

Effect Of Personality Traits On Employees Creativity (A Study Of The Brewery Industry In Nigeria)

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Abstract

The general objective of the study is to assess the effect of personality traits on employee's creativity in selected brewery industry in Nigeria. The study adopted survey research design method. The sampling frame for the study was created from management staff of six (6) selected Brewery companies listed in the Nigerian Stock Exchange. The sample size of 210 management staff of the six (6) brewery companies was utilized. Multiple regressions were employed as the analytical tool to test the hypotheses. The result shows that there is significant positive relationship between extraversion and employee's creativity ($= .192, P = 0.000$), significant positive relationship between conscientiousness and employee's creativity ($= .219, P = 0.001$) and significant positive relationship between agreeableness and employee's creativity ($= .152, P = 0.026$). In conclusion the personality trait of conscientiousness proves to be the highest predictor of employee's creativity and it is associated with trait adjectives such as dependable, organized, reliable, ambitious, and hardworking. The trait characterizes a person who is achievement oriented, very dependable, and orderly, self-discipline who would like to be unambiguous and rule regulated. Again they are achievement oriented, careful, hardworking, organized and responsible. The study recommended that human resource managers and organizational heads should ensure employees in the labour market -possessing the personality traits of conscientiousness are sort for and employed so as to bring creative to play and improve the performance of Breweries.

Keywords: Personality Traits, Employee's Creativity, Extraversion, Conscientiousness, Agreeableness

Introduction

Advancement in science and technology which is the bedrock of globalization and the advent of a global economy brings people of the world closer together in a work place than ever before. Given this understanding, businesses, even educational systems and other bodies are investigating ways to better serve their constituents. This includes being able to recruit, attract and retain the best and most qualified personnel's that are creative and innovative to the advantage of their organization. Organizations that can develop and employ the necessary policies and procedures to do this will be effective in utilizing scarce resources and maintain a competitive advantage among their counterparts.

On recruitment of two persons of the same educational background, same age but have different interests, activities, feelings and thinking, it means there is something different inside them and that is said to be personality (Kasschau, 2000). A diverse workforce stands for diverse individuals personality, gender, race, nationality, ethnicity, region, sexual orientation, income, marital status, work experience, perceptions among others that uphold organizational core values (Mkoji&Sikalieh, 2005).

Creativity and innovation at work are the process, outcomes, and products of attempts to develop and introduce new and improved ways of doing things. It is a necessity in any organization and vital to its successful performance (Neil, Kristina and Jing, 2012). In the workplace innovation and creativity have become increasingly important determinants of organizational success, performance, and survival because as organizations seek to harness the ideas and suggestions of their employees, it is truthful that the process of idea generation and implementation has become a source of distinct competitive advantage (Anderson, De Dreu and Nijstad, 2004; West, 2002a; Zhou and Shalley, 2003) in (Neil., et al., 2012). This vital ingredient (creativity and innovation) are complex and requires skillful personnel's and leadership that possess the required distinct personality traits in order to maximize the benefits of new and improved ways of working, idea generation, and innovation to the subsequent stage of implementing ideas toward better procedures, practices, or products. When the needed personnel with the needed personality traits are in place in the workplace, creativity and innovation can occur at the level of the individual, work team, organization, or at more than one of these levels combined (Neil., et al., 2012).

The five dimensions that describe personality these

include; conscientiousness, agreeableness, neuroticism, openness to experience and extraversion commonly referred to as "big five". Conscientiousness is associated with trait adjectives such as dependable, organized, reliable, ambitious, and hardworking while agreeableness has adjectives such as kind, cooperative, sympathetic, helpful, courteous, and warm (Colquitt et al, 2009). Continuing the authors pointed out that openness has to do with curious, imaginative, creative, complex, refined, sophisticated while extraversion is associated with adjective traits such as talkative, sociable, passionate, bold, dominant (Colquitt et al, 2009).

