

THE ROLE OF FOLLOWER PERSONALITY ON PSYCHOLOGICAL CONTRACT: EVIDENCE FROM ETHIOPIA

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Abstract *These days, decision making power has shifted from the concentrated power of leaders to the personalities of their followers. The study set out to understand the role of followers' personality on psychological contract, by taking respondents from 60 organisations in Addis Ababa, Ethiopia. To this end, a multiple-question Likert scale questionnaire was prepared and shared with the employees via a Google Docs link. The research showed that most of the employees have an open personality, are conscientious, agreeable, extroverted, and neurotic. The study found that conscientiousness and agreeableness have a positive relationship to psychological contract, while extroversion is negatively related. Through multiple regression analysis, it was found that openness and neuroticism have an insignificant role on psychological contract, while the remaining personalities (conscientious, agreeableness, and extroversion) have a significant role on psychological contract with employer organisations. Future research may assess this agenda in specific industries and geographic boundaries.*

Keywords: *Openness, Conscientiousness, Extroversion, Agreeableness, Neuroticism, Psychological Contract*

INTRODUCTION

Where the decision-making power lies is an issue of debate, and these days, the decision-making power has been handed down from the concentrated power of the leaders' hands and distributed among their followers. This means that followers have the ability to steer a company towards or away from its goal. To this end, the followers' psychological contract to their company has become the focus of attention in many institutions. As Lemire and Rouillard (2005), Chrobot-Mason (2003), and Rousseau (2001) define it, psychological contract is the assortment of beliefs and attitudes that an employee has about the mutual obligations between the employee and their organisation.

It can also be defined as "the idiosyncratic set of reciprocal expectations held by employees concerning their obligations (what they will do for the employer) and their entitlements (what they expect to receive in return)" (McLean Parks, Kidder & Gallagher, 1998: 697). The primary focus of the psychological contract is the engagement between a leader and a follower at the individual level (Guest & Conway, 2002; Ali et al., 2010). Researches surrounding psychological contracts have found 2 sources for the development of employees' psychological contracts: organisational influences and employees' personal dispositions (Rousseau,

1995, 2001). Employees' interpretation of information from their leader and others, their observation of activities and actions in the workplace, together with their personal dispositions, are theorised to create distinctive contract attitudes in the minds of employees. Although the theoretical propositions for these dispositions are present, few studies have attempted to look into them, and hence, has created a deficiency in the available literature. Understanding the dispositions that influence the development of follower psychological contracts makes leading and managing them more effective. Raja et al. (2004) progressed to fill this gap when they connected several facets of employees' personality to their psychological contracts.

It is believed, through many theories, that personality has an intense role in the many aspects of behaviour. Personality is the individual differences in tendencies to show consistent patterns of thoughts, feelings, and actions (McCrae & Costa, 1990, p. 23). According to Jafri (2014), both personal as well as organisational factors have been proposed by researchers in the development and also in the breach of the psychological contract. He added that personality of an employee influences psychological contract. Hence, it can be observed that follower personality is the result of personality traits of an employee. Research suggests that personality is influenced by different fundamental

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characteristics, and that personality explains the consistency in people's behaviour over time and situations, while also explaining their distinctiveness. Felfe and Schyns' (2010) findings support the idea that performance, perception, and characteristics of a leader have a practical importance to better understand how people process and evaluate leaders (p. 395). In their study, they found that followers high in extroversion, agreeableness, and openness are assumed to show more affective commitment to their supervisors. Raising their concern from Raja et al.'s (2004) study, Tallman and Bruning (2005) furthered the study by examining the Big 5 model in its entirety and the liaison between followers' personalities and their beliefs about obligations that relate to the follower and organisational behavior rather than their choice of contract. The respondents were sampled from 60 organisations in Addis Ababa (the capital of Ethiopia) and were from privately-owned companies, government-owned organisations, and non-governmental institutions, both local and international.

