

THE BIG FIVE PERSONALITY TRAITS AS FACTORS INFLUENCING JOB PERFORMANCE BEHAVIOR IN BUSINESS ORGANIZATIONS: A STUDY OF BREWERIES AND FOODS/OTHER BEVERAGES MANUFACTURING ORGANIZATIONS IN NIGERIA

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ABSTRACT: *The objective of the study is to investigate the influence of the Big Five Personality Traits on Job performance behavior in Business Organization. The Big Five Personality Traits are Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/Negative affectivity (Emotional Stability). The focus is on Breweries and foods/other Beverages Manufacturing Organizations in Nigeria. Data for the research is obtained from both primary and secondary sources. The sample size for the study is 352 determined through Taro Yamanes formulae. Bowley's population allocation formula is used to obtain individual company sample size from 12 organizations. ANOVA (Analysis of Variance) is adopted in the testing of the two formulated hypotheses. The study findings revealed that the Big Five Personality Traits i.e. Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/Negative affectivity (Emotional Stability) is significantly influencing on job performance behaviors in Breweries and foods/other Beverages Manufacturing Organizations in Nigeria. This influence can be either positive or negative. The study also established that positive job performance behaviors of employees caused by the Big Five Personality Traits such as appropriate behavior to develop work methods that maximizes productivity, efficiency and effectiveness, developing self-efficacy of employees leading to better work completion and customer satisfaction, higher level of motivation and job satisfaction, ability to explore new viewpoints, amongst others will lead to high profit attainment, increase in market share, increase in return on investment, growth of the company amongst others. The study recommendations are that, high job performance behaviors that will yield organizations competitive success through profit attainment, increase market share, return on investment (turnover) be encouraged by Breweries and foods/other Beverages Manufacturing Organizations. Again it was recommended that periodic evaluation and assessment of employee's personality traits to determine fitness and suitability in discharging responsibilities on assigned tasks and positions is pertinent for Breweries and foods/other Beverages Manufacturing Organizations that desire growth success.*

KEYWORDS: Big Five Personality Traits, Job performance behaviors, Business Organizations, Manufacturing Organizations, Performance outcome

INTRODUCTION

As managers we interact with people at work. Perhaps you may wonder why some people are quiet and passive, while others are loud and aggressive. Why are some workers hardworking, exhibiting positive work performance behaviors that is high participation leading to high job performance and goals attainment of the company, high level of motivation and job satisfaction, constantly seeking for new methods to complete works in organizations, revealing better/quality

performances output, develop work methods that maximizes productivity, efficiency and effectiveness. Developing high self-efficacy which will leads to better work completion and customer satisfaction and achieving greater efficiency at work. This in turn will result to high profit attainment, market share increase, growth in turnover and investment and share capital increase in Business Organization. Some others are easy going and polite.

While other are seen exhibiting negative work performances behavior such as absenteeism, lateness to work, laziness, uncooperative attitude, negative moods, irresponsible acts, fraudulent acts, narrow-minded behavior affecting productivity negatively and so on. How can we use the theory of personality to predict behavior of employees at work in performing their assigned task (Robbins, 1998). To manage people effectively, it is necessary to take into account the factors that affect how they behave at work. This means understanding the significance of individual differences, the characteristic of people that explain how they act, the personality traits they possess and the type of behavior that feature in organizational life (Armstrong, 2009). Buchanan and Huczynski (2004) defined personality as the psychological qualities that influence an individual's characteristics behavior patterns in a stable and distinctive manner. As noted by Ivancevich et al (2008), personality appears to be organized into patterns that are to some degree, observable and measurable and involves both common and unique characteristics every person is different from every other person in some respects but similar to other persons in other aspects. Personality is a product of both nature (hereditary) and nature (the pattern of life experience). Personality combines a set of physical and mental characteristics that reflect how a person looks, thinks, acts, and feels.

Personality traits according to Schermerhorn, Hunt and Osborn (2005) are enduring characteristics that distinctively describe individual behavior. Examples may include been loyal, timid, aggressive, lazy, ambitious, shy, bold, opinionated introverted, outspoken, evasive etc. whenever these traits are exhibited in large number of situations, it becomes a personality trait. In other words, the more stable and consistent a characteristic is and the more frequent it occurs in diverse situations, the more important that trait is in describing the individual. Personality traits are categorized at; the *Big five personality traits*, the *social traits*, *personal conception traits* and the *emotional adjustment traits*. All these traits predict job performance behavior of employees in organizational settings (Sev, 2006). As noted by Paul Costa and Robert McCrae (1992), they describe the personality traits in terms of five (5) dimensions called the Big five. The Big five are traits clusters that appear consistently to capture main personality trait; openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism. The question is that, to what extent has the Big Five Personality traits been able to influence job performance in organization? This research intends to explore on this position.

Statement of Research Problem

Management of people would have been easier if everyone were the same, but they aren't. They exist variations in personal characteristics and the influence of the social background (i.e the culture in which managers/employees of organization were brought up), the sex, race or disability, difference in cognitive abilities, intelligence, personalities, background and the environment in which they were brought up. These factors have influenced the behaviors of employees at work place resulting to low performance trend, inefficiency, high productivity, effectiveness, work

completions on schedule, customers satisfied with service, better work methods revealed by employee, lack of job satisfaction and motivation, negative moods amongst others. The question is why some employees are revealing positive work performance behaviors why some are exhibiting negative work performance behaviors. The interest in this research is to explore the Big Five Personality Traits in business organization and see its influence on performance outcome in Breweries and Foods/other Beverages Manufacturing Companies in Nigeria.

Research Objectives

The main objectives of this research are: -

- a) To examine the effect of the Big Five Personality Traits (i.e Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/Negative affectivity) in influencing job performance behavior in Breweries and Foods/other Beverages Manufacturing Organizations in Nigeria.
- b) To determine the effects of the positive job performance behavior of employees caused by the Big Five Personality Traits in influencing profit growth, market share increase, return on investment (turnover), share capital growth in the Breweries and Foods/other Beverages Manufacturing Organizations in Nigeria.

Research Questions

In light of the foregoing, the following research questions may be considered relevant.

- a) To what extent does the Big Five Personality Traits (i.e Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/Negative affectivity) influencing job performance behavior in Breweries and Foods/other Beverages Manufacturing Organizations in Nigeria?
- b) To what extent does the effect of the positive job performance behavior of employees caused by the Big Five Personality Traits influencing profit growth, market share increase, return on investment (turnover), share capital growth in the Breweries and Foods/other Beverages Manufacturing Organizations in Nigeria?

Research Hypotheses:

The following research hypotheses structured in null form may be considered germane for this endeavor;

H₀₁ The Big Five Personality Traits (i.e Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/Negative affectivity) are not significantly influencing job performance behavior in Breweries and Foods/other Beverages Manufacturing Organizations in Nigeria.

H₀₂ The effect of the positive job performance behavior of employees caused by the Big Five Personality Traits are not significantly influencing profit growth, market share increase, return on investment (turnover), share capital growth in the Breweries and Foods/other Beverages Manufacturing Organizations in Nigeria.

REVIEW OF RELATED LITERATURE

The Big Five Personality traits real value to organizational behavior is that is that, it does bring back the importance of predispositional traits, have been clearly shown to relate to job performance (Luthans, 2001). Importantly, it should also be noted that these traits are stable. It provides ideal personality profile for employees over their whole career, because different traits are needed for different jobs in organization. The key to success or competitive advantage is to find the right fit that will facilitate attainment of organization mission and vision through assigning the right caliber personal to the right jobs for effective performance. The Big five, known by the acronym OCEAN, are not personality types. These are set of factors “Super-traits,” which describe common elements among the ‘Sub-traits’ identified as clustering together looking for a heading. Costa and McCrae (1992) identified Six traits under each of the five headings giving 30 traits in total as summarized below.

a) **Openness to Experience:** - Openness to experience is a personality trait that is expressed by a need to expand and examine experience. It defines the extent to which an individual allows himself or herself to be affected by external or internal influences (Luthans, 2001). It includes the ability to be imaginative, unconventional, curious, broadminded and cultured (Clarke and Robertson, 2005). “Openness to Experience” different facets are fantasy, aesthetics, feelings, actions, ideas and values (Costa and McCrae 1992). “Fantasy” corresponds to high imagination in an individual. “Aesthetics” measures an individual’s inherent interest in art and beauty. “Feeling” talks about the extent to which an individual is open to his/her own feelings. The above three facets form a factor called openness to internal experience (Griffins and Hackett, 2004). The facet, actions corresponds to the willingness to do different and more varied activities. “Ideas” refers to individuals who are more open to ideas and are likely to think more creatively than others. Values indicate the tendency to question established political and religious dogmas. The facet of actions, ideas and values form a factor called openness to external experience (Griffins and Hackett, 2004). “High Openness” is known as “Explorer” (O⁺). Employees who score high in openness are Creative, Open-minded Intellectuals. Explorers (O⁺) traits are useful for entrepreneurs, Architects, Change Agents, Artist, and theoretical scientist. “Low Openness” is also known as “Preserves” (O⁻). Employees who score low in openness are unimaginative, disinterested, and narrow-minded. Preserves (O⁻) traits are useful for finance managers, stage performers, project managers and applied scientists Buchanan and Huczynski (2004).