The need for the study points out to the fact that employees in most of our establishments and workplace today is relatively diverse, as common with the Brewery industry, often the wrong personnel's are been recruited either because of the fact that the personnel is highly connected to the directors of the establishment or due to corruption that has eaten deep into the system. This recruitment error often results or causes undesirable tensions and worries in organization because of the negative impact of recruitment error and organization outcomes dwindle.

Although selecting employees on the basis of individual dispositions may have a positive impact on employee attitudes and performance, personality-based employee selection processes are notoriously inaccurate (Arthur et al, 2001). Examination of direct linkages between employee personality dimensions and organizational effectiveness and outcomes is receiving increasing support (Hurtz and Donovan, 2000; Motowidlo and Van Scotter, 1994) as cited in (Neil et al., 2012), what is obscure is the question whether the dimensions of personality traits influences employee's creativity and successful achievement of organizational goals and objectives.

Previous studies on the impact of personality traits on employee's creativity may be more indirect than direct (Barrick et al, 2003; Judge et al, 2003). Relationship of agreeableness and creativity is highly contradictory (Iqra, Rozeyta and Siti, 2016). There are several studies that confirmed the positive relationship of agreeableness with divergent and cognitive thinking that is central part of creativity (Nusbaum and Silvia, 2011; Silvia, et al., 2009; Silvia, et al., 2008) as cited in (Iqra, et al, 2016).

Creativity is considered as the first step toward innovation. Without creativity, no innovation is possible, so to study the relation of personality and

innovative behavior, it is important to review the past literature on relation on personality creativity (Amabile 1996) in Iqra, Rozeyta and Siti (2016).

There are number of other writers who confirmed that individuals with high extraversion trait are considered more creative with more intuition and full of divergent ideas (Stavridou and Furnham, 1996; Costa and McCrae, 1985; King et al., 1996; Wolfradt and Pretz, 2001; Furnham and Bachtiar, 2008) in Iqra, et al, (2016). Study of Esfahani et al. (2012) confirmed the positive relationship of conscientiousness with creativity. The study of Batey and Furnham (2006) claimed individuals with high agreeableness are higher in everyday creativity level. Similarly there are several studies that confirmed the positive relationship of agreeableness with divergent and cognitive thinking that is central part of creativity (Nusbaum and Silvia, 2011; Silvia, et al., 2009; Silvia, et al., 2008).

Judging from the past studies on the relationship between creativity and personality trait, it is found that past researchers didn't make concerted or serious effort and authentic attempts to address the effect of personality on creativity. The existing past studies on this relationship, have many flaws, like generalization issues, conceptualization issues, emphasis on organizational creativity, emphasis on innovation from marketing point of view, emphasis on creativity and innovation from entrepreneurial point of view etc.(Iqra, et al, 2016). Therefore, there is a need of authentic empirical studies, investigating the effect of personality traits on creativity through valid measurement frameworks as indicated in this study. The inconsistency result has created a gap in the literature that needs to be filled. Hence this study has presented a good opportunity to examine to what extent some of these personality trait dimensions at play can influence employee's creativity in the context of Brewery industries in Nigeria. Therefore, the study seeks to assess the effect of personality traits on employee's creativity in selected brewery industry in Nigeria.

Review of Related Literature

The Concept of Personality

Personality has to do with individuality, where people differ significantly in the ways they routinely feel, think and act. Personality rests on the observation that people seem to behave somewhat consistently overtime and across different life situations e.g. one would not be characterize a person having a shy personality if that person tended to be dominantly shy and retire only some of

the time and on other occasions was frequently observed to be very sociable and outgoing. Personality is a stable set of characteristics that are responsible for a person's identity (Kinicki, 2008). The internal dimension or the primary dimensions of diversity are mostly outside our control but strongly influence our attitudes and our expectations and assumptions about others, thus influencing our behavior (Kinicki, 2008).

The study of personality involves examining factors within the people that causes them to behave consistently as they do.

