



Establishing the relationship between managerial personality traits and decision-making styles within an agri- business

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COMMENTS

The reader is reminded of the following:

The style and referencing in this mini dissertation is parenthetical referencing, also known as Harvard referencing. The use of the style throughout the document is in line with the proposed outline of North-West University.

This mini dissertation is submitted in the form of a research article.

ABSTRACT

Businesses, especially in the retail sector, greatly depend on their managers within the different branches to make the best decisions, not only for the company but also for its employees. This means that a manager's decisions can positively or negatively affect the company. However, individuals have different personalities, which may influence their decision-making style.

The purpose of the study was to establish if there is a relationship between the personality traits and decision-making styles of managers of a leading agribusiness. Therefore, the study was conducted in the context of the South African private agribusiness sector, which saw many disruptive changes in the 1990s of which market deregulation was the most significant. Nevertheless, agribusinesses, which focused on their core business and invested in more efficient ways to satisfy their clients and improve their relations with their suppliers, ranked high in terms of performance, which suggests that their management made effective decisions.

The method to collect the data that were chosen was a questionnaire that is completed online, and the scale used to measure the answers was the Likert scale. This scale was chosen as it measures the respondents' attitudes by asking the extent to which they agree or disagree with a question. The questionnaires that were used, were the Decision-making style inventory test and Big five personality test, both questionnaires are based on the Likert scale.

A questionnaire with a five-point Likert scale was used to collect data from 65 managers to determine if there was a relationship between their personality traits and decision-making styles. The Big Five Personality Test, which tested for extraversion, agreeableness, openness, conscientiousness and neuroticism, was used to determine the participants' personalities, and the Decision-Making Inventory, which lists analytical, behavioural, conceptual and directive decision-making styles, were used to determine the participants' decision-making styles.

The research results suggested that there is a positive relationship between an individual's personality traits. This outcome of the study might enable human resources managers to make more strategic placements and ensure that the best candidates for positions are selected.

Keywords: decision-making style; Decision-Making Style Inventory (DSMI); Big Five Personality Test.

TABLE OF CONTENTS

Acknowledgments	i
Comments	ii
Abstract.....	iii
Table of Contents	iv
List of Tables	viii
List of Figures.....	ix
List of Annexures	x
Definitions of Key Concepts.....	xi
Chapter 1	12
Introduction and Overview	12
1.1 Introduction	12
1.2 Problem statement	14
1.3 Research questions	14
1.3.1 Primary research question	14
1.3.1 Secondary research questions:.....	14
1.4 Research objectives	15
1.4.1 The primary research objective.....	15
1.4.2 The secondary objectives	15
1.5 Literature review	15
1.5.1 Personality traits	16
1.5.1.1 Openness	16
1.5.1.2 Agreeableness.....	16
1.5.1.3 Extraversion.....	16
1.5.1.4 Conscientiousness	16

1.5.1.5	Neuroticism	17
1.5.1.6	Decision-making	17
1.5.2	Studies on the relationship between personality traits and decision-making styles	18
1.6	Research design and methodology	19
1.6.1	Research design	19
1.6.1.1	Research paradigm	19
1.6.2	Research methodology	19
1.6.2.1	Target and study population	19
1.6.2.2	Sampling.....	20
1.6.2.3	Data collection.....	20
1.6.2.4	Data collection and measuring) instrument.....	20
1.6.2.5	Data analysis.....	21
1.7	Ethical considerations.....	22
1.8	Limitations of the study.....	23
1.9	Chapter outline	23
1.10	Chapter summary	24
	Chapter 2	25
	Literature review	25
2.1	Introduction	25
2.2	Personality traits	25
2.2.1	Personality traits in the workplace	25
2.3	Decision-making styles	26
2.3.1	Decision-making styles in the workplace.....	27
2.4	The relationship between personality traits and decision making.....	28
2.4.1	The relationship between personality traits and decision-making in the workplace	29

2.5	Chapter summary	30
Chapter 3		32
Presentation, Interpretation and Discussion of the Results of the Statistical Analyses ..		32
3.1	Introduction	32
3.2	Results of data analysis	32
3.2.1	Descriptive statistics.....	32
3.2.1.1	Demographic profile.....	32
3.2.1.2	Descriptive statistics of the Big 5 Personality Test factors.	34
3.2.1.3	Descriptive statistics of the Decision-Making Style Inventory factors.....	35
3.2.1.4	Results of the analysis of the Big 5 Personality Test data.....	36
(a)	Extraversion.....	39
(b)	Agreeableness.....	40
(c)	Neuroticism	40
(d)	Openness	40
(e)	Conscientiousness	41
3.2.1.5	Results of the analysis of the Decision-Making Style Inventory data	41
(a)	Analytical decision-making style	44
(b)	Behavioural decision-making style	45
(c)	Conceptual decision-making style.....	45
(d)	Directive decision-making style.....	45
3.2.2	Inferential statistics.....	46
3.3	Discussion	49
3.4	Chapter summary	50
Chapter 4		51
Summaries, Limitations and Recommendations		51
4.1	Introduction	51

4.2	Summary of the chapters	51
4.3	Summary of the research questions and objectives.....	51
4.4	Summary of the results.....	52
4.5	Limitations.....	52
4.6	Recommendations for future studies	53
	References.....	55
	Annexures.....	60

LIST OF TABLES

Table 3.1: Demographic profile of the participants (n=71)	33
Table 3.2: Descriptive statistics of the Big 5 Personality Test factors	35
Table 3.3: Descriptive statistics of the Decision-Making Style Inventory factors	36
Table 3.5: Results of the analysis of the Big 5 Personality Test data	37
Table 3.6: Results of the analysis of the Decision-Making Style Inventory data.....	42
Table 5.6: Correlations between the Big 5 Personality Test and the Decision-Making Styles Inventory variables.....	47

LIST OF FIGURES

Figure 2.1: The DMSI and the GDMSI	26
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LIST OF ANNEXURES

Annexure A: Questionnaire	61
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DEFINITIONS OF KEY CONCEPTS

Decision-making style: “[T]he approach, reaction and action of the individual who is about to make a decision” (Bayram, 2017).

Decision-Making Style Inventory (DSMI): A questionnaire formulated to indicate an individual’s decision-making style (Alqarni, 2003:129).

Big Five Personality Test: This test assesses an individual’s personality, which can be described as the psychological traits of an individual that influence his/her interaction with a particular environment ((John & Benet-Martínez, 2000; Pletzer *et al.*, 2019:5).

CHAPTER 1

INTRODUCTION AND OVERVIEW

1.1 Introduction

Individuals make up to 35,000 choices daily (Krockow, 2018) ranging from small and perhaps inconsequential options, such as what to eat for breakfast to large and life-changing ones, such as deciding on a business venture, how to manage a company or appointing a new employee. Business managers have to make decisions every day using various strategies, which have an impact on themselves, their teams, their companies and even nationally and globally (Moskovitz, 2019).

Bayram (2017) states, “[A decision-making] style ... includes the approach, reaction, and action of the individual who is about to make a decision”. There are four decision-making styles that a manager might use: directive, analytic, conceptual and behavioural styles (Azeska *et al.*, 2017). Moreover, according to Brousseau *et al.* (2006) decision-makers are either maximisers or satisficers: Maximisers ensure that they have looked at enough data and considered all the options before making a decision. Satisficers are pragmatic, only want key facts and make a decision that is good enough and meets the deadline (Brousseau *et al.*, 2006).