Subordinates are very important in the leadership process. However, too many studies are focused on leaders (Klien & House, 1995). Tallman and Bruning (2005) were the first ones to dive into the study of the follower. They studied the relationship of personal disposition on leadership. They studied neuroticism, extroversion, and conscientiousness from the Big 5 model of personality (Goldberg, 1990), in addition to 3 narrow personality traits and the extent to which these personality constructs related to followers' psychological contract. Their study showed that employees' personalities are related to their contract choice. This was proved by further researches conducted by researchers such as Farrukh and Ying (2017) and Choi, Colbert and Oh (2015). Furnham et al. (1999) concluded that extroverts are intrinsically motivated. Raja et al. (2004) suggested that extroverts tend to seek long-term working relationships that will provide them with increased opportunities to gain status, power, or recognition. Hence, there seems to be a positive relationship between extroversion and followers' obligations of commitment to the organisation and commitment to the job; there seems to be no relationship to the commitment to serve the organisation's needs.

Individuals who score high on neuroticism are more likely to experience stress, personal insecurity, irritability, bad moods, and so forth (Costa & McCrae, 1992). Studies have demonstrated that high neuroticism is related to increased job dissatisfaction, low morale, high turnover and withdrawal intentions, a lack of commitment, and so on (Bozionelos, 2004). Hence, there seems to be a negative relationship between neuroticism and followers' obligation attitudes of commitment to the organisation and commitment to the job, and no relationship to serving the needs of the organisation. Open-minded individuals, who are imaginative, inventive, creative, curious, and unconventional (Costa & McCrae,

1992), tend to be inherently interested in new ideas. Their source of happiness at work is not a result of the fulfillment of the extrinsic characteristics of the job, such as salary, benefits, and job security, which they tend to underestimate (Furnham et al., 2005). Hence, there seems to be no relationship between openness and followers' obligations to be committed to the organisation or to the job, and to serve the organisation's needs.

Conscientiousness is "a measure of how competent, dutiful, orderly, responsible and thorough a person is" (Costa & McCrae, 1992). People who are high in conscientiousness are more likely to set goals, have higher expectations that their efforts will result in favourable consequences, and believe that they can do more (have higher self-efficacy), than those who are low in conscientiousness (Costa & McCrae, 1998). Hence, there seems to be a positive relation between conscientiousness and followers' obligations to be committed to the organisation and to the job, and no relation to serving the organisation's needs. Agreeable people display self-sacrifice, care, and love to provide emotional support and are very considerate towards others. They trust their own integrity and that of others as well. Their ability to trust and care for people helps them create deep relationships. A lack of agreeableness is expressed as competitiveness and impatience (Costa & McCrae, 1992). Hence, there seems to be a positive relationship between agreeableness and followers' obligation of serving the needs of the organisation and no relation to their obligations to be committed to the organisation, or to be committed to the job.

Numerous studies have been conducted on the leader's personality and psychological traits; however, only a handful of studies have made an effort to study the link between followers' personality and psychological contract. As an organisation that handles numerous project types that are tailored to each specific client, the leaders in Spotlight Ethiopia cannot single-handedly lead a project to a satisfactory conclusion. The devotion and embodiment of Spotlight's identity needs to be reflected in all its employees, which makes it a perfect establishment to conduct this study. This research, therefore, aimed to explore the role of Spotlight Ethiopia's follower personality on their psychological contract to the company. It specifically sought to understand the commitment of Spotlight employees to their psychological obligations, and to understand the personality profile of Spotlight employees.

This study conducted on the relationship between personality and psychological contract was to add to the existing, scarce research on the topic, and allow leaders in all sectors to better understand their followers. It will also help them communicate with and better manage their followers, which will lead to a more efficient and effective workforce, ultimately reaping profits in the form of survival, growth and/expansion of the respective organisation's horizons. This

research will also add to the existing literature on personality and psychological contract. According to Jafri (2014), the psychological contract is an employee's belief concerning the terms and conditions of a reciprocal exchange agreement between that focal person and another party. Hence, it is the same expectation wherever the person is employed, and depends on the perception of the employee about the employer.

Although psychological contract can be seen in terms of other variables, this study focused on personality only, and sought to understand the relationship between personality and psychological contract. While the researchers have exhausted various literatures, there was a scarcity of studies and literature on the relationship between follower personality and psychological contract, although there are a lot of studies conducted on leader personality. Because the researchers anticipated time and monetary constraints, they chose to undertake the study on a single organisation. This research was also highly dependent on employee perceptions, which tend to be highly subjective. Therefore, further research on other organisations needs to be undertaken to supplement this research.