Personality is an important difference that managers and organizational members need to take into account because realizing for example that an employee complains a lot because of his or personality will help managers and colleagues deal this type of employee's job performance (Kinicki, 2008).

Extraversion

Colquitt et al., (2009) identified five dimensions that describe personality these include; conscientiousness, agreeableness, neuroticism, openness to experience and extraversion commonly referred to as big five. Extraversion refers to the quantity and intensity of energy directed outwards into the social world (Costa & McCrae, 1992). Extroverts are disposed to experience positive emotions, which in turn make them to have more friends and spend more time in social activities compared to introverts. Individuals who are high in Extraversion tend to be sociable, active, talkative, person oriented, optimistic, fun, loving, and affectionate. Individuals who are low in Extraversion tend to show traits of shyness; hence they tend to prefer spending time on their own rather than being drawn to an eventful scene with large groups of people.

Agreeableness

Agreeableness refers to individuals who tend to be trusting, helpful towards others, forgiving, soft hearted, and compassionate (Costa & McCrae, 1992). They again argued that it should be related to happiness because agreeable individuals have greater motivation to achieve interpersonal intimacy which leads to greater levels of well-being. This involves getting along with others in a satisfying and pleasant relationship. Agreeable individuals tend to be philanthropic, good-natured, tolerant and avoid conflict. Quite contrary, individuals who are low in agreeableness tend to be egocentric, pessimistic, suspicious, distrustful, and

they also lack the desire to cooperate with others. Past research has found no correlation between agreeableness and overall job performance (Barrick and Mount, 2000).

Conscientiousness

Conscientious is made up four (4) primary factors that define different ways that human beings manage to control their behavior (Costa & McCrae, 1992). They are rule consciousness, perfectionism, seriousness and groundedness. Rule consciousness involves adopting and conscientiously following societies accepted standards of behavior. Perfectionism describes a tendency to be self-disciplined, organized, thorough, attentive to detail and goal oriented. Seriousness involves a tendency to be cautious, reflective, self-restrained and deliberate in making decisions. Conscientiousness refers to individuals who exhibit traits of self-control by means of being capable of planning, organizing, working strategically towards goals, and carrying out tasks (Costa & McCrae, 1992).

Conscientiousness is also the trait that is associated with diligence, self-discipline, punctuality and general competence (McCrae & Costa, 2003). The trait characterizes a person who is achievement oriented. They are individuals who are very dependable, orderly and self-discipline who would like to be unambiguous, rule regulated environment, they are achievement oriented, careful, hardworking, organized and responsible e.g. Accountant, Banker and Administrator, Dutifulness, Achievement-striving, Self-discipline, and Deliberation (Nahid and Hoseyn, 2013).

Subsequent research findings support the notion that expresses that Conscientiousness is the personality dimension that correlates the strongest out of all personality dimensions, with overall job performance, across occupations (Barrick et al., 2001; Hurtz & Donovan, 2000; Mount & Barrick, 1995; Ones & Viswesvaran, 1996; Salgado, 1997; Vinchur et al., 1998) as cited in (Nahid and Hoseyn, 2013).

Table 1: Personality traits

| Factors | Positive characteristics | Negative characteristics |
|------------------------|--|--|
| Extraversion | Outgoing, talkative, assertive, gregarious | Cautious, retiring, shying |
| Conscientiousness | Thoughtful, careful, diligent, | Indiscipline, unreliable |
| Emotional Stability | Steadfast, dependable, stable | Uneasy, depressed, nervous, upset |
| Agreeableness | Polite, flexible, participative, patient, compatible | Apathetic, hatred, heartless, stubborn, selfish, ambitious |
| Openness to experience | Wise, creative, innovate, knowledgeable, complex | Simple, without imagination |

Adapted from Nahid A and Hoseyn E, (2013). The Relationship between Personality Traits and Job Performance. Interdisciplinary Journal of Contemporary Research in Business. 5(8) PP 322-335.