The personality traits of a business leader influence his/her behaviour (D’Souza & de Lima, 2015:137) and thus his/her leadership skills and the overall effectiveness of an organisation (Hogan, 2007:167). As this implies that the personality traits of a business leader would also influence his/her decision-making behaviour, the study described in this dissertation aimed to establish whether there is a relationship between the personality traits and decision-making styles of managers in the context of agribusiness. Therefore, the study used the Big Five Personality Test (John & Benet-Martínez, 2000) to determine agribusiness managers' personality traits and the Decision-Making Style Inventory (Rowe & Mason, 1987) to determine their decision-making style. Ultimately, the study aimed to provide results that might enable human resources managers to make more strategic placements and ensure that the best candidates for positions are selected.

The most popular personality test is the Big 5 test, which describes and classifies an individual’s personality based on five traits (see definitions of key concepts above; Celli *et al.*,

2013; Sackett & Walmsley (2014:539). Erjavec *et al.*, (2019:2269) study used the Big Five Personality Test in the context of supply chain management and found that decisions are influenced by the personality traits and knowledge of the decision maker. In addition, the study found that decision-makers with lower levels of extraversion and agreeableness and higher levels of conscientiousness and openness make better decisions. Furthermore, the study found that neuroticism and agreeableness negatively affected decision-making (Erjavec *et al.*, 2019: 2269). Similarly, Sackett and Walmsley's (2014:538) study found a relationship between personality traits and job performance. In particular, the study found that conscientiousness and agreeableness contribute to successful job performance.

The term "personality" has multiple meanings, although the most common are as follows: (a) underlying disposition; (b) patterns of behaviour; (c) identity; and (d) reputation (Sackett & Walmsley, 2014:540). In addition, personality can be described as the psychological traits of an individual that influence his/her interaction within a particular environment (Pletzer *et al.*, 2019:5). According to Cervone and Pervin (2008:8), personalities "are psychological qualities that contribute to one's enduring and distinct feeling, thinking, and behaving patterns." T

A person's personality is more than just how he/she behaves, and it refers to the way he/she feels and perceives the world (D'Souza & de Lima, 2015:138). Moreover, personality recognition is the automatic classification of a person's personality traits that can be compared against certain standards. Over the past 30 years, interest has grown in identifying the personality traits of individuals to enable companies to predict their behaviour in terms of productivity (Neal *et al.*, 2011). Moreover, personality traits can predict how an individual will react to pressure or problems and how he/she will deal with them (Ariyabuddhiphongs, 2015:356).

The study, which focuses on the personality traits of managers and their decision-making styles, is located in the field of industrial-organisational psychology, which is a branch of psychology that applies psychological theories and principles to an organisation to increase overall workplace productivity (SACAP, 2019). Through the work of Scott and Münsterberg, industrial-organisational psychology originated in the early 1900s in the United States and its practical applications were developed by Taylor, an American industrial (Britannica, 2016).

1.2 Problem statement

The problem is that business managers' inappropriate decisions can have a negative impact on an organisation. Moreover, studies have indicated that there is a relationship between personality traits and decision-making styles. Therefore, if managers are appointed without consideration of their personality traits, they might not be suited to a position that requires effective decision-making. This suggests that further investigation of the link between personality traits and decision-making styles be conducted to provide evidence suggesting that managers should be appropriately positioned in a company to ensure effective decision-making. For example, agribusiness managers need to take decisions in terms of production, procurement, marketing and financial management which will ensure the financial survival and growth of the company.

1.3 Research questions

To investigate the relationship between the personality traits and decision-making styles of agribusiness managers, the following research questions were formulated:

1.3.1 Primary research question

The primary research question was as follows:

How do personality traits influence the decision-making styles of the managers of an agribusiness?

1.3.1 Secondary research questions:

To answer the primary research question, the following secondary research questions were formulated:

- What decision-making style was the most dominant in the managers of a South African agribusiness?
- What personality trait was the most dominant in the managers of a South African agribusiness?
- What was the relationship between the personality traits and the decision-making styles of the managers of a South African agribusiness?

1.4 Research objectives

In line with the research questions, the following research objectives were formulated:

1.4.1 The primary research objective

The primary research objective was as follows:

To determine how personality traits influenced the decision-making styles of the managers of a South African agribusiness

1.4.2 The secondary objectives

To achieve the primary research objective, the following secondary research objectives were formulated:

- To determine what decision-making style was the most dominant in the managers of a South African agribusiness.
- To determine what personality trait was the most dominant in the managers of a South African agribusiness
- To determine the relationship between the personality traits and the decision-making styles of the managers of a South African agribusiness

1.5 Literature review

As indicated above, The Big 5 Personality Test, which was used in the study, focuses on the personality traits of conscientiousness, extroversion, openness, agreeableness and neuroticism. However, each of these domains of personality might manifest to an extent in an individual and differ in how they are expressed by an individual, (Brogaard *et al.*, 2020). Nevertheless, these personality traits, which have been the best predictors of workplace deviance (Pletzer, 2015:3), were selected from a long list originally developed by psychologists, whose work began in the late 1930s (Lim, 2020).

Hee (2014:309) examined the validity and reliability of the Big Five Personality Test in his research study and concluded its measures were consistent and reliable throughout the study. Moreover, according to Laros *et al.* (2018:1), the Big Five Personality Test is still one of the most influential models used in the field of personality research.

1.5.1 Personality traits

The following sections explain the five personality traits included in the Big Five Personality Test, which were also explained in the section on the definitions of concepts in this dissertation.

1.5.1.1 Openness

Individuals with this personality trait are imaginative, curious and broad-minded, creative and innovative. They tend to think outside the box to find solutions (Neal *et al.*, 2011; Saha and Sharma, 2019). Moreover, they are willing to learn new strategies, accept the ideas of others (Neal *et al.*, 2011), introduce new regulations in an organisation (Saha & Sharma, 2019), take on new assignments and adapt to change. In addition, this personality trait also plays a significant role in the formation of a career identity (Saha & Sharma, 2019) and is associated with effective job performance (Huang *et al.*, 2014:165).

1.5.1.2 Agreeableness

Individuals with this personality trait put other people's needs above their own, are empathic and enjoy serving and taking care of others. In addition, they are tactful, friendly and warm, mostly have an optimistic perception of life and people and relate well with others. They are never hostile, competitive or antagonistic (Saha & Sharma, 2019).

1.5.1.3 Extraversion

Individuals with this personality trait are outgoing, warm, positive, assertive, gregarious, excitement-seeking, work energetically and seek pleasure from those who surround them, preferably constantly. (Saha & Sharma, 2019; Huang *et al.*, 2014:165). According to 48 studies, this personality trait is appropriate for those who work in teams and positively impacts teamwork. However, studies have found that extraversion relates negatively to performance in highly structured jobs because it may distract individuals in the workplace from their duties, although it has a positive effect on the work of insurance representatives (Neal *et al.*, 2011).