High Openness to experience employee may prompt job efficiency, because work enables these employees to satisfy their curiosity, explore new view points, and develop real interests in their activities. Therefore, they are likely to distinguish important work activities and combine their observations with appropriate behavior to develop a work method that maximizes productivity, efficiency and effectiveness. Moreover as work field expands and technological changes proliferate, there is likely to be greater demand for productive workers who are aware of new developments and engage in continuing education and professional growth, which may increase the importance of openness for ensuring positive work efficiency (Louisburg et al, 2007). On the similar note (Stewart and Nandkeolyar, 2006) observed that persons with higher levels of openness to experience 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. It is also seen that those who are high on openness to experience show better performance in unfamiliar environment (Bing & Louisburg, 2000). They are good in aspiring for higher position in the organizational hierarchy with high need for achievement and ambition to excel (De Jong, Velde and Jansen, 2011).

b) **Conscientiousness:** - Costa and McCrae (1992) defined traits relating to conscientiousness as (competence, order, dutifulness, achievement, striving, self-disciplined, deliberation) run from “focused” to “flexible.” Focused (C⁺) traits are useful for leaders, senior executives and other high achievers. It is possessed by employees with high score. They reveal the following attributes: dutifulness, achievement, oriented, self-disciplined. Flexible (C⁻) traits are useful for researchers, detectives and management consultants. It is possessed by employees with low score in this trait. They reveal attributes of being frivolous, irresponsible and disorganized. Barrack and Mount (1991) define conscientiousness traits as being diligent, attentive, vigilant, comprehensive, responsible, systematized and determined. It also includes the characteristics of being persevering, organized, responsible, dependable, thorough and industrious. Individuals with this dimension are naturally hardworking, result oriented and ambitious. These dimensions are no doubt highly valued by all organizations (Daft, 2008). Goldberg (1990) asserts that high conscientiousness personalities are logical, reliable and risk averters. On a contrary note, low conscientiousness personalities are people who are lazy, inefficient and disorganized that they do. This is the reason why conscientiousness employees are best related with job satisfaction (Judge et al, 2002) and job performance (Ivancevich et al, 2008) in the entire trait. Conscientiousness employees are among the best to lead to significant job performance (Barrack et al, 2001; Judge et al, 2002) because of their work participation and their characteristics of being able to take opportunity to get formal and informal rewards (Organ and Lingham, 1995). They also exhibit higher level of motivation and job satisfaction. Smithikrai (2007) reveals that because conscientiousness person tend to work toward their goals in an industrious manner, these employees are more likely to believe that their work has special meaning and thus they experience greater psychological attachment to their “job” (Li, Lin & Chen, 2007) they also regulate their work behavior more effectively. High conscientiousness exhibits the capacity to function or develop in generally. They are task-based, emphasized goal achievement. They emphasized the importance of reaching a goal and expend energetic, long-suffering and untiring effect (Burch & Anderson, 2004). On a contrary note, (Arthur & Daverspike, 2001) suggests that high conscientiousness employees tried to meet only immediate demands, does not care about prospective results, lacks a sense of goals, mistakenly observes rules or standards and performs task poorly (Wallace and Jovanovich, 2007). A conscientious employee also likely attains greater job efficiency, which should improve job involvement.

c) **Extraversion:** - The traits relating to extraversion are warmth, gregariousness, assertiveness, activity, excitement-seeking, positive emotions. They run from “Extravert” (E⁺) traits to introverts traits. Extravert (E⁺) traits are useful in sales, politics and the arts. Introvert (E⁻) traits are useful for production management and in the physical and natural sciences. Extraverts are gregarious, warm, and positive while introverts are quiet, reserved and shy (Costa and McCrae 1992). In the views of Barrack and Mount (1991), expressive outgoing, companionable, gregarious, chatty, confident and determined persons are called extraverts. Extraverts have a

tendency to be spontaneous, communicative, energetic, positive, and enthusiastic (Goldberg, 1990; Watson & Clark, 1997). They are lining for admiration, social acknowledgement, control and command (Costa and McCrae 1992). They are completely associated with emotional commitment (Erdheim, Wang & Zickar, 2006). Extraverts are capable of practicing affirmative emotions (Costa and McCrae 1992) which in turn lead to job satisfaction (Connolly and Viswesvaran, 2000). Extravert personalities are emotionally firm and sure that why they possess contented personality which is a blissful personality of contented life and job satisfaction (Judge et al, 2002). Extroverts are effective analysts of job performance for professions like administrations, social relation and sales. High extroverted employees likely use their stable, cool-headed, optimistic and aggressive manner to react to customers' requests which results in work completion and customer satisfaction. Varca (2004) predicts that when a person is highly extraverted, he/she usually provides services ahead of time. They also make better use of their competencies than do employees with low extraversion. This increases their self-efficacy, confidence which in turn leads to better work efficacy (Berry and Feij, 2003; Griffin, 1997).

d)

e) **Agreeableness:** - The traits relating to agreeableness are (trust, straightforwardness, altruism, compliance, modesty, and tender-mindedness). They run from "Adapter" (A⁺) to Challenger (A⁻). Adapter (A⁺) traits are useful in teaching, social work and psychology. Challenger (A⁻) traits are useful in advertising, management and military leadership. "High Agreeableness" (A⁺) personalities are straightforwardness, compliant and sympathetic while "Low Agreeableness" (A⁻) are quarrelsome, oppositional and unfeeling (Mullins, 1996). Agreeable defines the features such as self-sacrifice, helpful, nurturance, gentle and emotional support at one end of the dimension and enmity, indifference to others and self-interest on another end (Digman, 1990). Agreeableness consists of traits such as polite, flexible, naïve, helpful, supportive, merciful, kind and open-minded (Barrack and Mount, 1991) and tends to be generous, calm, trusting, truthful and sincere (Judge and Bono, 2000). The agreeableness personality dimension suggests a courteous, flexible, trusting and natured, cooperative, forgiving, soft-hearted, tolerant person (Cooper, 2003). Agreeableness employees consider personal interactions carefully such that they offer more constructive responses to customers and to their work. In addition, agreeableness can push staff members to work together, which should result in effective working behaviours (Barrack and Mount, 1991). "High Agreeable" employee likely develops positive perceptions of work efficiency. Because they tend to regard work and career achievement as in keeping with their desire to improve their personal value and earn respect, agreeable employees should be more involved in their jobs when interacting and cooperating with others, agreeable employees also achieve better effects which likely increases work efficiency. Erdahim et al (2006) emphasized that Agreeable employees are cooperative and forgiving, tend to follow rules and act courteously to get ahead. High Agreeableness therefore has critical implications for understanding service based productive behavior and efficiency.

f)

g) **Neuroticism:** - According to Louisburg et al, (2007), neuroticism is also known as "negative affectivity." It refers to peoples dispositions to experience negative emotional states, feel distressed, and view the world around them negatively. They may play devil's advocates in an organization pointing out problems with a proposed course of action. Managers high in on Neuroticism traits may often feel angry and dissatisfied and complain about their own and others lacks of progress. They also experience negative moods, feel stressed and have negative orientation

at work. They are more critical of their work performance, a tendency that drives them to make improvements and excel in critical thinking and evaluations. Managers who are low on Neuroticism trait do not tend to experience many negative emotions and moods and are less pessimistic and critical of themselves and others (Jones and George, 2007). Costa and McCrae (1992) maintains also that managers high in Neuroticism traits are Reactive (N⁺). They are anxious, depressed, and self-conscious; examples are social scientist, academicians, customer service, professionals, while managers low in Neuroticism traits are “Resilient” (N⁻). They are calm, contented and self-assured; examples are Airline pilots, military snipers, finance managers, engineers. Traits relating to Neuroticism/negative emotionality are worry, anger, discouragement, self-consciousness, impulsiveness, vulnerability.

As noted by McCrae and John, (1992) Neuroticism signifies variances of individual tendency to experience suffering and defined as emotionally insecure and uneven. Neurotics possess traits including being annoyed, stressed, sulky, unsociable, nervous, embarrassed, uncertain, doubtful, unconfident, and fearful and rejected (Barrack and Mount, 1991; Locke, Judge & Bono, 2000). Neurotics have no belief and faith in others (Goldberg, 1990) and have no social expertise to handle the situations that claim to take control (Judge, Locke and Durham, 1997). Again, neurotics also lack confidence and self-image (McCrae and Costa 1991). Meta-analysis emphasis that emotional stability prompts greater job proficiency across occupations (Clarke and Robertson, 2005) whereas Neuroticism should be associated with lower job efficiency. A neurotic personality experiences anxiety, depression, anger, insecurity and worry (Barrack and Mount, 1991), which tend to create negative opinions. A neurotic employee does not have positive attitude toward work and may lack confidence and optimism which should result in less ambition and less focus on career goals. Neurotic employees also are less likely to distract easily, which increases their behavioral risks and suggests a positive relationship between insufficient work efficiency and neuroticism. Smither, Londin & Richmond (2005) upheld that when a person possess high neuroticism, he or she likely consider feedback a type of threat that produces anxiety and overly intense stimuli. Smithikrai (2007) also indicates neuroticism has a significant negative correlation with job success in the future, neurotic employees may be less involved at work as globalization and technological advancement induces changes in organizational life. Niehoff (2006) also asserts that neuroticism appears consistently negatively correlated with leadership effectiveness. Thus, the neuroticism dimension should be able to predict task-based criteria such as quantity and quality of work. Business organization in Nigeria including Breweries and foods/other beverages manufacturing firms are not an exception in this regard. They possess employee workforce with different personality traits and attributes that influences performance, efficiency, productivity and competitive success to facilitate goal attainment in form of profitability attainment, market share growth, return of investment (turnover) amongst others, Mischel (1968) observed that personal characteristics of employee working in organization vary and variation of the characteristics can be classed based on;

- i. Competencies: - abilities and skills
- ii. Constructs: - the conceptual framework that governs how people perceive their environment.
- iii. Expectations: - what people have learnt to expect about their own and other behavior.
- iv. Values: - what people believe to be important.

- v. Self-regulatory plans: - the goals people set themselves and the plans they make to achieve them.

This variation in personal characteristic of employees working in organizations have necessitated the importance of embarking on this research to derive why other Big five personality traits are more rewarding in performance attainment of organizations than others. The “Classical Traits Theory” formulated by Cattell (1963) assumes that the manifestation of traits behavior is independent of the situations and the persons with whom the individual is interacting. This assumptions is questionable, given that trait behavior usually manifest itself in response to specific situations. All these positions make this study to be of importance in establishing the effect of Big Five Personality Traits on performance in organizations.

METHODOLOGICAL FRAMEWORK.

