences do you know? (specify)

- i).....
- ii).....
- iii).....

PART C: Measures of sales performance marketers ought to take

3. Are among these measures able to improve sales performance among marketers?
(Tick where appropriate).

No	Measure	Yes	No
1	Ability to persuade customers to change their minds upon their products or services provided		
2	Ability to communicate effectively with customers		
3	Managing time and time of other people		
4	Being reliable in providing services to customers as to increase sales volume		
5	Being detailed oriented		
6	Managing of expense account		
7	Understanding of products produced and competitors in the market		

4. Please can you provide other measures? (Specify)

i).....ii).....
iii).....iv).....

PART D: Challenges facing Marketers to obtain superb sales performance

5. Please indicate your agreement or disagreement regarding the challenges facing marketers as follows; 1) SA=Strongly Agree 2) A=Agree 3) U=Uncertain 4) D=Disagree 5) SD=Strongly Disagree.

Challenge	Choice				
	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
1. Lack of systematic information regarding market opportunities					
2. Little links to access finance					
3. Lack of skilled personnel					
4. Little financial management skills					
5. Lack of planning (forecasting) skills					
6. Lack of customer care skills					
7. Lack of marketing knowledge and skills					
8. Knowledge of human resource practices					
9. Inflation rates					
10. Higher Interest rates, bank charges and fees					
11. High cost of energy					
12. Unfavourable investment climate					
13. Rampant corruption and weak legal system					
14. Lack of collateral					
15. Inappropriate technology					

6. What do you think would be other challenges you encounter always? (specify)

i).....ii).....

iii).....iv).....

v).....vi).....

Appendix 2: Interview guide for Managers

- i) What is the influence of personality characteristics on sales performance among marketers in Morogoro municipality?
- ii) What are measures of sales performance marketers ought to take in Morogoro municipality?
- iii) What are challenges facing marketers in Morogoro municipality to obtain superb sales performance?
- iv) Do you continually work to improve my selling skills, how?
- v) Do you continually work to improve you product knowledge, how?
- vi) Do you always learn something new about you customers, why?
- vii) Are you certain to make your plans work for your business, why?