1.5.1.4 Conscientiousness

Individuals that show high levels of conscientiousness are dependable, hardworking and strive for achievement. This personality trait is a strong predictor of effective job performance and detailed, precise work rather than adaptiveness, innovativeness or effective teamwork. Furthermore, conscientious individuals comply with rules, deadlines and quality standards

(Neal *et al.*, 2011). This personality trait is usually associated with long-term planning and goal setting. However, individuals with this trait prefer routine, structure and are sometimes incompatible with an unpredictable environment (Huang *et al.*, 2014:165). Moreover, when working in a team will avoid conflict and competition and prefer that tasks are completed and obligations met. Therefore, extroversion added to conscientiousness might ensure organisation success (Saha & Sharma, 2019).

1.5.1.5 Neuroticism

This trait is characterised by a predisposition towards negative cognition and emotional reactivity in the interpretation and response to situations, including a threat, will interpret a threat, and their emotional reaction in certain situations. Neuroticism might mean that an individual will struggle to fulfil their role at work, especially if it involves change or teamwork, which would trigger negative emotions, which might influence their work performance. Neuroticism can lead to high levels of stress or responsibility, a lack of emotional control, interpersonal conflict and being triggered by uncertainty and external threats (Neal *et al.*, 2011).

1.5.1.6 Decision-making

As indicated above research suggests that the decision-making style of an individual, which is his/her approach to choosing the best alternative, is influenced by his/her personality traits (Strohhecker & Größler, 2013). Moreover, according to the literature, there are four decision-making styles: the directive, analytic, conceptual and behavioural styles (Azeska *et al.*, 2017), which were defined in the section of this dissertation on definitions of concepts. In addition, as indicated earlier, decision-makers are either maximisers or satisficers: Maximisers ensure that they have looked at enough data and considered all the options before making a decision. Satisficers are pragmatic, only want key facts and make a decision that is good enough and meets the deadline (Brousseau *et al.*, 2006).

A.J. Rowe and Richard O. Mason developed the decision-making style inventory (DSMI) in 1987 to indicate how preferred decision-making styles affect the decisions managers' decisions (Rowe & Mason, 1987). Rowe and Mason (1987) emphasise that knowing a manager's decision-making style helps in the prediction of his/her behaviour (Alqarni, 2003:13 & 29). According to Ogarca (2015:444), a decision-making style is a "template" used by a manager when making a decision. Although the following definitions of the decision-making styles were

presented in the section on the definitions of the key concepts of the study, they are reiterated below.

Analytical decision-making style: A careful, systematic approach to choosing the best alternative. Managers associated with this style make use of extensive information (data, reports, etc.) (Ogarca, 2015:446).

Behavioural decision-making style: A socially orientated approach to deciding. Managers associated with this style are receptive to others' suggestions, empathic and persuasive (Ogarca, 2015:446).

Conceptual decision-making style: A creative and collaborative approach to choosing the best alternative. These decision-makers consider several perspectives, are achievement-oriented like to think far into the future, focus on ethics and comply with values (Ogarca, 2015:446).

Directive decision-making style: A decisive, structured approach to decision-making. This type of decision-making style is used when approaching structured tasks with a small level of cognitive complexity and is usually communicated verbally. (Ogarca, 2015:446)

1.5.2 Studies on the relationship between personality traits and decision-making styles

Many studies have focused on the link between personality traits and decision-making. For example, studies have found that the personality traits of agreeableness and extraversion contribute to the making of risky decisions. In one study, people were required to make repeated choices, but the risk levels escalated based on the result of the previous decision that was made, which happens in the business world when individuals invest in riskier stocks to recover from losses from earlier risky decisions (Huang *et al.*, 2014:168 & Lauriola *et al.*, 2013).

Sattar *et al.*'s (2020:70-73) study, which was conducted in the finance sector to determine how personality impacts the decision-making process, found that personality traits and not the preferred decision-making style determine a decision, even when managers are in the same situation or face the same problem. Another study investigated the extent to which different personalities explain why individuals make different decisions in the same situation (Dewberry *et al.*, 2013: 783-788) and found that there was a statistically significant relationship between personality and a preferred decision-making style. Sadi *et al.*'s (2011:234-238) study of 200

financial investors indicated that the errors in decisions the investors made showed a significant direct correlation between their personality type.

1.6 Research design and methodology

Research design is the plan indicating the research methodology, which is how the research is conducted in terms of sampling, data collection and analysis (Welman *et al.* 2010).

1.6.1 Research design

The research design was cross-sectional, as the study measures multiple variables at a single point in time. Moreover, this design was chosen because it meant that the methodology involved collecting data from a large number of respondents in a short period (Bhat, 2020 & Bryman *et al.*, 2014:104).

1.6.1.1 Research paradigm

The *positivist paradigm*, which underpinned the research design, is knowledge is only valid if it is through scientific methods, such as observation and experiments. Thus, a quantitative methodology, which was adopted in the study, is indicated by this paradigm (Kivunja & Kuyini 2017: 26-28).

1.6.2 Research methodology

A quantitative methodology involves the use of numerical data collected through objective measurement, such as surveys, and the numerical or statistical analysis or by computing existing statistical data. collection of numerical data. This methodology can be used to quantify opinions and behaviours (Bryman *et al.*, 2014: 58). Moreover, the collection of quantitative data can take place at any given point in time (Bhat, 2020; Bryman *et al.*, 2014:104).

1.6.2.1 Target and study population

The target population for the study were managers in the private agribusiness sector, although the study population were managers of 39 branches of a particular agribusiness located over four provinces in South Africa. The head office is in Klerksdorp, and the branches stretch over the North West, Gauteng, Northern Cape and Free State provinces. Moreover, they are located in Boshof, Christiana, Migdol, Welkom, Bloemhof, Odendaalsrus; Leeudoringstad, Louwna, Makwassie, Reivillo, Schweizer, Hoopstad, Bloemfontein, Theunissen, Tosca, Vryburg, Potchefstroom, Hertzogville and Wolmaransstad, to mention a few.

1.6.2.2 *Sampling*

Non-probability (non-random), purposive and convenience sampling (non-random methods) was used to select the study's participants, which meant that not all the members of the study population had an equal chance of participating, it was convenient for the researcher to reach them, and the researcher relied on her judgement to select them based on particular variables (Bryman *et al.*, 2014:178-186; Levin, 2013).

The sample selected was, therefore, trade-side managers operating at the different branches where they must make important daily decisions and manage employees. These were yard, store, administrative and branch managers. However, the hierarchy of the branches is not the same, and some positions may have been vacant at the time of conducting the research.

1.6.2.3 *Data collection*

Quantitative data collection is the process of gathering and measuring information through an established systematic process to answer the research questions and achieve the research objectives, thereby providing quality, accurate outcomes after data analysis (Kabir, 2016:203). The data collection method used in the study was a survey through the use of a questionnaire.

1.6.2.4 *Data collection and measuring instrument*

The data collection and measuring instrument was a questionnaire with two sub-sections with a preliminary section to gather the participants' demographics. An email containing a link was sent to the participants and answers were obtained anonymously. This measuring instrument was not expensive and did not take long to use.