In this study, the research employed a cross-sectional research design or survey research design. The design suitability is also seen in the fact that it involved taking a sample of elements from a population of interest which is measured at a single point in time (Baridam, 2001). The survey instruments such as 5-point Likert rating scale questionnaire were designed in a way that meaningful results could be achieved. The population of the study comprises of Four (4) Breweries firms namely Guinness Nigeria plc Lagos, with management staff strength of 436, Consolidated Breweries plc Iddo-Lagos, with management staff strength of 184, Nigeria Breweries plc Lagos, with management staff strength of 144, Submiller Ltd (Hero Lager Beer producers) Anambra State with management staff strength of 32 and Eight (8) foods/ Beverages Manufacturing firms with respective management staff population as follow; Nigerian Bottling company plc Lagos management staff of 900, Seven Up Bottling company plc Lagos management staff of 380, Flour Mills of Nigeria management staff of 237, Cadbury Nigerian plc Lagos management staff of 190, Friesland Foods (WAMCO) Nigerian plc Lagos management staff of 186, Promasider Nigerian plc Apapa-Lagos management staff of 110, VitaMalt Ltd, Agbara Estate Lagos with management staff of 80, Northern Nigeria Flour Mills plc Kano with management staff of 80. Altogether make a total of 12 companies (i.e 4 Breweries firms and 8 Food/Beverage manufacturing firms) with a management staff population size of 2959.

The selection of the companies is from Breweries and Foods/other Beverages sector. The selection is bordered on factors such as size (bigger, moderate and smaller in size); age and assets base scope of operations. The choice of the companies employed the use of Disproportionate Stratified Sampling technique in which the companies are classed into three (3) strata. The first category of organizations is bigger in size in terms of employees, scope of operations and assets base. They have a population of management staff above 200. The second category of organizations is moderately bigger in size in terms of employees, scope of operations and assets base. They have a management staff population in between 100-199. The third category of organizations is companies that are smaller in size in terms of employees, scope of operations and assets base. They population of management staff here is less than 100.

Primary source of data collection especially questionnaire i.e Five (5) point Likert rating scale questionnaire of Strongly Agree (SA), Agree (A), Undecided (U), Disagree(D) and Strongly Disagree (SD) is administered to obtain viable information on the subject matter of Big Five

Personality Traits as determinants of job performance behavior in Business organizations in 12 companies.

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

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

Where n = Sample size

e = Level of significance

N = Population size

1= Constant value

A total population size of 2959 was used to obtain the sample size of twelve (12) companies in the study at 0.05 level of significance as shown below;

$$n = \frac{2959}{1 + 2959(0.05)^2}$$

$$n = \frac{2959}{1 + 2959(0.0025)}$$

$$n = \frac{2959}{1 + 7.3975}$$

$$n = \frac{2959}{8.3975}$$

$$n = 352$$

From the total sample size, the individual company's sample size is calculated. The formula applied was Bowley's population allocation formula (1964) in Nzelibe (1999, p.201) as shown below;

$$nh = \frac{nNh}{N}$$

Where nh = the number of units allocated to each company.

n = The total sample size.

Nh = The number of employees in each company.

N = The population size

Following the Bowley's population allocation formula, the individual company's sample size is derived as follows:

Table 1.0 Number of Organizations based on classification.

Source: Company's Records and Field Survey, 2017.

S/NO	Name of Manufacturing Company	Population of Management Staff	Selected Sample Size
The first category of organization (management staff above 200, bigger in size in terms of employees, scope of operations and Assets base).			
1.	Nigerian Bottling Company (NBC) plc Lagos	900	107
2.	Guinness Nigeria Plc, Ikeja Lagos	436	52
3.	Seven Up Bottling company plc Ijora- Lagos	380	45
4.	Flour Mills of Nigeria, Apapa-Lagos	237	28
	TOTAL		232
The second category of organizations (management staff between 100-199 or less than 200, moderately bigger in size in terms of employees, scope of operations and assets base).			
5.	Cadburys Nigeria Plc, Ikeja Lagos	190	23
6.	Friesland Foods (WAMCO) Nigerian Ltd Lagos	186	22
7.	Consolidated Breweries plc Iddo-Lagos	184	22
8.	Nigeria Breweries plc Iganmu Lagos	144	17
9.	Promasidor Nigerian Ltd Apapa-Lagos	110	13
	TOTAL		97
Third category of organizations (management staff less than 100, smaller in size in terms of management staff, assets base and quality, scope of operations).			
10.	VitaMalt Ltd, Agbara Estate Lagos	80	10
11.	Northern Nigeria Flour Mills plc Kano	80	10
12.	Submiller Breweries Ltd, Akwa Anambra State	32	4
	TOTAL		24
	GRANT TOTAL	2959	352

- I. For Nigerian Bottling Company (NBC) plc Iddo-Lagos = $\frac{352 \times 900}{2959} = 107$
- II. For Guinness Nigeria Plc, Ikeja-Lagos = $\frac{352 \times 436}{2959} = 52$
- III. For Seven Up Bottling company plc Ijora-Lagos = $\frac{352 \times 380}{2959} = 45$
- IV. For Flour Mills of Nigeria, Apapa-Lagos = $\frac{352 \times 237}{2959} = 28$
- V. For Cadburys Nigeria Plc, Ikeja-Lagos = $\frac{352 \times 190}{2959} = 23$
- VI. For Friesland Foods (WAMCO) Ikeja-Lagos = $\frac{352 \times 186}{2959} = 22$
- VII. For Consolidated Breweries plc Iddo-Lagos = $\frac{352 \times 184}{2959} = 22$
- VIII. For Nigeria Breweries plc Iganmu-Lagos = $\frac{352 \times 144}{2959} = 17$

- IX. For Promasidor Limited Lagos = $\frac{352 \times 110}{2959} = 13$
- X. For VitaMalt Ltd, Agbara Estate Lagos = $\frac{352 \times 80}{2959} = 10$
- XI. For Northern Nigeria Flour Mills plc Kano = $\frac{352 \times 80}{2959} = 10$
- XII. Submiller Breweries Ltd, Akwa-Anambra State = $\frac{352 \times 32}{2959} = 4$

Based on the researchers classification on strata, the companies with management staff population above 200, larger in scope of operations and assets base and quality includes; Nigerian Bottling Company plc Lagos, Guinness Nigeria Plc, Ikeja-Lagos, Seven Up Bottling company plc Ijora-Lagos and Flour Mills of Nigeria, Apapa-Lagos. The company with management staff population between 100-199 includes Cadburys Nigeria Plc, Ikeja-Lagos, Friesland Foods (WAMCO) Ikeja-Lagos, Consolidated Breweries plc Iddo-Lagos, Nigeria Breweries plc Iganmu-Lagos and Promasidor Nigeria Limited Lagos. They are moderately bigger in size in terms of employees, scope of operations and assets base. The company with management staff below 100 includes VitaMalt Ltd, Agbara Estate Lagos, Northern Nigeria Flour Mills plc Kano and Submiller Breweries Ltd, Akwa-Anambra State. They are smaller in size in terms of employees, scope of operations and assets base.

In order to ascertain the validity and reliability of the instruments for the research, Factor Analysis was applied in determining the construct validity while the Cronbach Alpha is used for determining the reliability of the instruments. Pilot test was conducted in which three (3) questionnaire were issued each to the twelve (12) companies making a total of thirty six (36) copies of questionnaire for pilot testing.

The input variable factors used in the study in their case of the Big Five (5) personality traits dimensions were subject to exploratory factor analysis to investigate whether the construct as described fits the factors from the factor analysis. Bartlett's Test of Sphericity and Kaiser-Meyer-Olkin Measure of sampling adequacy are applied in determining the construct validity.

For the reliability of the research instrument, it measures the consistency or precision of the measure. Gay (1996), states that reliability of research means dependability or trustworthiness and that any reliable measure yields the same results anytime it is administered. Cronbach Alpha was used in determining the reliability of the instruments in the pilot test as shown below:

Table 2.0: FACTOR ANALYSIS

Factors	Statistics	Big Five Personality Traits Analysis in organization as influencing performance behaviour	Loading	No of Items
Openness to Experience	K.M.O. = 0.808 Sig = 0.00 (TVE) = 0.592 Cronbach Alpha() = 0.855 Bertlett's test of Sphereity Approx. Chi square = 2254.42 Df = 21	Explorers (O ⁺) – High in openness to experience		7
		1. You are an explorer who is creative, open minded, and intellectual in your organization.	0.846	
		2. Successful Entrepreneurs, Change agents, Architects, theoretical scientist possess these traits.	0.829	
		3. High in openness to experience may prompt job efficiency, explore new view points and develop real interest in their activities in your organization.	0.806	
		4. High in openness to experience employees distinguish important work activities and combine their observation with appropriate behavior to develop work methods that maximize productivity, efficiency and effectiveness in organization.	0.792	
		5. They pursue opportunities to learn new perspectives therefore revealing better performances in organizations.	0.868	
		6. They have high need for achievement and ambition to excel constantly seeking for new methods to complete work of the organization.	0.822	
	7. Your organizational members possess the attributes of high openness to experience.	0.818		
Factors	Statistics	Big Five Personality Traits Analysis in organization as influencing performance behaviour	Loading	No of Items
Openness to Experience	K.M.O. = 0.844 Sig = 0.00 (TVE) = 0.534 Cronbach Alpha() = 0.812 Bertlett's test of Sphereity Approx. Chi square = 944.12 Df = 1	Preserver (O ⁻) – Low in openness to experience		2
		1. Your organization members are highly unimaginative, disinterested, narrow minded in its affairs.	0.867	
		2. High work performance behavior and efficiency is not their concern.	0.825	