Empirical Review

Cai, Song and Zhao (2013) conducted an empirical study on the effects of creative personality and job autonomy on individual innovation performance of knowledge workers. Their study examines the effect of job autonomy on the creativity of knowledge workers, compared with the effects of creative personality. They carry out the study with the help of the moderated multiple regression modeling and based on the 267 samples, they studied the crucial influencing factors that affect individual innovative performance and how the job

autonomy moderate the creative personalities and hope to do some contributions to the improvement of the individual innovative performance in Sci-Tech SMEs. The result from Model 2 presents that, creative personality shows a significant relation with innovative performance, innovative performance, thereby verifying H1: "Creative personality has a positive effect on innovative performance."

Rothmann and Coetzer (2003) researched on the big five personality dimensions and job performance.

Their Analysis was based on of the product-moment correlations between personality dimensions, task performance and creativity showed that no practically significant relationships existed. The objective of their research was to determine the relationship between personality dimensions and job performance. A cross-sectional survey design was used in the study. The study population consisted of 159 employees of a pharmaceutical company. The NEO-Personality Inventory – Revised and Performance Appraisal Questionnaire were used as measuring instruments. The results showed that Emotional Stability, Extraversion, Openness to

Experience and Conscientiousness were related to task performance and creativity. Three personality dimensions, namely Emotional Stability, Openness to Experience and Agreeableness, explained 28% of the variance in participants' management performance. However, the results of the canonical analysis showed that a combination of emotional stability (i.e. low Neuroticism), Extraversion, Openness to Experience and Conscientiousness explained about 15% of the variance in task performance and creativity.

Nahid and Hoseyn (2013) studied the relationship between personality traits and job performance in employees of the ministry of education of kerman. The data was collected using a questionnaire and analyzed by SPSS software using descriptive and inferential statistics were analyzed at two levels. Results showed that there was a significant relationship between job performance and personality traits, such as personality traits are important components of job performance. The study concluded that, the efficiency and effectiveness of the organizations will significantly improve by considering the mental and personality characteristics of the individuals. Based on the path analysis and the table of the direct and indirect impacts, it is generally concluded that the conscientiousness has the highest influence on the job performance of the employees of ministry of education of Kerman and that the conscientiousness of the individuals should be initially considered in employing individuals.

Iqra, Yahya and Rozeyta (2013) studied the effect of personality on job performance of employees a study of the banking sector in Pakistan. This study is investigating that how the personality affects the job performance of employees so that through their personality analysis best performing

workforce could be hired for banking sector of Pakistan. Results of the research confirm the hypothesis that personality is a good predictor of performance. Extraversion, Conscientiousness, Agreeableness and Openness to Experience has positive and significant effect on Job Performance of employees while neuroticism has negative effect on task and contextual performance of Employees. The study concluded that an employee with high openness to experience trait perform better at job as compare to others because he works creatively and innovatively that makes his work distinguishing from others

Tae, Alice and Deog, (2010) examined the relationships between proactive personality and employee creativity in South Korean and the moderating roles of job creativity requirement and supervisor support for creativity in activating proactive personality associated with employee creativity. Procedure Data were collected from the employees of research and development (R&D) teams in various organizations in South Korea. To provide a rigorous test of the hypotheses, we conducted a field study from a sample of 157 employee-supervisor pairs in South Korea. The results revealed that a proactive personality was positively associated with employee creativity. In addition, job creativity requirement and supervisor support for creativity jointly influenced the relationship between proactive personality and employee creativity. Specifically, proactive employees exhibited the highest employee creativity when job creativity requirement and supervisor support for creativity were both high. In addition to the positive linkage between proactive personality and creativity, the most important implication of their findings was that personality did not entirely determine individual creativity, but trait-relevant situational factors also play an important role in accordance with the trait activation theory.