The Big Five Inventory (BFI) (Benet-Martinez & John, 1998; John *et al.*, 1991) was the questionnaire used to measure personality traits. It consists of 44 items that reflect the five personality traits: Openness (e.g., "I am someone who is curious about many different things"), Conscientiousness (e.g., "I am someone who is dependable, steady"), Extraversion (e.g., "I am someone who is outgoing, sociable"), Agreeableness (e.g., "I am someone who is compassionate, has a soft heart"), and Neuroticism (e.g., "I am someone who is moody, has up and down mood swings"). In the present research, these items were rated on a five-point Likert scale ranging from 1 = Very inaccurate to 5 = Very accurate. The sum of the items corresponding to each of the five factors (the personality traits) was calculated. This indicated that the five factors exhibited acceptable and high internal consistencies (Extraversion's $\alpha =$

.71, Agreeableness' $\alpha = .72$, Conscientiousness' $\alpha = .72$, Neuroticism's $\alpha = .79$, Openness to Experience's $\alpha = .67$).

The Decision-Making Style Inventory (DSMI) (Rowe & Mason, 1987) was used as the questionnaire for measuring the participants' decision-making style. The DSMI consists of 20 items representing the four decision styles (Rowe & Mason, 1987). Respondents were asked to choose between four answers: 1 – least like me; 2 – slightly like me; 4 – moderately like me and 8 – most like me. Once all responses are ranked, the scores in each column, representing one of the decision-making styles, were totalled. Thus, the participants' styles were identified/labelled as very dominant, dominant, backup or least preferred.

1.6.2.5 Data analysis

To find patterns and trends and determine relations amongst variables the data were statistically analysed. However, they were first captured and cleaned by an expert statistical consultant provided by the university institution's statistical consultation service. Then, the data were analysed using SPSS computer software (2018) version 25.0. Confirmatory factor analysis (CFA) was conducted to confirm the validity of the measuring instrument. Moreover, its reliability was determined by computing Cronbach's alpha and mean inter-item correlations. Reliability was indicated by a Cronbach's alpha score of 0.70 (Nunnally & Bernstein, 1994). The central tendency measures (means and standard deviations) were calculated to provide descriptive statistics of the participants' leadership ability, motivation and employee attitudes.

The inferential statistics indicating the extent and direction of the relationship between personality traits and decision-making styles were determined using Pearson's product correlation. However, correlation analysis was not used to determine causality but rather to confirm whether noticeable relationships between the variables were present. Moreover, effect sizes were considered with a confidence level set at 95% with $p < 0.05$ viewed as significant. Effect sizes were classified with 0.1 denoting a small effect, 0.3 a medium effect and 0.5 a large effect (Steyn, 2000). A regression analysis was also conducted to determine the proportion of variance in the dependent variable (decision-making style) predicted by the independent variables (personality traits). The effect sizes in the case of multiple regression are given by the formula $f^2 = R^2 / 1 - R^2$ (Steyn, 2000). The parameters for practical significance of f^2 (Steyn, 2000) were set at 0.01 (small effect), 0.09 (medium effect) and 0.35 (large effect).

1.7 Ethical considerations

Ethical considerations firstly involve obtaining permission to conduct a study. The Managing Director, the Head of Operations and the Human Resources Department of the agribusiness selected for the study had to give their permission before the study could begin. Therefore, a letter seeking permission to conduct the study was submitted to the CEO of the enterprise. His office replied that permission to do the study would be contingent on obtaining ethical clearance from the ethics committee responsible for granting such clearance in the NWU faculty involved. Once proof of ethical clearance was presented, official permission would be granted and only then could data gathering commence. T

Therefore, a proposal outlining the research objective and questions of the study as well as the research methods to be utilised accompanied a research ethics clearance application, which was submitted to the Ethics Committee of the Faculty for Economic and Management Sciences at NWU. The consent form that would be signed by respondents also accompanied the ethical clearance application. The consent form, which was attached to the application, highlighted the ethical considerations that would guide this study.

Once ethics approval was granted by the Committee, it was submitted to the office of the CEO via the HR operations manager, who then granted official permission to conduct the study and make contact with the participants. When conducting quantitative research, the participants' well-being is important and ethical issues must be taken into consideration. Therefore, the following guidelines were followed to ensure that ethical standards were adhered to:

- An informed consent form was used in the proposed study whereby participants were made aware of how the research findings would be used and what the purpose of the project was
- Voluntary participation where participants were free to withdraw from participating at any time without any pressure to participate or any explanations not to participate
- No harm whereby the research would not in any way, unintended or otherwise, harm the participants in the form of invasion of privacy or diminishing self-esteem
- Confidentiality, which meant that the participants' identity would not be revealed in the data collection, analysis or research reports, privacy would be ensured and information would not be shared between participants

Once ethics clearance had been obtained and the firm's permission officially granted, each agribusiness manager received an email from the HR operations manager, with a consent form explaining the aim of the study and the ethical considerations governing the study. Once the researcher had received the completed consent forms, the willing respondents received an email from the HR operation manager with a link to complete the questionnaire online. The consent form clearly stated that participation would be voluntary and anonymous and that participants could opt out if they felt like doing so at any time while completing the survey.

1.8 Limitations of the study

The biggest limitation of the study was the sample size, which needed to be larger for the research results to be generalisable. Another limitation was that the study was restricted to the retail side of a particular agribusiness, which also meant that the results could not be generalised to the entire target population. Therefore, future studies could use larger sample sizes drawn from a variety of agribusinesses, other sides of the agribusinesses apart from retail and managers at different levels. Another limitation was the study's cross sectional design, which precluded an investigation of the causes and/or consequences of the relationships between the variables. Thus, future studies could use a longitudinal design instead.

1.9 Chapter outline

The dissertation is divided into the following chapters:"

Chapter 1: Presents the background of the study, the problem statement; the research questions, the research objectives, a brief literature review and the research design and methodology. Moreover, it explains the ethical considerations and the limitations of the study.

Chapter 2: Presents a review of the literature on the research topics: personality traits, personality traits in the workplace, decision-making styles, decision-making styles in the workplace and the relationship between personality traits and decision-making styles, in general, and in particular.

Chapter 3: Presents the results of the analysis of the quantitative data: demographic information; participants' personality traits and decision-making styles and the correlation between the variables of the questionnaire. In addition, the chapter presents the results of the statistical analyses of the factors included in the measuring instrument (questionnaire).

Chapter 4: Concludes the study by presenting summaries of the chapters, the research objectives and the results. The chapter indicates the study's limitations and makes suggestions for future research.

1.10 Chapter summary

This chapter was the introduction to the dissertation, thereby presenting the background of the study, the problem statement; the research questions, the research objectives, a brief literature review and the research design and methodology. Moreover, it explained the ethical considerations to which the researcher adhered and the limitations of the study.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Chapter 1 introduced the study by presenting the background, the problem statement, the research questions, the research objectives, a brief literature review and the research design and methodology. In addition, it covered the ethical considerations to which the researcher adhered and the limitations of the research. This chapter presents a review of the literature on the research topic. The following will be explained in this chapter: personality traits, personality traits in the workplace, decision-making styles, decision-making styles in the workplace and the relationship between personality traits and decision-making styles, in general, and in the workplace, in particular.

2.2 Personality traits

Personality recognition is the automatic classification of a person's personality traits that can be compared against certain standards. The most popular personality test is the Big 5 Personality Test, which describes and classifies an individual's personality based on five traits (Celli *et al.*, 2013). In 1998, Oliver John from Berkeley Personality Lab and Verónica Benet-Martinez, a psychology professor at the University of California developed the 44-item "Big Five Inventory (BFI). These three scales are all scientifically validated and widely used in academic research on personality.