Factors	Statistics	Big Five Personality Traits Analysis in organization as influencing performance behaviour	Loading	No of Items
Conscientiousness	K.M.O. = 0.811 Sig = 0.00 (TVE) = 0.583 Cronbach Alpha() = 0.743 Bertlett's test of Sphericity Approx. Chi square = 2161.28 Df = 28	Focused (C ⁺) – High in Conscientiousness 1. The employees of your organizations are focused with qualities of been dependable, dutiful, and achievement-oriented, self-disciplined. 2. You are systematic and efficient. 3. The employees because of their work participation have enhanced high job performance and able to reach goals of the organization. 4. The employees exhibit higher level of motivation and job satisfaction. 5. High Conscientiousness employee in your firm attains greater job efficiency which improves job involvement. 6. You pay attention to details. 7. They regulate their work behaviors more effectively and exhibit capacity to function in productive manner and accomplish more work quickly. 8. They experience greater psychological attachment to their jobs.	0.866 0.792 0.841 0.827 0.765 0.903 0.837 0.814	8
Factors	Statistics	Big Five Personality Traits Analysis in organization as influencing performance behaviour	Loading	No of Items
Conscientiousness	K.M.O. = 0.834 Sig = 0.00 (TVE) = 0.538 Cronbach Alpha() = 0.826 Bertlett's test of Sphericity Approx. Chi square = 1639.48 Df = 3	Flexible (C ⁻) – Low in Conscientiousness 1. Your employees are frivolous, irresponsible and disorganized. 2. They do lack sense of goals and do perform task poorly. 3. They don't observe rules and standards.	0.876 0.815 0.826	3

Factors	Statistics	Big Five Personality Traits Analysis in organization as influencing performance behaviour	Loading	No of Items
Extraversion	K.M.O. = 0.862 Sig = 0.00 (TVE) = 0.578 Cronbach Alpha() = 0.808 Bertlett's test of Spheredity Approx. Chi square = 2752.08 Df = 21	Extravert (E ⁺) – High in Extraversion		
		1. Employees of your company are high sociable, outgoing, gregarious, warm, positive, confident, communicative, energetic, and enthusiastic.	0.863	7
		2. Extraverts are effective analyst of job performance for professions like administrations, social relations, and sales.	0.855	
		3. You are a talkative.	0.918	
		4. Highly extraverted employees in your company likely use their stable, cool-headed, optimistic and aggressive manner to react to customers' requests which results in work completion and customer satisfaction.	0.875	
		5. Highly extraverted in your firm make better use of their competencies which results to increase self-efficacy, confidence which leads to better work efficacy.	0.826	
		6. Highly extraverted in your company usually provides services ahead of time.	0.808	
7. I feel comfortable around people.	0.795			
Factors	Statistics	Big Five Personality Traits Analysis in organization as influencing performance behaviour	Loading	No of Items
Extraversion	K.M.O. = 0.797 Sig = 0.00 (TVE) = 0.512 Cronbach Alpha() = 0.796 Bertlett's test of Spheredity Approx. Chi square = 959.22 Df = 1	Introverted (E ⁻) – Low in Extraversion		2
		1. Your organizations have quiet, reserved and shy employees.	0.826	
		2. Managers in production department, physical and natural sciences possess this trait.	0.844	

Factors	Statistics	Big Five Personality Traits Analysis in organization as influencing Job performance behavior	Loading	No of Items
Agreeableness	K.M.O. = 0.854 Sig = 0.00 (TVE) = 0.588	Adapted (A ⁺) – High in Agreeableness		6
		1. Your employees are straight forward, complaint, sympathetic, helpful, self-sacrifice, supportive,	0.867	

	Cronbach Alpha() = 0.912 Bertlett's test of Sphereity Approx. Chi square = 1712.08 Df = 15	merciful, kind, polite, open-minded, courteous, good natured, soft hearted, cooperative, supporting etc. 2. Employees of your organizations considers personal interactions carefully, such that offers constructive response to customers and to their work. 3. Your Boss encourages staff members to work together which results in effective working behaviors. 4. High Agreeableness employees develop positive perceptions of work efficiency. 5. High Agreeableness employees have critical implications for understanding service based productive behaviors efficiency. 6. Your employees when interacting achieve better effects which likely increases work efficiency.	0.825 0.908 0.775 0.908 0.775	
Factors	Statistics	Big Five Personality Traits Analysis in organization as influencing Job performance behavior	Loading	No of Items
Agreeableness	K.M.O. = 0.778 Sig = 0.00 (TVE) = 0.542 Cronbach Alpha() = 0.805 Bertlett's test of Sphereity Approx. Chi square = 952.02 Df = 1	Challenger (A ⁻) – Low in Agreeableness 1. Your organizations have employees who are oppositional, unfeeling and quarrelsome by orientation. 2. Your employees do not exhibit forgiving, cooperative work behaviors that lead to following rules and acting courteously.	0.806 0.787	2

Factors	Statistics	Big Five Personality Traits Analysis in organization as influencing Job performance behavior	Loading	No of Items
Neuroticism or Negative Affectivity	K.M.O. = 0.843 Sig = 0.00 (TVE) = 0.528 Cronbach Alpha() = 0.874 Bertlett's test of Sphereity Approx. Chi square = 2312.34 Df = 21	Reactive (N ⁺) – High in Neuroticism or Negative Affectivity 1. Your employees easily feel distressed and view world around them negatively. 2. They are angry and dissatisfied and complain of lack of progress, worry a lot and feel in secured. 3. They have no belief and faith in other colleague and lack confidence, self-image and experience negative moods in organizations. 4. Neurotics personalities in your firm does not have positive attitude toward work and lack confidence and optimism.	0.823 0.854 0.888 0.795	7

		5. They are less ambitions and less focus on career goals in your firm. 6. They less likely devote themselves to work and more likely to be distracted easily which increases their behavioral risks. 7. Neurotic's personality negatively correlates with leadership effectiveness constantly and negatively correlates with job success.	0.814 0.922 0.788	
Factors	Statistics	Big Five Personality Traits Analysis in organization as influencing Job performance behavior	Loading	No of Items
Neuroticism or Negative Affectivity	K.M.O. = 0.816 Sig = 0.00 (TVE) = 0.554 Cronbach Alpha() = 0.732 Bertlett's test of Sphereity Approx. Chi square = 769.48 Df = 1	Resilient (N) – Low in Neuroticism or Negative Affectivity 1. Your company has personalities who are calm, contented and self-assured in nature. 2. They exhibit matured work related behaviors.	0.876 0.824	2

Table 3.0 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.868
Bartlett's Test of Sphericity	Approx. Chi-Square	2116.12
	Df	28
	Sig.	0.000
Overall Reliability Statistics : Cronbach's Alpha		0.812

The SPSS analysis gives us an overall Cronbach's Alpha values of Kaiser-Meyer Olkin (KMO) & Bartlett's test of Sphericity which is a measure of sampling adequacy that is recommended to check the case to variable ratio for the analysis being conducted. Also, the Bartlett's Test of Sphericity relates to the significance of the study and thereby shows the validity and suitability of the responses collected to the problem being investigated through the study. We can see that we have good values for all variables for the Measure of Sampling Adequacy (MSA) but the overall value is a bit high at **0.868**. However, Bartlett's Test of Sphericity has an associated P value (Sig. in the table) of < 0.05 as by default SPSS reports p values of less than 0.05 as 0.000. So from the above results we know that we can now continue and perform a valid factor analysis. It can be

seen that the Big Five Personality Traits (i.e Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/Negative affectivity) were subjected to reliability test using Cronbach's Alpha but in all cases it was high.

The SPSS analysis gives us Cronbach's Alpha values for all items under the Big Five Personality Traits as shown in the above table. This is an indication that our instruments are reliable. According to Everitte (2006), an alpha value of less than 0.60 is unacceptable; 0.60-0.65 is undesirable, 0.65-0.70 is minimally acceptable; 0.70-0.80 is respectable; 0.80-0.90 is very good and more than 0.90 means consider shortening the scale by reducing the number of items. As it is for all the Breweries and Foods/other Beverages firms under survey, it shows that, the instrument is very reliable, hence our overall reliability statistics: Cronbach Alpha is **0.812**.

The Analysis of Variance (ANOVA) test is adopted for the study to establish the effect of the Big Five Personality Traits (i.e Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/Negative affectivity) on the job performance behavior in Breweries and Foods/other Beverages Manufacturing Organizations in Nigeria. Also, the effect of the positive job performance behavior of employees caused by the Big Five Personality Traits on profit growth, market share increase, return on investment (turnover), share capital growth in the Breweries and Foods/other Beverages Manufacturing Organizations in Nigeria.

DATA PRESENTATION AND ANALYSIS

This section deals with the descriptive statistics, which is the presentation of tables and figures and test of hypotheses. A total of 352 copies of questionnaire were distributed to the management staff cadre of the twelve (12) Breweries and Food/others Beverages manufacturing firms in Nigeria under survey. Specifically for the first category of organization with management staff above 200 are bigger in size in terms of employees, scope of operations and Assets base. 232 copies of questionnaire were distributed to respondents but only 213 copies were returned. 101 copies were returned from Nigerian Bottling Company (NBC) plc Lagos, 46 copies returned from respondents of Guinness Nigeria Plc Lagos, 42 copies of questionnaire were returned from Seven Up Bottling Company plc Lagos and 24 copies of questionnaire returned from Flour Mills of Nigeria, Apapa-Lagos. For the second category of organizations with management staff between 100-199 or less than 200 which are moderately bigger in size in terms of employees, scope of operations and assets base. 97 copies of questionnaire were distributed to respondents but only 89 copies of questionnaire were returned. 20 copies of questionnaire were returned from Cadburys Nigeria Plc Lagos, 19 copies of questionnaire were returned from Friesland Foods (WAMCO) Nigerian Ltd Lagos, 22 copies of questionnaire were returned from Consolidated Breweries plc Lagos, 15 copies of questionnaire were returned from Nigeria Breweries plc Lagos and 13 copies of questionnaire were returned from Promasidor Nigerian Limited Lagos. For the third category of organizations with management staff less than 100, smaller in size in terms of management staff, assets base and quality, scope of operations. 24 copies of questionnaire were issued out to respondents but only 21 copies of questionnaire were filled and returned. 10 copies of questionnaire were filled and returned from VitaMalt Ltd Agbara Estate, Lagos. 8 copies of questionnaire were returned from Northern Nigeria Flour Mills plc Kano and 3 copies of questionnaire were filled and returned from Submilller Breweries Akwa in Anambra State. Altogether, 323 copies of questionnaire were fully

filled by respondents and returned out of 352 copies of questionnaire distributed constituting 91.97% response rate which is still very high for the research to be conducted. ANOVA (Analysis of Variance) is used in the test of the formulated hypotheses.