LITERATURE REVIEW

The replacement of the previously paternalistic employer-employee relationship, where employers were caring for employees and provided upward job mobility and security, with a transactional relationship, where job security and retirement benefits are fewer, has caused organisations to expect their employees to properly effect their tasks at hand, but also expect commitment and more than a transactional contract (Balet et al., 2010). Likewise, individuals also expect their organisations to repay them for their loyalty and commitment to non-job tasks, in terms of retention, personal development, flexibility in working, and development (Aliet et al., 2010; Bal et al., 2010; Parzefall & Hakanen, 2010). This is a feature of psychological contract. As McLean Parks and colleagues (1998, p. 697) define it, the psychological contract between a leader and a follower is "the idiosyncratic set of reciprocal expectations held by employees concerning their obligations (what they will do for the employer) and their entitlements (what they expect to receive in return)". DeMeuse et al. (2001), Rousseau (2001), and Raja et al. (2004) identify 2 types of contracts: transactional and relational psychological contracts. Transactional contracts are monetary based, lacking emotional attachment, short-term, and involve direct exchange and identifiable competencies. Relational contracts, on the other hand, tend to be long-term, with strong emotional attachment, opportunities or support and training, and increased benefits.

Personality

Personality, as defined by Colquitt, Lepin and Wesson (2013), refers to "the structures and propensities inside people that explain their characteristic patterns of thought, emotion, and behaviour". It is defined by personality attributes of the individual (Jafri, 2014). Personality is not one part of a person, but rather the aggregate whole of the individual, and it endures across situations and life (Bozionelos, 2004).

The Big 5 Personality Traits

Various personality views see leadership as a function of an individual's trait, behaviour, style, cognition, affection, charisma, or other characteristics (Felfe & Schyns 2010; MacDonald, Sulsky & Brown, 2008; Michel & LeBreton, 2011). One model to understand personality is the Big 5 Personality Traits model, a widely recognised taxonomy of personality dimensions coined by Goldberg (1993), which is concerned with dispositional traits. It has 5 central dimensions of personality that have, in past studies, been linked to differences in job performance and job satisfaction (Mount, Barrick & Stewart, 1998; Salgado, 1998; Tett, 1991). Conscientiousness is a measure of how competent, dutiful, orderly, responsible, and thorough a person is (Costa & McCrae, 1992); agreeableness is a measure of how people are able to get along with others (Bierman, 2003); neuroticism is the lack of positive psychological adjustment and emotional stability (Costa & McCrae, 1992); openness to experience refers to the willingness of people to make adjustments in views and activities, in line with new ideas or situations (Goldberg, 1993; McCrae & John, 1992); and extroversion is related to the experience of positive emotions outside of one's self (Watson & Clark, 1997).

Conceptual Framework

Personal attributes and organisational attributes can affect psychological contract. Personal attributes stem from the desire of the followers to have a positive image in the eyes of their leaders. This perception of positive image in turn stems from the follower's internality, such as their personality traits. Organisational attributes refer to the influences that an organisation can have in the perception of followers and can be explained through sincerity, excitement, competence, sophistication, and ruggedness of the company. When looking at the personal attributes, the locus of control refers to the controlling spot for oneself or outside forces. That means, someone with an internal locus of control is more likely to be accountable. Values and ethics refer to what a person believes to be good or bad/right or wrong.

Creative insights and potentials refer to a person’s ability to construct ideas that are innovative. Personality traits are the propensities inside a person that explains their patterns of emotions, thoughts, and behaviour. The organisational attributes include size, location, firm’s ability to pay, opportunity for training and development, brand image, job security, and so on (Nadimul, 2018).