2.2.1 *Personality traits in the workplace*

In the workplace, managers and other employees are faced with various demands and responsibilities. Moreover, they are expected to work well under pressure, accomplish work-related goals independently, behave professionally and responsibly and maintain a positive attitude. However, research has indicated that the way an individual handles these demands can be traced to their personality traits. A fairly recent study indicated that personality traits, such as conscientiousness and agreeableness contribute to successful job performance (Sackett & Walmsley, 2014:538).

2.3 Decision-making styles

The Decision-Making Style Inventory (DMSI) was developed in 1987 by Alan Rowe and Richard O. Mason. This measurement identifies four decision-making styles: analytical, directive, conceptual, and behavioural, which are explained in detail in Chapter 1 of this dissertation and the section on the definitions of key concepts.

General Decision-Making Style Inventory (GDMSI) was developed by Scott and Bruce (1995), which was explained above. According to Berisha *et al.*, (2018:1-8), although the DMSI and the GDMSI differ in their scales and terminology, they are similar overall, as indicated in Figure 2.1 below, which presents a comparison of the two inventories.

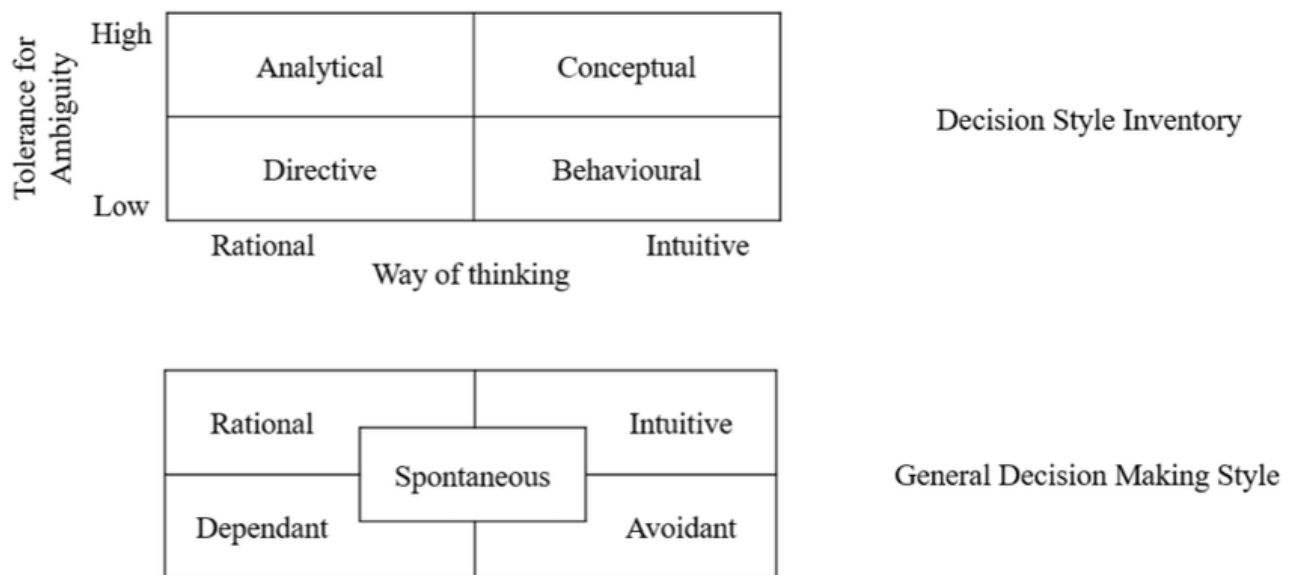


Figure 2.1: The DMSI and the GDMSI

Source: Berisha *et al* (2018:1-8).

Figure 2.1 above shows the two decision-making style inventories, which Berisha *et al.* (2018:4) compared to see if they were the same. Through correlation analysis, Berisha *et al.* (2018:4) found the DMSI determines the dominance of mutually exclusive styles, whereas the GDMSI styles are independent, which means that an individual could score high or low in every style. Moreover, the GDMSI has an extra style, the spontaneous decision-making style, which is characterised by a need to make a decision immediately (Scott & Bruce, 1995). Nevertheless, there are similarities between the behavioural and the avoidant; the directive and

the dependent; the analytical and the rational; and the conceptual and the intuitive decision-making styles (Berisha *et al.*, 2018:4; Marković *et al.*, 2021:4). The similarities are indicated in their definitions below:

- The analytical decision-making style involves deep and careful analysis (Amzat *et al.*, 2012:617), and the rational decision-making style is characterised by the search for information and analysis (Marković *et al.*, 2021:4).
- The behavioural decision-making style involves concern for the people who might be affected by a decision (Al-Omari, 2013:100-103), and the avoidant decision-making style is characterised by the avoiding of making a decision (Scott & Bruce, 1995).
- The directive decision-making style involves a decisive, structured approach to decision-making (Ogarca, 2015:446), and the dependent decision-making style depends on advice and direction from others (Othman *et al.*, 2020: 2).
- The conceptual decision-making style involves creativity a broad focus and vision as well and an intuitive way of thinking (Al-Omari, 2013:100-103), and the intuitive decision-making style is based on characterised by a gut feeling without a logical reason (Othman *et al.*, 2020: 2).

2.3.1 Decision-making styles in the workplace

The decisions of individuals in management positions have led to unimaginable outcomes. An example is from the late 1970s and early 1980s when Union Carbide India Limited (UCIL) had complaints of gas leaks to which workers were exposed. Moreover, in 1984, the company stored three tanks containing methyl isocyanate (MIC), a very dangerous chemical, at the plant. On 2 December 1984 at around 11:30 p.m., employees noticed what was thought to be a water leak from the plant. However, it was methyl isocyanate that was leaking.

The manager to whom they reported it decided to wait before reporting the matter further, which was a poor decision. In addition, investigations revealed that one of the managers had not followed the rule that the pipes should not be washed and instructed an employee to wash a particular pipe (Haire, 2022). As a result, an estimated 15 000 people were killed, and the disaster has, over the years, affected nearly 500 000 people through lingering health issues and physical and emotional effects. The settlement was around \$470 million for the victims and their families.

Even after this incident, it was found that the waste was still not properly stored, and in 2010 (26 years after the incident), executives were convicted of negligence. They had the opportunity to choose to fix the mistakes but rather chose to follow another route (Haire, 2022). Perhaps, the managers who made judgement errors in their used decision-making styles that were not appropriate in the situations described above, which suggests that firms need to pay more attention to how decisions are taken by their managers to avert disastrous decision-making.

Alacreu-Crespo *et al.*, (2019:739-751) refer to multiple studies that have emphasised the impact and consequences of an individual's decisions (Galotti *et al.*, 2006; Gati *et al.*, 2010 & Singh & Greenhaus, 2004). Another study indicated a strong correlation between decision-making styles and risk behaviours (Bavolar & Bačíková-Slešková, 2018).

2.4 The relationship between personality traits and decision making

Caspi (1998:1052-1054) study indicated that there is a correlation between individual's personality traits and risky decision-making. The study furthermore focused on how personality traits will relate to behaviour and if an individual has certain dominant personality traits, how they interact with the world, for example, how someone would choose to interact when they are shy in a social situation.