Jeb, Todd and Anne (2017), conduct a research on relating personality and creativity: considering what and how we measure. Their study examined the relationship between creativity and personality trait. It was hypothesized that applying different conceptions and measures would cause variation in the creativity-personality relationship, and that creativity is a complex construct that is conceptualized and measured in multiple ways. The sample size of 224 comprises of undergraduate students and completed six creativity measures, a personality inventory, and a demographic questionnaire. It was found that personality trait

predicted more creative production with ($R^2 = .277$) than creative potential with ($R^2 = .176$), more self-reported creativity ($R^2 = .348$) predicted more than that which was externally rated ($R^2 = .149$). Openness was most consistently and strongly related to creativity, also they found that other personality factors varied in their influence and some demonstrated suppression effects. They concluded that despite relatively small effects of personality on creativity, there appear to be meaningful differences in the relationships depending on conception and measurement.

Scott, Lena, Rachael, Jacob, Jeremy, Jordan and Colin (2016) conducted a study on openness to experience and intellect differentially and how it predicts creative achievement in the arts and sciences. The study was conducted in four demographically diverse samples totaling 1,035 participants to investigate the independent predictive validity of openness and intellect by assessing the relations among cognitive ability, divergent thinking, personality, and creative achievement across the arts and sciences. The hypotheses formulated was confirmed and the study found that openness predicts creative achievement in the arts, Intellect predicts creative achievement in the sciences while inclusion of performance measures of general cognitive ability and divergent thinking indicated that the relation of Intellect to scientific creativity may be due at least in part to these abilities. It was found also that Extraversion additionally predicted creative achievement in the arts, independently of Openness. The study concluded that the Big Five personality dimension which comprises openness/Intellect is the trait most closely associated with creativity and creative achievement and that little is known regarding the discriminant validity of its two aspects—openness to experience (reflecting cognitive engagement with perception, fantasy, aesthetics, and emotions) and Intellect (reflecting cognitive engagement with abstract and semantic information, primarily through reasoning)—in relation to creativity.

Methods

The study adopted survey research design method because it allows samples to be selected and a complete representation of the population ensured. The sampling frame for the study was created from management staff of six (6) selected Breweries listed under the Nigerian Stock Exchange. The population of the management staff of the six (6) breweries is 520 (see appendix 1). Based on Yamani's formula of sampling, the sample was

determined to be composed of 226 management staff. The questionnaires consisted of 5 items for each trait of 5 point Likert scale adopted from (Burns & Grove, 1993) and amended by Nana (2014). Employee's creativity 5 construct was adapted from (Gillian Rice, 2006) measured on the scale of 5 point Likert scale. Multiple regression was employed to test the hypotheses. This was appropriate because it is a test of relationship between the explained and the explanatory variables so as to ascertain the most predicted personality trait. Test-Retest Reliability test method was employed and a favourable reliable score was obtained from all the items. The result showed in Table 1 proves that the reliability of the adopted research instrument is above 0.7 margin ranging from .871-.902 which is reliable (Seckaran, 2003).

Table 1 Test of Reliability

| Measured variable | Mean | Cronbach Alpha | No of Items |
|-----------------------|-------|----------------|-------------|
| Extraversion | 3.430 | .881 | 5 |
| Conscientiousness | 3.365 | .902 | 5 |
| Agreeableness | 3.202 | .875 | 5 |
| Employee's creativity | 3.012 | .871 | 5 |

Source: SPSS Version 21 output

(as computed from Researcher's survey data)

Research Hypotheses

H0₁. There is no significant relationship between extraversion and employee's creativity.

H0₂. There is no significant relationship between conscientiousness and employee's creativity.

H0₃. There is no significant relationship between agreeableness and employee's creativity.

Results and Discussion

Out of the 240 sets of questionnaire administered, two hundred and fifteen (215) were returned, five (5) were not properly filled and two hundred and ten (210) were useable, which is 87.5%. Therefore, the analysis is based on the sample size of two hundred and ten (210) copies.