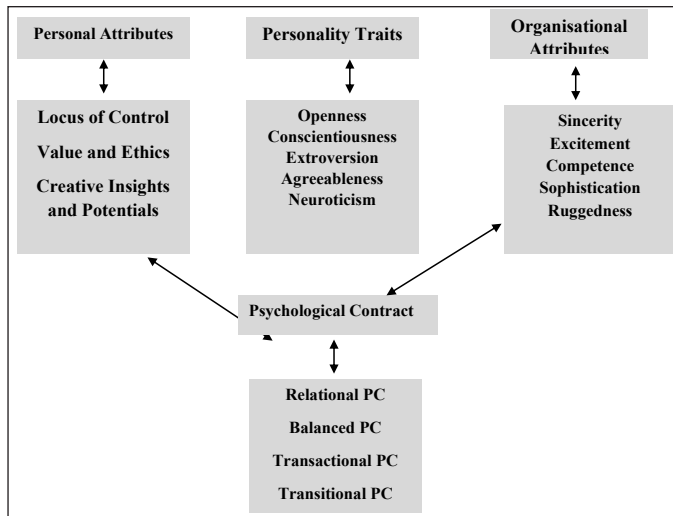


Fig. 1: Conceptual Framework (Nadimul, 2018)

Based on the framework in Fig. 1, the current study emphasised the relationship between the personality traits and psychological contract as shown in Fig. 2.

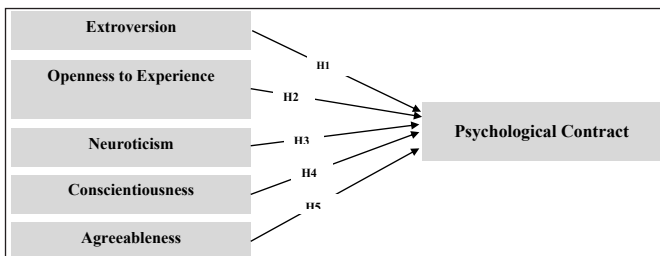


Fig. 2: Conceptual Framework of the Current Study (Adapted from Syed Nadimul, 2018)

The framework in Fig. 2 shows that personal attributes and organisational attributes are the facets to consider when trying to understand psychological contract, which in turn affects these attributes. This research aimed at understanding psychological contract from the perspective of personality traits.

Farrukh and Ying (2017) found that extroversion is positively related to psychological contract. This was also the result of the study conducted by Tallman and Bruning (2005), which found that extroverted individuals trust their employers, contribute to workplace improvements, and perform tasks that go beyond their job description. Choi, Colbert and Oh (2015) stated that these individuals give their all to their jobs and are honest, independent, solve unusual problems, and tend to have a longer tenure in the company.

Hypothesis 1: There will be a positive relationship between extroversion and follower’s psychological contract.

Choi, Colbert and Oh (2015) also found in their study that openness is negatively related to psychological contract. Maertz and Griffeth (2004) argued that individuals high in openness value switching jobs, and are therefore more likely to quit an organisation. As Tallman and Bruning (2005) proved, people who are open tend not to make do with what is available and refuse to do work that is not part of their job description. Their study also found no relation between openness and a person’s ability to have good judgment when making decisions.

Hypothesis 2: There will be no relationship between openness and follower’s psychological contract.

Tallman and Bruning (2005) revealed that neuroticism is negatively related to psychological contract. Neurotic people are not active in the workplace and fail to adopt workplace cultures; they seldom contribute beyond their job description and have no desire to work overtime. Farrukh and Ying (2017) also stated that they do follow instructions from supervisors whether it makes sense to them or not.

Hypothesis 3: There will be a negative relationship between neuroticism and follower’s psychological contract.

Tallman and Bruning (2005) have found that conscientious people trust their organisation and are loyal to it. They accept workplace value as their own and go beyond their job requirements. They do their jobs to the best of their abilities and properly utilise their time. They do what is required and act professionally inside and outside the organisation.

Hypothesis 4: There will be a positive relationship between conscientiousness and follower’s psychological contract.

Farrukh and Ying (2017) found that agreeableness is positively related to psychological contract. The same results were found by Choi, Colbert & Oh (2015) and Tallman and Bruning (2005). Their studies show evidence that agreeable people trust and are loyal to their organisation, and contribute beyond their job description. They accept the work place values as their own and do the best with what they have.

Hypothesis 5: There will be a positive relationship between agreeableness and follower’s psychological contract.