Table 4.0 Respondent opinion with regards to whether Employee Job Performance Behavior is influenced by the Big Five Personality Traits (i.e Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism in Breweries and foods/other Beverages Manufacturing Firms in Nigeria:

STATEMENT	Name of Organization	Degree of Response by Management Staff					
		SA	A	U	D	SD	TOTAL
The employees of the Breweries and foods/other Beverages Manufacturing Organizations in Nigeria possess the Big Five personality traits (i.e Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/Negative affectivity that is influencing job performance behavior in order to attain competitive success.	1) Nigerian Bottling Company (NBC) plc Lagos.	52 (51.48%)	43 (42.57%)	-	4 (3.96%)	2 (1.98%)	101
	2) Guinness Nigeria plc Ikeja-Lagos.	21 (45.65%)	20 (43.47%)	-	2 (4.34%)	3 (6.52%)	46
	3) Seven Up Bottling Company plc Lagos.	20 (47.61%)	20 (47.61%)	-	2 (4.76%)	-	42
	4) Flour Mills of Nigeria, Apapa-Lagos.	11 (45.83%)	10 (41.66%)	3 (12.5%)	-	-	24
	5) 5) Cadburys Nigeria Plc Ikeja-Lagos.	9 (45%)	8 (40%)	-	-	3 (15%)	20
	6) Friesland Foods (WAMCO) Nigerian Ltd Lagos.	8 (42.10%)	8 (42.10%)	2 (10.52%)	1 (5.26%)	-	19
	7) Consolidated Breweries plc Lagos.	9 (40.90%)	9 (40.90%)	-	2 (9.09%)	2 (9.09%)	22
	8) Nigerian Breweries plc Iganmu-Lagos.	10 (66.66%)	5 (33.33%)	-	-	-	15
	9) Promasidor Nigerian Limited Lagos.	5 (38.46%)	4 (30.76%)	2 (15.38%)	2 (15.38%)	-	13
	10) VitaMalt Ltd Agbara Estate, Lagos.	4 (40%)	3 (30%)	-	3 (30%)	-	10
	11) Northern Nigeria Flour Mills plc Kano.	3 (37.5%)	3 (37.5%)	-	-	2 (25%)	8
	12) Submiller Breweries Ltd Akwa in Anambra State.	2 (66.66%)	1 (33.33%)	-	-	-	3
	Total						323

Source: Field Survey, 2017

KEY: SA = Strongly Agree, A = Agree, UD = Undecided, D = Disagree, SD = Strongly Disagree
 The Numbers in the brackets are percentages. In the question that sought to find out whether employees Job performance behavior of the Breweries and foods/other Beverages Manufacturing Organizations is influenced by the Big Five Personality Traits namely; Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/Negative affectivity, it is seen from the table 3 above that Nigerian Breweries plc Iganmu-Lagos and Submiller Breweries Ltd Akwa have a lead of 66.66% each representing 10 respondents and 2 respondents respectively who strongly agree. They are followed by Nigerian Bottling Company (NBC) plc Lagos with 51.48% representing 52 employees who strongly agree. Next is Seven Up Bottling Company plc Lagos with 47.61% representing 20 employees for strongly agreed. They are followed by Flour Mills of Nigeria Lagos with 45.83% with 11 respondents who are strongly agreed and Guinness Nigeria plc Lagos with 45.65% with 21 respondents who strongly agreed. Next is Cadburys Nigeria Plc Ikeja-Lagos with 45% representing 9 employees who strongly agree. They are followed by Friesland Foods (WAMCO) Nigerian which have 42.10% standing for 8 respondents who strongly agree. Next is Consolidated Breweries plc Lagos with 40.90% representing 9 employees who strongly agree too. They are followed by VitaMalt Ltd Agbara-Lagos with 40% for strongly agree. Next is Promasidor Nigerian Limited Lagos with 38.46% standing for 5 respondents that strongly agree on the notion. They are followed by the Northern Nigeria Flour Mills plc Kano with 37.5 % representing 3 employees who strongly agree.

In the “Agree” option Seven Up Bottling Company plc Lagos lead with 47.61% standing for 20 employees. They are followed by Guinness Nigeria plc Lagos with 43.47% representing 20 employees. Next is the Nigerian Bottling Company plc Iddo-Lagos with 42.57% standing for 43 respondents followed by Friesland Foods (WAMCO) Lagos with 42.10% representing 8 respondents. They are followed by Flour Mills of Nigeria Lagos with 41.66% standing for 8 employees. Next is followed by the Consolidated Breweries plc Lagos with 40.90% standing for 9 employees followed by Cadburys Nigeria Plc Ikeja-Lagos with 40% standing for 8 respondents. Northern Nigeria Flour Mills plc Kano followed on this option “agree” with 37.5% representing 3 employees. Next is followed by the Nigerian Breweries plc Lagos with 5 employees representing 33.33% and Submiller Breweries in Akwa with 33.33% standing for 1 respondent. Promasidor Nigerian Limited Lagos followed on the “agree” option with 4 respondents representing 30.76% while VitaMalt Ltd Agbara Estate-Lagos has 3 respondents for this option standing for 30%. For the undecided option, Promasidor Nigerian Limited Lagos have a lead with 2 respondents standing for 15.38%. They are followed by the Flour Mills of Nigeria Lagos with 3 respondents representing 12.5% the last on this option is the Friesland Foods (WAMCO) Lagos with 10.52% representing 2 respondents on the undecided option for the subject matter under survey.

For the “disagree” option show that VitaMalt Ltd Agbara-Lagos leading with 30% representing 3 employees. They are followed by Promasidor Nigerian Limited Lagos with 15.38% (2 employees), followed by Consolidated Breweries plc Lagos with 9.09% (2 employees), followed by Friesland Foods (WAMCO) Lagos with 5.26% (1 employee). Next is Seven Up Bottling Company Lagos with 4.76% (2 respondents) followed by Guinness Nigeria plc Lagos with 4.34% (2 respondents). Next on this option is 3.96% from Nigerian Bottling Company plc Lagos standing for 4 respondents. The last option of “Strongly Disagree” shows Northern Nigeria Flour Mills plc Kano

leading with 25% representing 2 employees on the subject matter. They are followed by Cadburys Nigeria Plc Lagos with 15% representing 3 employees. Next is Consolidated Breweries plc Lagos with 9.09% standing for 2 respondents on the subject matter under survey. They are followed by Guinness Nigeria plc Lagos with 6.52% (3 employees) and lastly followed by Nigerian Bottling Company plc Lagos with 1.98% representing 2 respondents on the subject matter.

Table 5.0 Respondent opinion with regards to whether improves and positive works Performance Behaviors are attained by employees of your organizations with the influence of Big Five Personality Traits (Breweries and foods/other Beverages Manufacturing organizations).

STATEMENT	Name of Organization	Degree of Response by Management Staff					
		SA	A	U	D	SD	TOTAL
Improve and positive work Performance Behaviors are embraced and attained by employees of Breweries and foods/other Beverages Manufacturing organizations such as high work participation leading to high performance and goals of the company, high level motivation and job satisfaction, development of work methods that maximizes productivity, efficiency, effectiveness, development of high self-efficacy which leads to better work efficacy and stable behavior that leads to successful work completion and customers satisfaction with influence of Big-Five Personality Traits.	1) Nigerian Bottling Company plc Lagos.	50 (49.50%)	44 (43.56%)	2 (1.98%)	3 (2.97%)	2 (1.98%)	101
	2) Guinness Nigeria plc Lagos.	22 (47.83%)	20 (43.48%)	-	4 (8.69%)	-	46
	3) Seven Up Bottling Company plc Lagos.	21 (50%)	19 (45.24%)	2 (4.76%)	-	-	42
	4) Flour Mills of Nigeria Lagos.	12 (50%)	11 (45.83%)	-	1 (4.17%)	-	24
	5) Cadburys Nigeria Plc Lagos.	9 (45%)	8 (40%)	-	2 (10%)	1 (5%)	20
	6) Friesland Foods (WAMCO) Nigerian Ltd, Lagos.	8 (42.11%)	7 (36.84%)	2 (10.53%)	2 (10.53%)	-	19
	7) Consolidated Breweries plc Lagos.	10 (45.45%)	9 (40.91%)	-	3 (13.64%)	-	22
	8) Nigerian Breweries plc Lagos.	8 (53.33%)	7 (46.67%)	-	-	-	15
	9) Promasidor Nigerian Limited Lagos.	5 (38.46%)	5 (38.46%)	-	3 (23.08%)	-	13
	10) VitaMalt Ltd Agbara-Estate, Lagos.	4 (40%)	3 (30%)	-	2 (20%)	1 (10%)	10
	11) Northern Nigeria Flour Mills plc Kano.	3 (37.5%)	4 (50%)	1 (12.5%)	-	-	8
	12) Submiller Breweries Ltd Akwa - Anambra State.	2 (66.67%)	1 (33.33%)	-	-	-	3
	Total						323

Source: Field Survey, 2017

As for the data shown in Table 4 above, the overwhelming majority revealed agreement on the subject matter. 292 out of 323 respondents representing 90.40% in the Breweries and foods/other Beverages firms surveyed confirmed that improved and positive work performance behaviors are embraced and attained by employee of Breweries and foods/other Beverages Manufacturing organizations such as high work participation leading to high performance and goals of the company, high level motivation and job satisfaction, development of work methods that maximizes productivity, efficiency and effectiveness, development of high self-efficacy which leads to better work efficacy and stable behavior that enhances successful work completion and customers satisfaction. All these are as a result of the influence of the Big-Five Personality Traits possessed by the employee. Only 31 out of 323 respondents (9.60%) had a contrary opinion on the subject matter.