The demographic information of the respondents revealed that 54.29% of the respondents were males and 45.71% were females. In terms of age, 12.86% of the respondents were in the age group of 18-27 years, 32.86% were in the age group of 28-37 years, 40% were in the age a group of 38-47 years. While 14.26% were above 48 years. The respondents were also classified in terms of marital status. The analysis shows that 66.67% of the respondents were

married while 33.33% were single. In terms of educational qualification, 6.67% of the respondents reported that they possess O' level certificate, 18.71% of the respondents indicate that they have either NCE or OND certificate. Those that have either HND or B.Sc. as their highest qualification were 54.29% of the total respondents. 13.33%

reported to be either MBA or M.Sc. certificate holders. Finally, 7.14% of the respondents indicated to have qualifications higher than M.Sc. or its equivalent.

The respondent's opinion to the research questions were capture in appendix 2.

Test of Hypotheses

Table 2: Results of Multiple Regressions of dimensions of Personality trait and Employee's creativity coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------------------|-----------------------------|--------------|---------------------------|-------------|-------------|
| | B | Std. Error | Beta | | |
| 1 | | | | | |
| (Constant) | 67.762 | 1.825 | .192 | .519 | .691 |
| Extraversion | .261 | .020 | .219 | 3.16 | .000 |
| Conscientiousness | .242 | .040 | .152 | 2.32 | .001 |
| Agreeableness | .217 | .039 | | 2.31 | .026 |

a. **Dependent Variable: Employee's creativity**

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|--------------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig F Change | |
| | .912 ^a | .831 | .724 | 1.451 | .711 | 78.149 | 4 | 205 | .000 | 1.921 |

a. **Predictors: (Constant), Extraversion, Conscientiousness, Agreeableness,**

b. **Dependent Variable: Employee's creativity**

ANOVA^a

| Model | Sum of Square | Df | Mean Square | F | Sig. |
|------------|---------------|-----|-------------|-------|-------------------|
| Regression | 8868.988 | 4 | 2170.247 | | |
| Residual | 6357.255 | 205 | 31.011 | 69.98 | .000 ^a |
| Total | 15038.243 | 209 | | | |

a. **Predictors: (Constant), Extraversion, Conscientiousness, Agreeableness,**

b. **Dependent Variable: Employee's creativity**

Hypothesis 1: Results of regression analysis are given in Table 2, it shows clearly that for hypothesis 1, given the Beta value (= .192, P=0.000) indicating that extraversion shows a positive effect on employee's creativity. The result therefore provides sufficient grounds to reject the null hypothesis H01 and the alternate H1 is accepted indicating that there is significant positive relationship between extraversion and employee's creativity.

This finding is in alignment with the assertion of (Rothmann and Coetzer, 2003) that Emotional Stability, Extraversion, Openness to Experience and Conscientiousness were related to task performance and creativity.

Hypothesis 2 Results in table 4.2 shows that for

hypothesis 2, given the Beta value (= .219, P = 0.001) implying that conscientiousness has a positive effect with employee's creativity and the value of P=0.010 is less than 0.05 so these results are providing sufficient grounds to reject the null hypothesis H02 and alternate H2 is accepted, proving that there is significant positive relationship between conscientiousness and employee's creativity.

The finding is in consonance with (Nahid and Hoseyn, 2013) and (Esfahani et al., 2012) that there is a significant positive relationship between conscientiousness and employee's creativity. The result contradict the findings of (Rothmann and Coetzer, 2003), whose analysis was based on of the product-moment correlations between personality

dimensions, task performance and creativity and showed that there is no practically significant relationships between conscientiousness and employee's creativity.

Hypothesis 3 as evidenced from table 4.2, the Beta value ($= .152$, $P = 0.026$), this indicates that Agreeableness has a positive effect with employee's creativity, similarly $P=0.026$ is less than 0.05 hence providing sufficient grounds to accept hypothesis 3. So null hypothesis H03 is rejected and alternate H3 is accepted. This implies that there is significant positive relationship between Agreeableness and employee's creativity.