RESEARCH METHODOLOGY

This part provides an overview of the methods that are used to answer the research questions to fulfill the purpose of the research. It explains the research design and approach used, data gathering instrument, target population, sources of data, and methods of data analysis, presentation, and interpretation.

Research design is a plan for a study, providing an overall framework for collecting data (Leedy, 1995: 195). The

objective of a good research design is to provide results that are reliable. A research can be exploratory or explanatory. When enough is not known about a phenomenon and there is no clearly defined problem, the study conducted becomes exploratory; it explores the research topic at various levels of depth and does not aim to provide final conclusive answers (Saunders et al., 2007). An explanatory research, on the other hand, seeks to explain things; it answers 'why' and 'how'. It is raised from exploratory researches and looks for causes and reasons to provide evidence to support or disprove a prediction (Grey, 2014).

In this study, the researchers looked to uncover and understand an observed problem. We sought to understand how personality plays a role on psychological contract, by testing existing hypotheses on the matter. Therefore, explanatory research method was used. The researchers sought to measure relationships from a sample selected from the target population with the help of a standardised questionnaire. The researcher also knew exactly what to look for and all aspects of the data were carefully designed before data collection. Therefore, quantitative research approach was used.

The research was conducted on 139 total respondents, from a population of 200 post-graduate distance programme students (in business leadership, project management, and human resource management departments) from 60 different organisations in Addis Ababa, Ethiopia, who were willing to complete a survey instrument for the study. The researchers chose to use census of all the registered students for the above programmes. As the researchers did not have the chance to influence the group of respondents, the responses can be assumed to represent randomly selected employees in Addis Ababa, Ethiopia. The response rate was 69.5% and could be considered as sufficient to generalise about the population of the study.

All the data was collected from credible sources. The primary data was collected via questionnaires distributed to the respondents. The researchers used questionnaires to collect information on the personality and psychological contract obligations of respondents. The questions to address the personality attributes of the respondents were the 'Big 5 Personality Test' that had been used by other researchers in the field of psychology and which has been proven credible in the testing of personalities (Jafri, 2014, for instance). The questionnaire was in a Likert-scale format, where the respondents were asked to rate their responses from strongly disagree to strongly agree. The questionnaire had 3 parts. Part I was for personality-related questions, Part II was for psychological contract-related questions, and Part III was for demographics.

The questionnaire was prepared in Google Docs and the link was sent to the respondents. Since the addresses of the respondents were not to be given out to the researchers, they sent the link to a representative of the classes of the students, who then distributed the link. The filled-in questionnaires were sent directly to the researchers through the system.

The researchers checked content validity, which is the degree to which measurement instruments are applicable and representative of the target, and criterion predictive validity, which is the extent that a measure predicts another measure. The researchers have exhausted the available literature to develop measurement for both personality and psychological contracts, to validate its content. Reliability or internal consistency is the extent to which a measurement of a phenomenon provides stable and consistent results, and this was checked by Cronbach's alpha. As Malhotra (2007) suggests, an alpha of 0.70 or greater should be considered adequate to utilise a questionnaire. He states that a large coefficient alpha implies that k-items test correlates with the true scores closely.

The researchers presented the data analysis and interpretation of data by the use of SPSS. Descriptive analysis was used to present the distribution of the data, while regression analysis was used to identify the relationship among personality and psychological contract obligations. Correlation analysis was used to evaluate the strength of this relationship. The researchers conducted the study in an ethical manner. The respondents were voluntary. Prior communication about the purpose of the study was provided, before the researchers distributed the questionnaire link. Anonymity of respondents was preserved and no confidential information was requested. The researchers, to the best of their abilities, conducted the study objectively and without bias.

RESULTS

Table 1 depicts the Pearson correlation analysis that shows the relationship between the 5 personality traits and psychological contract. The study used the responses of 139 respondents from the organisations, with a majority (64.0%) being male, while the remaining 36.0% were female. A majority of the respondents (43.2%) are in their twenties, the second-highest majority (41.7%) are in their 30s, 13.7% are in their 40s, and the remaining 1.4% are in their 50s. Around 77% of the respondents have worked in their respective companies for less than 5 years, 13.6% have worked for 5-10 years, 7.2% have worked for 11-15 years, 1.5% have worked for 16-20 years, and the remaining 0.7% have worked for above 20 years.