Specifically, for the “strong Agree” option, Submiller Breweries Ltd, Akwa in Anambra State lead with 66.67% (2 respondents) followed by Nigerian Breweries plc Lagos with 53.33% standing for 8 respondents. Next is Seven Up Bottling Company plc Lagos and Flour Mills of Nigeria Lagos with 50% each with 21 and 12 respondents respectively. They are followed by Nigerian Bottling Company plc Lagos with 49.50% (50 respondents). Next to them is Guinness Nigeria plc Lagos with 47.83% standing for 22 employees. Consolidated Breweries plc Lagos followed up with 45.45% representing 10 respondents. Next is Cadburys Nigeria Plc Lagos with 45% (9 respondents). Friesland Foods (WAMCO) Nigerian Ltd Lagos followed with 42.11% standing for 8 employees. They are followed with VitaMalt Ltd Agbara-Lagos with 40% standing for 4 employees. Promasidor Nigerian Limited Lagos had 38.46% (5 respondents) and lastly Northern Nigeria Flour Mills plc Kano with 37.50% standing for 3 respondents on “strongly Agree” option. For the “Agree” option, Northern Nigeria Flour Mills plc Kano with 50% standing for 4 respondents. They are followed by Nigerian Breweries plc Lagos with 46.67% standing for 7 employees. Flour Mills of Nigeria Lagos have 45.83% representing 11 employees. They are followed by Seven Up Bottling Company plc Lagos with 45.24% (19 employees). Nigerian Bottling Company plc Lagos has 43.56% standing for 44 respondents. Next is Guinness Nigeria plc Lagos with 43.48% (20 employees). They are followed by Consolidated Breweries plc Lagos and Cadburys Nigeria Plc Lagos 40.91% (9 employees) and 40% (8 employees) respectively. Next is Promasidor Nigerian Limited Lagos with 38.46% representing 5 respondents followed by Friesland Foods (WAMCO) Nigerian plc Lagos with 36.84% (7 respondents). Submiller Breweries Akwa followed with 33.33% standing for 1 respondent. Lastly, VitaMalt Ltd Agbara-Lagos with 30% representing 3 employees agree on the subject matter.

For the undecided option, the greatest percentage of 12.5% standing for 1 employee is recorded by the Northern Nigeria Flour Mills plc Kano. The Friesland Foods (WAMCO) Nigerian plc Lagos followed with 10.53% standing for 2 respondents. They are followed by Seven Up Bottling Company plc Lagos with 4.76% (2 respondents). Nigerian Bottling Company plc Lagos followed with 1.98% standing for 2 employees. There are no respondents for Guinness Nigeria plc Lagos, Flour Mills of Nigeria Lagos, Cadburys Nigeria Plc Lagos, Consolidated Breweries plc Lagos, Nigerian Breweries plc Lagos, Promasidor Nigerian Limited Lagos, VitaMalt Ltd Agbara-Lagos and Submiller Breweries Ltd Akwa-Anambra State for the undecided option.

For the “Disagree” option, Promasidor Nigerian Limited Lagos leads with 23.08% standing for 3 respondents while VitaMalt Ltd Agbara Estate Lagos followed with 20% (2 respondents). Next is Consolidated Breweries plc Lagos with 13.64% representing 3 respondents on the matter. They are followed by Friesland Foods (WAMCO) Nigerian Ltd Lagos with 10.53% (2 employees). Cadburys Nigeria Plc Lagos is the next with 10% (2 employees). They are followed by Guinness Nigeria plc Lagos and Flour Mills of Nigeria plc Lagos with 8.69% (4 respondents) and 4.17% (1 respondent) respectively. The least percentage of 2.97% represents is recorded by the Nigerian Bottling Company plc Lagos. There is no respondent for Seven Up Bottling Company plc Lagos, Nigerian Breweries plc Lagos, Northern Nigeria Flour Mills plc Kano and Submiller Breweries Ltd, Akwa-Anambra State.

For the “Strongly Disagree” option, the greatest percentage of 10% standing for 1 respondent by VitaMalt Ltd Agbara Estate Lagos is recorded. They are followed by Cadburys Nigeria Plc Lagos with 5% (1 respondent) for this option. Nigerian Bottling Company plc Lagos have 1.98% for 2 respondents. Lastly, Guinness Nigeria plc Lagos, Seven Up Bottling Company plc Lagos, Flour Mills of Nigeria plc Lagos, Friesland Foods (WAMCO) Nigerian plc Lagos, Nigerian Breweries plc Lagos, Promasidor Nigerian Limited Lagos, Northern Nigeria Flour Mills plc Kano and Submiller Breweries Ltd Akwa-Anambra State have no respondent for the “Strongly Disagree” option.

Table 6.0 Respondent opinion on whether Positive Job Performance Behavior of Employees caused by the Big Five Personality Traits has influenced on Profit growth, Market share increase, Return on investment (turnover), Share capital growth in the Breweries and Foods/other Beverages Manufacturing Firm in Nigeria:

STATEMENT	Name of Organization	Degree of Response by Management Staff					
		SA	A	U	D	SD	TOTAL
The positive Job Performance Behaviors of Employees (i.e high job performance and goals attainment, high level motivation and job satisfaction, consumer satisfaction, constancy in seeking for new methods development of work methods to complete work in organizations, develop work methods that maximizes productivity, high self-efficacy, stable	1) Nigerian Bottling Company plc Lagos.	50 (49.50%)	44 (43.56%)	-	7 (6.93%)	-	101
	2) Guinness Nigeria plc Lagos.	24 (52.17%)	18 (39.13%)	4 (8.69%)	-	-	46
	3) Seven Up Bottling Company plc Lagos.	20 (47.61%)	17 (40.48%)	-	-	5 (11.90%)	42
	4) Flour Mills of Nigeria Lagos.	12 (50%)	10 (41.67%)	2 (8.33%)	-	-	24
	5) Cadburys Nigeria Plc Lagos.	10 (50%)	8 (40%)	-	2 (10%)	-	20
	6) Friesland Foods (WAMCO) Nigerian Ltd Lagos.	9 (47.37%)	8 (42.11%)	1 (5.26%)	-	1 (5.26%)	19

behavior patterns that leads to successful work completion etc) caused by the Big-Five Personality Traits (i.e Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism has influenced on Profit, Market share, Return on investment (turnover), Share capital growth in Breweries and Foods/other Beverages Manufacturing Firm in Nigeria.	7) Consolidated Breweries plc Lagos.	10 (45.45%))	8 (36.36%))	-	2 (9.09%))	2 (9.09%))	22
	8) Nigerian Breweries plc Lagos.	8 (53.33%))	7 (46.67%))	-	-	-	15
	9) Promasidor Nigerian Limited Lagos.	6 (46.15%))	5 (38.46%))	-	2 (15.38%))	-	13
	10) VitaMalt Ltd Agbara-Estate, Lagos.	4 (40%))	3 (30%))	2 (20%))	1 (10%))	-	10
	11) Northern Nigeria Flour Mills plc Kano.	4 (50%))	2 (25%))	-	1 (12.5%))	1 (12.5%))	8
	12) Submiller Breweries Ltd Akwa - Anambra State.	2 (66.67%))	1 (33.33%))	-	-	-	3
	Total						323

Source: Field Survey, 2017

As data shown in Table 5 above, it is clearly revealed that positive Job Performance behaviors of Employees i.e high job performance and goals attainment, high level of motivation and job satisfaction, constancy in seeking for new methods to complete work in organizations, revealing better and quality performance output, developing work methods that maximized productivity, efficiency and effectiveness. Developing high self-efficacy which will leads to better work efficacy, Stable behavioral patterns that leads to successful work completion and customer satisfaction and achieving greater efficiency at work etc caused by the Big-Five Personality Traits i.e Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism or negative affectively has influenced on Profit attainment, Market share growth, return on investment (Turnover), Share capital increase in the Breweries and Foods/other Beverages Manufacturing Firm in Nigeria.

For the “Strongly agree” option, the Submiller Breweries Ltd Akwa - Anambra State have a lead with 66.67% (2 respondents). Next is Nigerian Breweries plc Lagos with 53.33% representing 8 respondents. They are followed by Guinness Nigeria plc Lagos with 52.17% standing for 24 respondents. Next is Flour Mills of Nigeria Lagos and Cadburys Nigeria Plc Lagos with 50% (12 employees) and 50% (10 employees) respectively, and Northern Nigeria Flour Mills plc Kano with 50% (4 employees). They are followed by Nigerian Bottling Company plc Lagos with 49.50% representing 50 respondents. They are followed with Seven Up Bottling Company plc Lagos with 47.61% standing for 20 employees. They are followed closely by Friesland Foods (WAMCO) Nigerian plc Lagos with 47.37% representing 9 employees. Next is Promasidor Nigerian Limited Lagos with 46.15% standing for 6 respondents. They are followed by Consolidated Breweries plc

Lagos with 45.45% standing for 10 respondents. Lastly, the least percentage of 40% representing 4 respondents is recorded by VitaMalt Ltd Agbara-Estate, Lagos.

For the “Agree” option, Nigerian Breweries plc Lagos leads with 46.67% representing 7 respondents. Next to them on this option is Nigerian Bottling Company plc Lagos with 43.56% standing for 44 respondents. They are followed by Friesland Foods (WAMCO) Nigerian plc Lagos with 42.11% standing for 8 respondents. Flour Mills of Nigeria Lagos followed with 41.67% standing for 10 respondents. Next is Seven Up Bottling Company plc Lagos with 40.48% representing 17 respondents. Guinness Nigeria plc Lagos followed 39.13% representing 18 respondents. Next is Promasidor Nigerian Limited Lagos with 38.46% standing for 5 respondents. Consolidated Breweries plc Lagos followed with 36.36% standing for 8 employees. VitaMalt Ltd Agbara-Estate, Lagos have 30% standing for 3 employees. The least percentage of 25% representing 2 respondents is recorded for Northern Nigeria Flour Mills plc Kano.

For the “Undecided” option, Guinness Nigeria plc Lagos leads with 8.69% representing 4 respondents. They are followed by Flour Mills of Nigeria Lagos with 8.33% standing for 2 respondents. Next to it is Friesland Foods (WAMCO) Nigerian plc with 5.26% representing 1 employee. VitaMalt Ltd Agbara-Estate Lagos have 20 % standing for 2 respondents. There are no respondents for Nigerian Bottling Company plc Lagos, Seven Up Bottling Company plc Lagos, Cadburys Nigeria Plc Lagos, Consolidated Breweries plc Lagos, Northern Nigeria Flour Mills plc Kano and Submiller Breweries Ltd Ltd Akwa - Anambra State.