This finding is in accord with Iqra, et al., (2013) that extraversion, conscientiousness, agreeableness and openness to experience has positive and significant effect on Job Performance and employee's creativity. These studies (Batey and Furnham, 2006; Nusbaum and Silvia, 2011; Silvia, et al., 2009 and Silvia, et al., 2008) in (Iqra, et al, 2016) claimed individuals with high agreeableness are higher in everyday creativity level and that positive relationship existed between agreeableness employee's creativity reason being that individuals with divergent and cognitive thinking that is central part of creativity. But the result did not align with or contradict the findings of (King et al., 1996 and Feist, 1998) that claim that individuals with the trait of agreeableness don't have the predictive power of creativity.

The model summary shows that the dimensions of personality trait (Extraversion, Conscientiousness and Agreeableness) accounted for .724 (72.4%) variation in employee's creativity. The study of (Wolfradt and Pretz, 2001) and (Esfahani et al., 2012) affirmed that personality trait is positively relationship with employee's creativity.

Conclusion

The study is centered on assessing the effect of personality traits on employee's creativity in selected brewery industry in Nigeria. Based on the analysis conducted it was found that there is significant positive relationship between personality traits dimensions (Extraversion, Conscientiousness and Agreeableness) and employee's creativity. People with high extraversion tend to be sociable, active, talkative, person oriented, optimistic, fun, loving, and affectionate. Individuals who are low in extraversion tends to show traits of shyness; hence they tend to prefer spending time on their own rather than being drawn to an eventful scene with large groups of people. The personality trait of conscientiousness proves to

be the highest predictor of employee's creativity and it is associated with trait adjectives such as dependable, organized, reliable, ambitious, and hardworking. The trait characterizes a person who is achievement oriented. They are individuals who are very dependable, orderly and self-discipline who would like to be unambiguous, rule regulated environment. Again they are achievement oriented, careful, hardworking, organized and responsible. On the negative side, high conscientiousness may lead to annoying fastidiousness, compulsive neatness or workaholic behaviour. Agreeable individuals tend to be philanthropic, good-natured, tolerant and avoid conflict.

The efficiency and effectiveness of the organizations will significantly improve by considering the mental and personality characteristics of the individuals. Based on the multiple regression analysis result, it is concluded that the personality trait of conscientiousness has the highest influence on the employee's creativity in the brewery industry.

Recommendation

It is recommended that human resource personnel, managers and organizational heads should ensure employees in the labour market -possessing the personality traits of conscientiousness are sort for and employed so as to be creative and improve their performance. Since the personality trait of conscientiousness proves to be the highest predictor of employee's creativity, we recommend that the human resource personnel should always look out for applicants with conscientiousness characteristics (Thoughtful, careful, diligent, Steadfast, dependable, stable) during recruitment interviews.

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APENDIX 1

| LIST OF BREWERIES | POPULATION | SAMPLE SIZE |
|----------------------------------|------------|----------------|
| Champion Breweries Plc. | 92 | 92/520 *226=40 |
| Guinness Nig. Plc. | 120 | 120/520*226=52 |
| International Breweries Plc. | 81 | 81/520*226=36 |
| Jos International Breweries Plc. | 67 | 67/520*226=29 |
| Nigerian Breweries Plc. | 90 | 90/520*226=39 |
| Premier Breweries Plc. | 70 | 70/520*226=30 |
| TOTAL | 520 | 226 |