A study conducted by Sadi *et al.* (2011:234-238), which sampled 200 financial investors, found that the errors in the investors' decisions were significantly and directly correlated with their personality types. The role of an individual's personality has a huge impact on the decision-making process. The study further indicated that even when ideological models tried to avoid the decision makers' personalities and values when describing decision-making, they continued to find a link between it and these variables. influences the decision. Another study conducted by Dewberry *et al.*, (2013: 783-788) found that decision-making competence in everyday life is associated with decision-making styles. Furthermore, the study investigated the extent to which different personality types might explain why individuals make different decisions in the same situation

Personality characteristics, unlike the preferred decision-making style, will dominate the type of decision an individual will make, even when all the individuals are in the same situation or problem, each decision will be different due to their different personalities. Thus, research has concluded that personality traits contribute to the decision-making process (Sattar *et al.*, 2020:70-73)

2.4.1 The relationship between personality traits and decision-making in the workplace

According to the literature, as indicated above, there is a correlation between certain personality types and their preferred decision-making style, which could be significant in the workplace. Moreover, although there is a suitable position for each personality trait in a company, the placement of an individual who is responsible for decision-making would depend on the context of the decisions and other factors, such as the urgency of the decision or management level (Erjavec *et al.*, 2019:2270- 2272).

A study conducted by Brayram (2017) examined the relationship between decision-making styles and personality traits amongst a group of university students, although the results might apply to the workplace. The study indicated that a rational personality and an intuitive decision-making style were significantly associated. In addition, according to Saha and Sharma (2018), a positive link can be made between an individual for whom conscientiousness is a dominant personality trait (one of the Big 5 traits) and the analytical decision-making style. Therefore, an individual with this personality trait would look at the evidence and other facts presented before making a decision.

Erjavec *et al.* (2019:2269) conducted a study in a supply chain management context where frequent decision-making is required and found that decisions are mainly influenced by the personality traits and the knowledge of the decision-maker. During their study, they used the Big Five Personality Test and a game simulation whereby participants had four choices from which to choose in each scenario. Studies conducted with larger participant groups have indicated the same correlation as found in Erjavec *et al.*'s (2019:2269) study.

Other studies have been conducted to measure the link between personalities and decision-making styles using the DMSI, which was described above. However, some studies measured the correlation in the context of the workplace using the Big 5 Personality Test and the General Decision-Making Style Inventory (GDMSI) developed by Scott and Bruce (1995), which was explained above.

In a study conducted by Bayram and Aydemir (2017: 3-11) with 312 participants, the following correlations were found between the variables included in the Big 5 Personality Test and the GDMSI:

- A positive correlation between agreeableness and the dependent decision-making style
- A positive correlation between conscientiousness and the rational decision-making

style

- A positive correlation between neuroticism and the intuitive decision-making style
- A positive correlation between openness also and the rational decision-making style

In another study, it was found that there is a strong correlation between conscientiousness and the rational decision-making style (Kannengiesser & Gero 2018:1-10). Moreover, in a study conducted with 220 participants, it was found that there is a strong correlation between extraversion and the intuitive decision-making, conscientiousness/openness and the rational decision-making style (Narooi & Karazee, 2015:311-315). In addition, a study, which was conducted with 296 medical students to determine their personality traits, emotional intelligence and decision-making styles, found correlations between agreeableness and the rational decision-making style and between extraversion and the intuitive decision-making style (Othman *et al.*, 2020:2-14).

A study was conducted with 270 managers to determine the relationship between personality traits, management styles and decision-making styles. The results revealed a strong correlation between personality traits and decision-making styles. In particular, the study found a strong correlation between conscientiousness and the rational (analytical) decision-making style and between neuroticism and the intuitive (conceptual) decision-making style (Ülgen *et al.*, 2016: 126-132; Cooper, Scandura & Schriesheim, 2005).

2.5 Chapter summary

This chapter has presented a review of the literature on the research topic. The following were explained in this chapter: personality traits, personality traits in the workplace, decision-making styles, decision-making styles in the workplace and the relationship between personality traits and decision-making styles, in general, and in the workplace, in particular. The literature has revealed the importance of understanding an individual's personality traits in determining behaviour, especially decision-making in the workplace, where decisions not only have an impact on organisational success but also can lead to an organisation's collapse.

The Big 5 Personality Test is often used to determine personality types, especially in combination with tests that measure decision-making styles, such as the DMSI and the similar GDMSI. Moreover, the tests have been used to investigate the relationship between personality traits and decision-making styles, as in the current study, which established the relationship

between the personality traits and the decision-making styles of the managers of a South African agribusiness.

Chapter 3 will present, interpret and discuss the results of the statistical analyses, which were conducted to establish the relationship between the personality traits and the decision-making styles of the managers who participated in the study and to determine their dominant personality traits and decision-making styles.

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CHAPTER 3

PRESENTATION, INTERPRETATION AND DISCUSSION OF THE RESULTS OF THE STATISTICAL ANALYSES

3.1 Introduction

Chapter 2 presented a review of the literature on personality traits, personality traits in the workplace, decision-making styles, decision-making styles in the workplace and the relationship between personality traits and decision-making styles. This chapter presents the results of the analysis of the quantitative data gathered from 71 purposively selected agribusiness managers through a survey questionnaire. The participants' responses to the questions provided demographic information, and the questionnaire also measured their personality traits and decision-making styles. In addition, the chapter presents the results of the statistical analyses of the factors included in the measuring instrument, which was the questionnaire. Furthermore, this chapter presents the results of the statistical analysis of the correlation between the variables of the questionnaire.

3.2 Results of data analysis

The data were statistically analysed, thereby generating descriptive and inferential statistics, which are presented and interpreted below. However, the descriptive statistics of the Big 5 Personality Test and DMSI factors, which were the results of the measuring instrument preparation process rather than the data analysis are also presented in this section.

3.2.1 *Descriptive statistics*

3.2.1.1 *Demographic profile*

The demographic characteristics of the 71 participants are statistically presented in Table 3.1 below, which reveals the gender, age and number of years of experience. that the majority of the 71 participants were male (53.5%; n=38), whilst slightly fewer were female (46,5%; n=33). Most of the participants were young and between the ages of 20 and 30 (59.8%; n=34). Moreover, this dominating age group was split evenly between the age groups 20-25 and 26-30 with 17 (23.9%) each.

The majority of the participants had matric (54.9%; n=39). The majority of the remainder had a diploma (19.7%; n=14), and only one had a doctoral degree. The majority of the participants (47.9%; n=34) had been with the company between 0 and 3 years. However, 31% (n=22) had been with the agribusiness for more than 8 years.