For the “Disagree” option, Promasidor Nigerian Limited Lagos leads with 15.38% (2 respondents). Next it Northern Nigeria Flour Mills plc Kano with 12.50% with (1 respondent), they are followed by Cadburys Nigeria Plc Lagos and VitaMalt Ltd Agbara-Estate Lagos with 10% (2 respondents) and 10% (1 respondent) respectively. Consolidated Breweries plc Lagos followed with 9.09% representing 2 respondents. Nigerian Bottling Company plc Lagos have 6.93% standing for 7 respondents. There are no respondents for other organizations.

For the “Strongly Disagree” option, Northern Nigeria Flour Mills plc Kano leads with 12.50% representing 1 respondent. They are followed by Seven Up Bottling Company plc Lagos with 11.90% representing 5 respondents. Next is Consolidated Breweries plc Lagos with 9.09% standing for 2 respondents. Lastly Friesland Foods (WAMCO) Nigerian Ltd with 5.26% standing for 1 respondent, there are no respondent for the remaining organization considered in this research for the “Strongly Disagree” option.

1.8.1 HYPOTHESES TESTING:-

H₀₁ The Big Five Personality Traits (i.e Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/Negative affectivity) are not significantly influencing job performance behavior in Breweries and Foods/other Beverages Manufacturing Organizations in Nigeria.

DESCRIPTIVE STATISTICS

	N	Mean	Std. Deviation
Openness to Experience	40	3.50	2.699
Conscientiousness	39	3.03	2.835
Extraversion	36	3.28	2.667
Agreeableness	56	4.30	1.617
Neuroticism	66	4.26	1.793
Total	237		

The mean of 3.50 and the standard deviation of 2.70 representing for Openness to Experience, while the mean of 3.03 and the standard deviation of 2.84 representing Conscientiousness, followed by the mean of 3.28 and the standard deviation of 2.67 for Extraversion. Agreeableness has a mean of 4.30 and the standard deviation of 1.62 and Neuroticism has the mean of 4.26 and the standard deviation of 1.73.

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	174.263	4	43.566	3.566	.008
Within Groups	2834.657	232	12.218		
Total	3008.920	236			

The ANOVA shows that the independent variables are statistically significantly at $F(4, 232) = 3.566$, $P < 0.05$. We reject the null hypothesis and accept the alternative hypothesis which stated that, the Big Five Personality Traits (i.e Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/Negative affectivity) are significantly influencing job performance behavior in Breweries and Foods/other Beverages Manufacturing Organizations in Nigeria.

H₀₂ The effect of the positive job performance behavior of employees caused by the Big Five Personality Traits are not significantly influencing profit growth, market share increase, return on investment (turnover), share capital growth in the Breweries and Foods/other Beverages Manufacturing Organizations in Nigeria.

DESCRIPTIVE STATISTICS

	N	Mean	Std. Deviation
Profit Growth	58	3.48	2.887
Market Share Increase	61	2.91	3.144
Return on Investment (Turnover)	56	2.96	2.464
Share Capital Growth	62	4.19	2.615
Total	237		

The mean of 3.48 and the standard deviation of 2.89 representing Profit Growth, while the mean of 2.91 and the standard deviation of 3.14 representing Market Share Increase, followed by the mean of 2.96 and the standard deviation of 2.46 for Return on Investment (Turnover) while Share Capital Growth has a mean of 4.19 and the standard deviation of 2.62.

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	136.177	3	45.392	4.477	.004
Within Groups	2362.186	233	10.138		
Total	2498.363	236			

The ANOVA shows that the independent variables are statistically significantly at $F(3, 233) = 4.477$, $P < 0.05$. This show that we reject the null hypothesis and accept the alternative hypothesis which stated that, the positive job performance behavior of employees caused by the Big Five Personality Traits is significantly influencing on the profit growth, market share increase, return on investment (turnover), share capital growth in the Breweries and Foods/other Beverages Manufacturing Organizations in Nigeria.

DISCUSSION OF FINDINGS

The survey conducted has produced important discoveries as evidenced and derived from the data presentation and analysis. For the test of Hypotheses One (1), On the effect of the Big Five Personality Traits (i.e Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/Negative affectivity) as influencing job performance behavior in Breweries and Foods/other Beverages Organizations in Nigeria, the ANOVA variables are statistically significant at $F(4, 232) = 3.566$, $P < 0.05$. Thus the null hypotheses which states that the Big Five Personality Traits will not significantly influence on job performance behavior in Breweries and Foods/other Beverages Manufacturing Organizations in Nigeria is rejected and the alternative hypotheses is accepted, showing that the Big Five Personality Traits (i.e Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/Negative affectivity) will influence job performance behavior in Breweries and Foods/other Beverages Manufacturing Organizations in Nigeria. The positive performance behaviors influenced by the Big Five Personality Traits are high participation leading to high job performance and goal attainment of the company, employees constantly seeking for new methods to complete works in organizations, revealing better quality performance output developing work methods that maximizes productivity, efficiency and effectiveness. Developing high self-efficacy which will lead to better work completion and customer satisfaction and achieving greater efficiency at work. The negative work performance behavior manifest as a result of the Big Five Personality Traits are absenteeism, lateness to work, laziness, uncooperative attitudes, negative moods, irresponsible behavior, fraudulent act, narrow mindedness. All these impact negatively on productivity and work performances.

The above positions agree with the views of Barbara Engler (2006), Mcshane and Glinow (2000), Robbins (1989), Luthans (2002) who in their separate research endeavors on the Big Five Personality Traits opines that it has several applications. Most notably, it has been successfully used to predict job performance. Many of the traits reflected in the Big Five structure are related to these needed for positive achievement in work. For example, measures associated with the dimension of Conscientiousness are often helpful in predicted job success (Barrick and Mount, 1991), as are measures related to agreeableness (Tett, Jackson, and Rothstein, 1991). Looking at some of the Big Five measures in terms of requirements for successful performance in specific occupations may permit employers to make intelligent decisions concerning job candidates. Successfully serving as a chief executive officer/managing director of a commercial bank or in any conglomerate company requires an individual who is highly conscientious and emotionally stable the warrant effective decision making and addressing challenges. Again, successfully driving a truck, thriller, Bank Bullion Van, for example also requires an individual who is conscientious and emotionally stable. An impulsive, sociable individual is more likely to cause problem on the road (Hogan and Hogan, 1995).

Earlier use of personality measures by organizations lead to considerable reservations about the practice because of problems of faking, low validity, and the potential for ethical abuse. However, newer data suggest that well-developed personality measures can successfully predict job performance and increase fairness in the employment process. Well-constructed questionnaires do not systematically discriminate against people with disabilities (Hayes, 1996), women, or the elderly or people of minority group status (Hogan and Hogan, 1995). Instead they can be used as a force for equal employment opportunity, social justice, and increased productivity (Hogan, Hogan and Roberts, 1996). Again, Tokar and Subich (1997), confirms that the Big Five personality measures can also contribute to the prediction of job satisfaction of Adults in various occupations and concluded that the Big Five traits dimension contribute significantly to the prediction of job satisfaction. In particular, extraversion and low neuroticism are unique predictors. This is in line with Hollands (1996) discoveries which linked the Big Five Personality Traits with his typology of persons and work environments to underscore that people work well when there is a good fit between their personality type and the characteristic of the work environment. The optional use of the human resource can certainly be facilitated by the framework of the Big Five (Goldbery, 1993). For example, Bank managers will prefers a congruent work environment that will suit his personality to enable him render quality services and banking operations to warrant the attainment of profit goals and market share increase.

Luthans (2000) confirms that those employees with high extraversion tend to be associated with management and sales success, those with high emotional stability tends to be more effective in stressful situation e.g Bank officers. Those managers with high in agreeableness tends to handle customer relations and conflicts more effectively and those with openness to experience tend to have job training proficiency and make better decision in a training problem solving simulation. Interestingly, with groups rather than individuals becoming more important in today's workplace, the "Big Five" personality traits may also be predictive in team performance. A recent study found that, the higher the average scores on team members on the traits of conscientiousness, agreeableness, extraversion and emotionally stability, the better their teams performed. In other

words, depending on the situation, all the Big Five traits should be given attention in the study and application of organizational behavior.

Miller and Lyman (2003) in his studies measures of the Big Five in relation to psychopathy, or antisocial behavior. They correlated individual scores on the Big Five with an expert generated FFM psychopathy prototype and self-report of behavior as well as with several laboratory tasks. Persons whose personality profile consist of low agreeableness and conscientiousness and high extraversion along with mixed measures of the facets pertaining to neuroticism (high in impulsiveness and angry hostility, low in anxiety, depression, self-consciousness and vulnerability) were opt to behave in ways associated with psychopathy. They were more likely to abuse substances, engage in risky sex and become involved in delinquent or criminal behaviors. In addition, they were more aggressive in a laboratory task, were less willing to delay gratification and showed a preference for aggressive responses. Such results join other studies in providing sting support for a dimensional approach to the assessment of personality disorders and show that the Five Factor Model (FFM) is sufficiently broad to account for most of the variations in personality disorders (Clark, Vorhies, and McEwen, 2002; Schroeder, Wormworth, and Livesley, 2002).

The implication of the above position is that Breweries and Foods/other Beverages firms should endeavors to carryout assessment and evaluation at the point of interviewing candidates to establish whether the applicants possess the Big Five personality traits that is desired by the organization to enhance quality performance, commitment and productivity and most importantly the attainment of the organizational goals. More so, periodic evaluation of the personality traits to checkmate deviant behaviors contrary to organizational expectation is pertinent. This will require organization having a department to showcase this task and financial budget to address this situation be prepared annually to enable business organization live up to expectations. For Hypotheses Two (2), which states that the positive job performance behavior of employees caused by the Big Five Personality Traits (i.e Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/Negative affectivity) is not significantly influencing on the profit growth, market share increase, return on investment (turnover), share capital growth in Breweries and Foods/other Beverages Organizations in Nigeria; stated in null form was rejected and the alternative hypothesis that it will significantly influencing job performance behavior in Breweries and Foods/other Beverages Manufacturing Organizations in Nigeria was accepted.