Source: Sales representatives

Appendix 2**Sampled questionnaire (Personality Traits on Employees Creativity)****Traits A**

| S/N | Statement | Respondents Choice | | | | | Means |
|----------------------|--|--------------------|--------------|--------------|--------------|--------------|------------|
| | | SA (5) | A (4) | U (3) | D (2) | SD (1) | |
| 5 | I don't believe I am better than anyone else | 58 (27.6) | 79 (37.6) | 26 (12.4) | 21 (10) | 26 (12.4) | 3.6 |
| 6 | sometimes I feel unable to cope when I am under a lot of stress | 68 (32.4) | 74 (35.2) | 32 (15.3) | 11 (5.2) | 25 (11.9) | 3.7 |
| 7 | I see myself as someone who is Outgoing, talkative, assertive, gregarious. | 85 (40.5) | 84 (40) | 25 (11.9) | 5 (2.4) | 11 (5.2) | 4.1 |
| 8 | I see myself as someone who is reserved | 53 (25.2) | 53 (25.2) | 32 (15.3) | 32 (15.3) | 40 (19) | 3.2 |
| Mean of means | | | | | | | 3.7 |

Source: field work, 2017

Traits B

| S/N | Statement | Respondents Choice | | | | | Means |
|----------------------|---|--------------------|--------------|--------------|--------------|-------------|------------|
| | | SA (5) | A (4) | U (3) | D (2) | SD(1) | |
| 9 | I am proficient person and as such it affects my work. | 68 (32.4) | 79 (37.6) | 26 (12.4) | 21 (10) | 16 (7.6) | 3.8 |
| 10 | I am an achievement oriented so it has gotten effect on my work. | 63 (30) | 89 (42.4) | 32 (15.3) | 11 (5.2) | 15 (7.1) | 3.8 |
| 11 | My word is my bond, I always do what I say I will do and the same applies to my work. | 95 (45.2) | 84 (40) | 26 (12.4) | 5 (2.4) | - - | 4.3 |
| 12 | I see myself as being thoughtful, careful, diligent and someone who does a thorough job so same applies to my work. | 105 (50) | 53 (25.2) | 5 (2.4) | 26 (12.4) | 21 (10) | 3.9 |
| Mean of means | | | | | | | 4.0 |

Source: field work, 2017.

Traits C

| S/N | Statement | Respondents Choice | | | | | Means |
|----------------------|---|--------------------|--------------|--------------|--------------|-------------|------------|
| | | SA (5) | A (4) | U (3) | D (2) | SD (1) | |
| 13. | I usually let others chair the discussions in meeting so it at work. | 68 (32.4) | 79 (37.6) | 26 (12.4) | 21 (10) | 16 (7.6) | 3.8 |
| 14. | I feel relaxed in the presence of superiors or authority figures and this has improved my confidence at work. | 63 (30) | 89 (42.4) | 32 (15.3) | 11 (5.2) | 15 (7.1) | 3.8 |
| 15. | I feel I am Polite, flexible, participative, patient, and compatible and forgive offenders easily so it has an impact in my work. | 95 (45.2) | 84 (40) | 26 (12.4) | 5 (2.4) | - - | 4.3 |
| 16. | I generally cooperate rather than compete with others and this has gotten effect my work. | 105 (50) | 53 (25.2) | 5 (2.4) | 26 (12.4) | 21 (10) | 3.9 |
| Mean of means | | | | | | | 3.7 |

Source: field work, 2017

Employee's creative behavior

| S/N | STATEMENT | Respondents Choice | | | | |
|-----|--|--------------------|--------------|--------------|-------------|-------------|
| | | SA (5) | A (4) | U (3) | D (2) | SD (1) |
| 17 | I experiment with new approaches to doing my job | 116 (55.2) | 68 (32.4) | 11 (5.2) | 11 (5.2) | 4 (1.9) |
| 18 | I am on the lookout for new ideas from all the people with whom I interact as part of my job | 100 (47.6) | 84 (40) | 5 (2.4) | 11 (5.2) | 10 (4.8) |
| 19 | I would like to learn some new skills that will help me to be more effective at work | 52 (24.8) | 88 (41.9) | 35 (16.7) | 20 (9.5) | 15 (7.1) |
| 20 | When new trends develop in my workplace, I am usually the first to get on board | 94 (44.8) | 63 (30) | 26 (12.4) | 11 (5.2) | 16 (7.6) |

Source: field work, 2017