Table 3.1: Demographic profile of the participants (n=71)

Demographic characteristics	Category	Frequency	Percentage
Gender	Female	33	46,5
	Male	38	53,5
Age	20-25	17	23,9
	31-35	6	8,5
	36-40	6	8,5
	41-45	3	4,2
	46-50	13	18,3
	51-55	7	9,9
	56+	2	2,8
	Highest qualification	Degree	8
Diploma		14	19,7
Doctorate (PhD)		1	1,4
Honours degree		5	7,0
Master's degree		2	2,8
Matric		39	54,9
Years in position		0-3 years	34
	4-7 years	15	21,1
	Longer than 8 years	22	31,0
Years in position	0-3 years	34	47,9
	4-7 years	15	21,1
	Longer than 8 years	22	31,0

The analysis of the demographic data suggests that as the majority of the managers were young and did not have more than three years of experience, they might have found decision-making a challenge compared with older and more experienced managers, who might have made

effective decisions, especially those who were still with the company after 8 years. In addition, the majority being new to the position suggests that manager turnover might have been high in the company due to ineffective decision-making. This indicates the importance of the human resources department of the company to understand a manager's decision-making style and his/her personality trait, which research has indicated impacts this, to ensure that he/she is suited to the position.

3.2.1.2 Descriptive statistics of the Big 5 Personality Test factors.

A simple principal component analysis was carried out on all the items used in the questionnaire to assess the number of factors to be extracted. An analysis of fifty values indicated that the five factors could be extracted, and an analysis of the eigenvalues explained 58.63% of the total variance. The eigenvalue of these standard deviation factors was determined as follows: Factor 1= 11.08; Factor 2= 6.43; Factor 3= 8.35; Factor 4= 6.90; and Factor 5= 5.35. Each factor was labelled as follows: Factor 1 – Extraversion; Factor 2 – Agreeableness; Factor 3- Conscientiousness; Factor 4- Neuroticism and lastly, Factor 5- Openness. To determine each factor there were 10 items listed underneath them. These factors (50 items) indicated what the dominant personality trait would be.

Next, the individual items of the sub-scales were subjected to individual exploratory factor analysis. In Table 3.2 below, the individual exploratory factor analysis of the individual sub-scales revealed the following: Factor 1 (Extraversion) was determined by Items 1, 6, 11, 16, 21, 26, 31, 36, 41, and 46, where the dominant response on the Likert Scale was neutral as determined in Items 1 and 6. Factor 2 (Agreeableness) was determined by Items 2, 7, 12, 17, 22, 27, 32, 37, 42 and 47. Factor 3 (Conscientiousness) was determined by Items 3, 8, 13, 18, 23, 28, 33, 38, 43 and 48. Factor 4 (Neuroticism) was determined by Items 4, 9, 14, 19, 24, 29, 34, 39, 44 and 49. Factor 5 was determined by Items 5, 10, 15, 20, 25, 30, 35, 40, 45 and 50.

Table 3.2 below presents the descriptive statistics of the factors of the Big 5 Personality Test.

Table 3.2: Descriptive statistics of the Big 5 Personality Test factors

Factor	N	Minimum	Maximum	Mean	Std. dev.	Skewness	Kurtosis
Extroversion	65	1.00	39.00	20.42	11.09	-.14	.94
Agreeableness	65	9.00	36.00	26.62	6.43	-.69	.16
Conscientiousness	65	12.00	40.00	26.23	8.35	-.01	-1.07
Neuroticism	65	6.00	31.00	20.05	6.90	-.26	-.85
Openness	65	16.00	38.00	27.68	5.35	-.00	-.02

In Table 3.2 above, the dominating personality trait is Openness (27.68), followed by Agreeableness (26.62). The third Big 5 personality trait is Conscientiousness with a 0.39 difference between Agreeableness and Conscientiousness. Extraversion is the fourth highest with 20.42. Neuroticism was the least dominant and was rated least favourable (20.05).

The skewness of Agreeableness was found to be -.69, indicating that the distribution was left-skewed. Neuroticism (-.26), Extroversion (-.14) and Conscientiousness (-.01) were all found to be left-skewed. Openness indicated zero value, thus there is no skewness in the distribution. The kurtosis is found to be platykurtic, as it tends to produce fewer and less extreme outliers than the normal distribution. Conscientiousness has the lowest kurtosis of -1.07 followed by extroversion with -.94. Neuroticism has a kurtosis of -.85 and Openness -.02. Agreeableness is the only positive value with kurtosis of 0.16.

3.2.1.3 Descriptive statistics of the Decision-Making Style Inventory factors

The standard deviation values of the four factors in the second part of the questionnaire were determined as follows: Factor A =16.80; Factor B = 12.90; Factor C = 12.82 and lastly factor D = 8.66. Each factor was labelled as follows: Factor A- Analytical; Factor B – Behavioural, Factor C - Conceptual and Factor D – Directive. This section comprised 80 items, and 20 items were used to determine each Factor.

Items 1.1 to 20.1 were used to determine Factor A (Analytical); Items 1.2 to 20.2 were used to determine Factor B (Behavioural); Items 1.3 to 20.3 were used to determine Factor C (Conceptual); and Items 1.4 to 20.4 were used to determine Factor D (Directive).

Table 3.3: Descriptive statistics of the Decision-Making Style Inventory factors

Factor	N	Minimum	Maximum	Mean	Std. dev.	Skewness	Kurtosis
Analytical	65	36.00	93.00	69.57	16.80	-0.36	-0.10
Behavioural	65	20.00	74.00	46.38	12.90	0.13	-0.45
Conceptual	65	27.00	86.00	46.23	12.82	1.41	2.6
Directive	65	37.00	78.00	54.05	8.66	0.53	.75

In Table 3.3 above, the highest decision-making style factor is Analytical with a mean of 69.57, followed by the Directive with a mean of 54.05. Both Behavioral and Conceptual score high with 0.15 and 46.23, respectively.

In the table, only Analytical has a negative skewness indicating that its tail is on the left (-.36). The rest of the factors indicate that the distribution is right skewed: Behavioural with .13 and Directive with .53. Conceptual has the highest skewness of 1.41. The kurtosis distribution is found to be platykurtic, as it tends to produce fewer extreme outliers. Conceptual has the highest kurtosis of 2.6, followed by Directive with .75. Behavioural and Analytical both have a negative kurtosis of -.45 and -.10, respectively.

3.2.1.4 Results of the analysis of the Big 5 Personality Test data

The data gathered from the participants were statistically analysed to discover the extent of their agreement in percentages with the statements indicating the five personality traits of extraversion, agreeableness, neuroticism, conscientiousness, and openness to experiences. Table 3.5 below shows the results of the analysis of the participants' responses to these statements, which made up the Big 5 Personality Test part of the questionnaire. Moreover, the table shows the means and standard deviations of the responses.