Table 1: Pearson Correlation Analysis Matrix (Personality Traits)

		Psychological Contract
Psychological Contract	Pearson Correlation	1
	Sig. (2-tailed)	
Openness	Pearson Correlation	-.046
	Sig. (2-tailed)	.594
Conscientious	Pearson Correlation	.491**
	Sig. (2-tailed)	.000
Extrovert	Pearson Correlation	-.222**
	Sig. (2-tailed)	.009
Agreeable	Pearson Correlation	.476**
	Sig. (2-tailed)	.000
Neurotic	Pearson Correlation	.021
	Sig. (2-tailed)	.803
	N (for all constructs)	139

**Correlation is significant at the 0.01 level (2-tailed). SPSS Pearson Correlation Output, 2020.

The results show that there is a moderate significant positive relationship between the conscientious personality trait and psychological contract ($r = 0.491$), as was the result in the study by Tallman and Bruning (2005) and Hochwarter et al. (1999). In addition, there is a moderate significant negative relationship between the extrovert personality trait and psychological contract ($r = -.222$), which contradicts the studies by Farrukh and Ying (2017) and Tallman and Bruning

(2005). The study shows a moderate positive relationship between agreeableness and psychological contract ($r = .476$), as has been seen from the studies by Tallman and Bruning (2005), Choi, Colbert and Oh (2015), and Farrukh and Ying (2017).

Openness personality has been found to have a negative relationship, but it is insignificant, which can be seen from the significance level of .594, which is higher than the P-value of 0.05. On the other hand, neurotic personality has also been found insignificant because the significance level is .803, which is, again, higher than the P-value of the study.

The tables and analysis present the multiple linear regression analysis results for this study.

Table 2: Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649 ^c	.422	.409	.68780

a. Predictors: (Constant), Extrovert, Agreeable, Conscientious.

b. Dependent Variable: Psychological Contract.

Table 2 shows that the R value equals 0.649, which indicates a moderate linear relationship between the independent and dependent variables. The adjusted R Square of 0.409 also shows that 40.9% of the variation in psychological contract can be predicted by the independent variables (conscientiousness, extroversion, and agreeableness).

Table 3: Coefficients Summary

Model		Unstandardised Coefficients		Standardised Coefficient	T	SIG.
		B	Std. Error	Beta		
1	(Constant)	-6.460	1.299		-4.972	.000
	Conscientiousness	16.196	2.676	.478	6.051	.000
	Extroversion	19.977	3.106	.631	6.432	.000
	Agreeableness	14.370	2.929	.511	4.906	.000

a. Dependent Variable: Psychological Contract.

Table 3 shows that the significance level is 0.000, which is much lower than the p-value of 5%, indicating the definite existence of an association between the dependent and independent variables. For instance, the table shows that as extroversion increases, so does psychological contract. The same applies for conscientiousness, where increasing the level of conscientiousness results in an increase in psychological contract.

Hypothesis Testing

Hypothesis 1: There will be a significant relationship between extroversion and follower's psychological contract.

From Table 3, it can be seen that extroversion has a positive and significant relationship with psychological contract. This was in line with the findings of Furnham et al. (1999) and Raja et al. (2004), who concluded that extroverts are intrinsically motivated, and therefore, they tended to seek long-term working relationships that will provide them with increased opportunities to gain status, power, or recognition in their organisations. Therefore, the researchers accept the hypothesis.

Hypothesis 2: There will be no relationship between openness and follower's psychological contract.

It has been seen that the relationship between openness and psychological contract is insignificant, as the significance

level is higher than 95% confidence level ($p < 0.05$). Therefore, the researcher accepts the hypothesis. Even though there are studies that claimed openness has a negative relationship with psychological contract (Choi, Colbert & Oh, 2015; Maertz & Griffeth, 2004), studies by Tallman and Bruning (2005) proved that people who are open tend not to make do with what is available and refuse to do work that is not part of their job description; they concluded that there is no relationship between openness and a person's ability to have good judgment when making decisions, therefore, psychological contract.