ANOVA (Analysis of Variance) test shows that the independent variables are statistically significant at $F(3, 233) = 4.477, P < 0.05$. This show that positive job performance behavior of employees caused by the Big Five Personality Traits is significantly influencing profit growth, market share increase, return on investment (turnover), share capital growth in Breweries and Foods/other Beverages Manufacturing Organizations in Nigeria. Positive job performance behaviors such as seeking new methods to complete works in organizations, develop work methods that maximizes productivity, efficiency and effectiveness, developing high self-efficacy which leads to better work completion and customer satisfaction and achieving greater efficiency at work, high participation leading to high job performance and goal attainment of the company, high level of motivation and job satisfaction amongst others are caused by the Big Five Personality Traits resulting to profit attainment, market share growth, return on investment (turnover), share

capital growth in the Breweries and Foods/other Beverages Manufacturing firms. The above position confirms the views of Mcshane and Glinow (2000), Luthans (2001) who in their respective studies asserts that Big Five Personality dimensions namely Conscientiousness, Agreeableness, Openness to Experience, Extraversion, and Neuroticism/Negative affectivity affects work related behaviors and job performance. People with high emotional stability tend to work better than others in high stressed situations. Those with high agreeableness tend to handle customer relations and conflict based situations more effectively. Conscientiousness employee has taken center stage as the most valuable personality traits for predicting job performance in almost every job group. Conscientious employees set higher personal goals for themselves and have higher performance expectations than employees with low level of Conscientiousness. Employees with high conscientiousness tend to engage in more organizational citizenship behaviors. Conscientious employees are necessary for emerging organizational structures that rely on empowerment rather than the traditional “command and control” system. This personality trait also plays an important role in customer service, along with agreeableness and emotional stability. High extraversion tend to be associated with management and sales success while openness to experience tend to have job training proficiency and make better decisions in a training problem solving simulation.

From the foregoing, it is clearly revealing that employees that possess high in conscientiousness, high in emotional stability, high in extraversion, high in agreeableness and high in openness to experience will reveal high job performance behavior leading to high profit attainment by organization, high market share growth, high return on investment (turnover), cause share capital to be high as well. The implication of the above position is that, the Breweries and Foods/other Beverages organizations needs to have a Human Resource Management Department that will ensure that at all times, employees are assigned responsibilities and tasks that matches their personality traits qualities to enable them perform optimally to facilitate the attainment of organizational goals desired such as profit, market share increase, high turnover, increase in share capital, growth, expansion amongst others.

CONCLUSION AND RECOMMENDATIONS:

The Big Five Personality Traits commonly used terms are Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism (Loehlin, 1992). The acronym for remembering these factors is known as OCEAN (John, 1990). In each of these traits, employees in organization can either reveal high score or low score on each trait.

For Conscientiousness employees who score high on the dimension are dutiful careful, dependable, self-disciplined. Low Conscientiousness employees have opposite qualities. For emotional stability employees who score high on the dimension are relaxed, secure and calm, low emotional stability employees have opposite qualities.

For Openness to Experience employees who score high on the dimension are sensitive, flexible, creative and curious, felling. Low Openness to Experience has opposite qualities.

For Agreeableness employees who score high on the dimension are courteous, good-natured, empathic, caring, trust, straightforward. Low Agreeableness employees have opposite qualities.

For Extraversion employees who score high on the dimension are outgoing, talkative, sociable, assertive, and gregarious. Low Extraversion employees have opposite qualities.

The Managing Directors/Chief Executive Officers of the Breweries and Foods/other Beverages Manufacturing Organizations in Nigeria can benefit from recognizing that people with certain personalities will probably be attracted to, hired by, and willing to stay with the organization and particularly perform functions within the organization. The resulting homogeneity in personalities can help individuals work well together, but it does limit the group's access to the contributions that can come from people who use different styles of thinking and working.

Organization management knowing the Big Five dimensions and their attributes and evaluating employees consistently to know where in the company they will work better for goals attainment is important taking into consideration the personality attribute they possess.

Therefore, the following suggestions may serve as success parameters deriving from the findings of the study:-

1) In Employment interviews conducted by the organizations, the Human Resource Management Department should endeavor to appraise and know the applicants personality traits, status and profile with respect to their physical appearance, mental abilities, emotional stability, social qualities, his level of initiative, innovativeness, how dependable and reliable he will be. His level of resourcefulness, enthusiasm, originality, ability to accept responsibility also needs to be appraised. This will help to fill existing gaps concerning ability to perform the organizational jobs/tasks for which they are acquired for and cause performance improvements in organization in areas such as profit growth, market share growth, return on investment (turnover) amongst others.

2) Periodic evaluation and assessment of the employees Personality Traits to determine employee's fitness and how suitable they are to discharge responsibilities on assigned tasks and positions is pertinent. This is necessary hence personality is determined by both the Nomothetic factors (i.e heredity) and Idiographic factors (i.e environmental, social and cultural factors). X-raying to know whether manifest traits by employees are caused by environmental factors which can influence performance of employees either negatively or positively will serve as a way forward for Breweries and Foods/other Beverages Organizations to know how well they are capable to serve organization interest for goal attainment.

3) High job performance behaviors that will yield organizations competitive success be encouraged by the Breweries and Foods/other Beverages Manufacturing Organizations. These include exhibiting higher level of motivation and job satisfaction, attaining greater job efficiency which improves job involvement, increase in self-efficacy of employees leading to better work efficacy, better performances in unfamiliar environments, ability to explore new viewpoints, appropriate behavior to develop work methods that maximizes productivity, efficiency and effectiveness. These will facilitate competitive advantage position of the organization and result to the attainment of organizational goals through enhanced leadership, better organized and planning schedules, greater efforts, persistence, more drive and persistence, innovation, increase learning, creativity amongst others.

4) Personality job fit assessment test is necessary to warrant matching of Personality Traits with best congruent work environments for organizational tasks to be performed effectively and for higher productive output as desired by the organizations. Conducting this will be rewarding for Breweries and Foods/other Beverages Manufacturing companies in realizing their mission and the vision as much as possible. For example Extraversion personalities are good for sales and marketing jobs in highly concentrated social environments, Conscientiousness personality traits employees are good as Chief Executive Officers of organizations and in leadership position to

carry employees along. When there is a personality-job-fit, the extent to which a person ability and personality match the requirements of the job is in agreement. When a manager achieve personality-job-fit, employee are more likely to contribute and have higher levels of job satisfaction and commitment.

5) Sanctioning of employees which are seen revealing deviant Personality Traits contrary to Job/tasks expectations assigned to them should be encouraged by Breweries and Foods/other Beverages Manufacturing companies surveyed hence the Big Five Personality Traits have their unique characteristics and once an employee is recruited, it is expected that they possess the requisite and necessary qualities required for the position assigned to them. Failure to live up to expectations, expected performance norms and standards of operations deserves punishment and negative sanctions since business organizations are set to accomplish profit goals, market share goals, return on investment (turnover), growth, expansion goals amongst others.

6) One School of thought on personality known as Idiographic approach school established that, personality of individuals is determined by the social, cultural and environmental influences and factors in which employees are found. Therefore it is recommended that requisite and adequate Training and Development measures to enhance shaping of employee personalities traits manifested that is deviant form positive high performance behaviors required by organizations best standards be encouraged as much as possible to warrant attainment of the mission and vision statements of the Breweries and Foods/other Beverages Manufacturing organizations at all times.

CONTRIBUTION TO KNOWLEDGE:

The Empirical research finding has enable us to establish that positive job performance behaviors such as appropriate behaviors to develop work methods that maximizes productivity, efficiency and effectiveness, better performances in unfamiliar environments, ability to explore new view points, exhibiting higher level of motivation and job satisfaction, increase in self-efficacy of employees leading to better work efficacy amongst others are attained with the possession of high conscientiousness, high agreeableness, high extraversion, high openness to experience and emotional stability. These are dimensions of the Big Five Personality Traits. Recruiting employees with these traits dimensions by Breweries and Foods/other Beverages firms will lead to competitive success and attainment of profit goals, market share increase, return on investment (turnover), growth, diversification goals amongst others. Also, training and developing staff to exhibit these Big Five Personality Traits is essential hence personality is also determined by social, cultural and environmental factors if competitive advantage is to be attained by firms.

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Appendix

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Faculty of Management Sciences
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Nigeria, West Africa.
5th June, 2017.

Dear Sir/Madam,

Here is a questionnaire on “The Big Five Personality Traits as Factors Influencing Job Performance Behavior in Business Organization: A Case Study of Breweries and Foods/Other Beverages Manufacturing Organizations in Nigeria.

You have been chosen as one of the respondent in this study. You are therefore humbly requested to supply honest and sincere answers and responses to the questions by ticks (✓) as appropriate as you can in the Boxes/spaces provided. There is no right or wrong answers.

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

Yours Faithfully

Sev Joseph Teryima

RESEARCH QUESTIONNAIRE

1). The Big Five Personality Traits (i.e Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/Negative affectivity) have been influencing job performance behavior of employee in your Organizations?

- a) Strongly Agree (SA) []
- b) Agree (A) []
- c) Undecided (U) []
- d) Disagree (D) []
- e) Strongly Disagree (SD) []

2). Improve and positive work performance behaviors are embraced by employee in your Organizations with the influence of Big Five Personality Traits?

- a) Strongly Agree (SA) []
- b) Agree (A) []
- c) Undecided (U) []
- d) Disagree (D) []

e) Strongly Disagree (SD) []

3). The effect of Positive Job Performance Behavior of Employees caused by the Big Five Personality Traits influenced profit growth, market share increase, return on investment (Turnover), share capital increase in your Organizations overtime.

a) Strongly Agree (SA) []

b) Agree (A) []

c) Undecided (U) []

d) Disagree (D) []

e) Strongly Disagree (SD) []