Hypothesis 3: There will be a negative relationship between neuroticism and follower's psychological contract.

It has been seen that the relationship between neuroticism and psychological contract is insignificant, as the significance level is higher than 95% confidence level ($p < 0.05$). Therefore, the researcher rejects the hypothesis. This is in line with the argument by Costa and McCrae (1992), who stated that individuals who score high on neuroticism are more likely to experience stress, personal insecurity, irritability, bad moods, and so forth, thereby having no meaningful effect on psychological contract.

Hypothesis 4: There will be a positive relationship between conscientiousness and follower's psychological contract.

Table 3 also shows that conscientiousness has a positive and significant relationship with psychological contract. This was again as per the findings of Tallman and Bruning (2005), who found that conscientious people trust their organisation; they accept workplace value as their own and go beyond their job requirements by doing their jobs to the best of their abilities and properly utilising their time. Therefore, the researchers accept the hypothesis.

Hypothesis 5: There will be a positive relationship between agreeableness and follower's psychological contract.

It can also be seen that agreeableness has a positive and significant relationship with psychological contract. Studies by Farrukh and Ying (2017) found that agreeableness is positively related to psychological contract and this study also confirmed the same. The results found by Choi, Colbert and Oh (2015) and Tallman and Bruning (2005), as well as evidence, show that agreeable people trust and are loyal to their organisation, and contribute beyond their job description. Therefore, the researchers accept the hypothesis.

CONCLUSION

This section gives the conclusions to the above findings on the role of follower personality on psychological contract. The study has proved the existence of the role of personality on psychological contract. The study has found relationships between each of the personalities and

psychological contract. A significant moderate positive relationship has been found between conscientiousness and psychological contract. There is also an insignificant but positive relationship between neuroticism and psychological contract. An insignificant moderate negative relationship has been found between openness and psychological contract, while a weak positive relationship has been found with extroversion. Agreeableness was found to have a significant weak relationship with psychological contract.

With regards to the role of these personalities, openness and neuroticism have been found to play no significant role on psychological contract. Conscientiousness, extroversion, and agreeableness have been found to have a significant role on psychological contract. Through reliability analysis, it has been proven that the variables in the model have a good internal consistency, with a Cronbach's alpha of 0.857. The multiple regression analysis has also supported the existence of a linear relationship between the independent and dependent variables. It has shown that, with an adjusted R Squared value, 40.9% of the variation in psychological contract can be predicted by the independent variables conscientiousness, extroversion, and agreeableness.

As has been stated in the beginning of the study, decision making power is being distributed among followers; that is, they have more power in guiding the direction of an organisation than ever before. This means leaders need to retain their followers, which is why psychological contract is being given much focus. As the findings of this study have shown, personality plays a great role in psychological contract. Therefore, it would benefit leaders to pay attention to the personal make up of their employees. This would not only ensure that communication is being well met, but it also provides the employees with the sense of being understood that will pay off in their efforts to grow the company.

It is recommended that the organisations conduct personality tests within the organisation, either during the recruitment stage or regularly after that; these tests can be found online for free (the researcher suggests Truity.com). This will not only help the leaders get a glimpse into the people they hire, but it makes their communication better and increases the results they want to see from their followers. They can also share this information with the employees themselves, which will enable these followers to understand who they are and what they are good at. The researcher recommends that leaders take their followers' personality into account during the recruiting and training process, as well as in their relationships.

LIMITATIONS AND DIRECTION FOR FURTHER STUDIES

The current study was conducted on respondents from diverse backgrounds and working in diversified organisations. It is recommended that further studies be conducted

in this area, with specific emphasis on some industries or geographic locations. There is a scarcity of research on follower personality, and the more such studies are done, the more they can be understood. Besides conducting the studies on personality in aggregation, it is also recommended that studies for each of the personality traits be conducted, to deeply understand the extent of each personality's influence on followers' psychological contract; for example, the role of extroversion on psychological contract can be one viable research area. In addition to this, it is recommended that studies be conducted on how to communicate with each personality to improve psychological contract. In totality, it is recommended that more studies that focus on the followers be conducted, to have an understanding of followers' work, instead of simply focusing on the leader.

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