Table 3.5: Results of the analysis of the Big 5 Personality Test data

Personality traits	1 Strongly disagree	2 Slightly disagree	3 Neutral	4 Slightly Agree	5 Strongly Agree	Mean	Std. dev.
Extraversion							
1. Am the life of the party.	15.5%	15.5%	40.8%	15.5%	12.7%	2.9	1.3
6. Don't talk a lot.	28.2%	19.7%	21.1%	19.7%	11.3%	2.7	1.4
1. Am the life of the party.	15.5%	15.5%	40.8%	15.5%	12.7%	2.9	1.3
16. Keep in the background.	12.7%	36.6%	15.5%	16.9%	18.3%	3.0	1.4
21. Start conversations.	11.3%	4.2%	22.5%	42.3%	19.7%	3.5	1.2
26. Have little to say.	33.8%	25.4%	4.2%	19.7%	16.9%	2.6	1.6
31. Talk to a lot of different people at parties.	25.4%	21.1%	8.5%	25.4%	19.7%	2.8	1.5
36. Don't like to draw attention to myself.	15.5%	4.2%	28.2%	29.6%	22.5%	3.4	1.2
41. Don't mind being the centre of attention.	18.3%	32.4%	16.9%	25.4%	7.0%	2.8	1.2
46. Am quiet around strangers.	7.0%	25.4%	12.7%	25.4%	29.6%	3.4	1.4
Agreeableness							
2. Feel little concern for others.	38.0%	21.1%	11.3%	18.3%	11.3%	2.4	1.4
7. Am not interested in people.	7.0%	11.3%	21.1%	45.1%	15.5%	3.4	1.1
12. Insult people.	47.9%	29.6%	16.9%	0.0%	5.6%	1.9	1.1
17. Sympathise with other's feelings	3.3%	13.1%	1.6%	39.3%	42.6%	3.9	1.1
22. Am not interested in other people's problems.	15.5%	46.5%	12.7%	18.3%	7.0%	2.6	1.2
27. Have a soft heart.	4.2%	18.3%	8.5%	29.6%	39.4%	3.9	1.3
32. Am really interested in others.	21.1%	38.0%	15.5%	19.7%	5.6%	2.6	1.2
37. Take time out for others.	8.5%	7.0%	23.9%	56.3%	4.2%	3.4	1.0
42. Feel other's emotions.	0.0%	14.1%	11.3%	54.9%	19.7%	3.8	1.0

47. Make people feel at ease.	0.0%	7.0%	28.2%	45.1%	19.7%	3.8	0.9
Neuroticism							
4. Get stressed out easily.	16.9%	28.2%	18.3%	16.9%	19.7%	2.9	1.3
9. I Am relaxed most of the time.	4.2%	19.7%	35.2%	28.2%	12.7%	3.2	1.1
14. Worry about things.	4.2%	16.9%	19.7%	43.7%	15.5%	3.5	1.0
19. Seldom feel blue.	4.2%	42.3%	29.6%	7.0%	16.9%	2.8	1.1
24. Am easily disturbed.	16.9%	7.0%	12.7%	23.9%	39.4%	3.7	1.4
29. Get upset easily.	11.3%	25.4%	38.0%	12.7%	12.7%	3.0	1.1
34. Change my mood a lot.	23.9%	25.4%	32.4%	8.5%	9.9%	2.7	1.2
39. Have frequent mood swings.	36.6%	29.6%	8.5%	22.5%	2.8%	2.3	1.3
44. Get irritated easily.	8.5%	28.2%	12.7%	25.4%	25.4%	3.3	1.3
Openness							
5. Have a rich vocabulary	0.0%	2.8%	28.2%	36.6%	32.4%	4.0	0.9
10. Have difficulty understanding abstract ideas	36.6%	35.2%	15.5%	12.7%	0.0%	2.0	1.0
15. Have a vivid imagination.	4.4%	0.0%	32.4%	51.5%	11.8%	3.7	0.9
20. Am not interested in abstract ideas.	19.7%	26.8%	33.8%	19.7%	0.0%	2.6	1.0
25. Have excellent ideas.	0.0%	4.2%	31.0%	45.1%	19.7%	3.8	0.8
30. Do not have a good imagination.	29.6%	45.1%	12.7%	12.7%	0.0%	2.1	1.0
35. Am quick to understand things	0.0%	0.0%	4.2%	60.6%	35.2%	4.3	0.5
40. Use difficult words.	12.7%	23.9%	15.5%	36.6%	11.3%	3.3	1.2
45. Spend time reflecting on things.	7.0%	16.9%	15.5%	36.6%	23.9%	3.6	1.2
Conscientiousness							
3. Am always prepared.	5.6%	12.7%	25.4%	21.1%	35.2%	3.6	1.3
8. Leave my belongings around.	45.1%	16.9%	7.0%	8.5%	22.5%	2.6	1.7

13. Pay attention to details.	0.0%	4.2%	8.5%	39.4%	47.9%	4.3	0.8
18. Make a mess of things.	32.4%	36.6%	21.1%	0.0%	9.9%	2.3	1.2
23. Get chores done right away.	15.5%	19.7%	8.5%	31.0%	25.4%	3.2	1.5
28. Often forget to put things back in their place.	28.2%	21.1%	2.8%	25.4%	22.5%	3.1	1.6
33. Like order.	0.0%	11.3%	8.5%	29.6%	50.7%	4.1	1.0
38. Shirk my duties.	38.2%	26.5%	20.6%	11.8%	2.9%	2.2	1.2
43. Follow a schedule.	12.7%	21.1%	26.8%	25.4%	14.1%	3.0	1.3
48. Am exacting in my work.	0.0%	0.0%	16.9%	57.7%	25.4%	4.1	0.6

The results of the analysis of the participants' responses indicating their personality traits, which are shown in Table 3.5 above, are explained and interpreted in the following sections.

(a) *Extraversion*

Most participants strongly disagreed with Statement 26 "have little to say" (33.8%), followed by statement 6 "Don't talk a lot" (28.2%). The participants slightly disagreed with the following statements: 16 "keep in the background" (36.6%) and 41 "don't mind being the centre of attention" (32.4%). Most participants strongly agreed with statement 46 "am quiet around strangers" (29.6%) and Statement 11 "feel comfortable around people" (28.2%). The lowest scores were for Statement 11 "feel comfortable around people (4.2%; strongly disagree) and Statement 36 "don't like to draw attention to myself" (4.2%; slightly disagree), although 29.6% of the participants slightly agreed with this statement (29.6%). The highest mean was 3.5 for statement 11 with the lowest mean of 2.6 for Statement 26.

These results that the participants, in general, were not extrovert managers, although they were on average sociable and comfortable around people, as indicated by the scores for statement 11, and that were able to communicate with people, as indicated by the scores for statement 26 and others. In other words, they were people-orientated and did not mind being the centre of attention, although they were not attention-seeking, which is appropriate for a manager

(b) *Agreeableness*

Most participants strongly agreed with Statement 17 “sympathise with others’ feelings” (42.6%), which was the highest score in the strongly agree category and followed by Statement 27 “have a soft heart” (39.4%). Moreover, participants strongly disagreed with Statement 2 “feel little concern for others” (38%). None (0%) of the participants disagreed with Statements 42 “feel others’ emotions” and 47 “make people feel at ease scored”. Moreover, they slightly disagreed with Statement 32 “am not really interested in others” (38%) and Statement 22 “am not interested in other people’s problems” (46.5%). The lowest score in the slightly agree category was 7% for statements 37 “take time out for others” and 47 “make people feel at ease”. The highest mean was 3.9 for Statement 17 “sympathise with others’ feelings”, and the lowest mean was 1.9 Statement 12 “insult people”.

These results indicate that the managers were generally agreeable, which would be appropriate for their position, although they were not overly interested in other people’s problems. Nevertheless, they were empathic, felt others’ emotions, sympathised with them and put others at ease, for example.

(c) *Neuroticism*

The participants strongly disagreed with Statements 39 “have frequent mood swings” (36.6%) and 34 “change my mood a lot” (23.9%). The lowest scores in the strongly disagree category were for Statements 9 “I am relaxed most of the time”, 14 “worry about things” and 19 “seldom feel blue”, all scoring 4.2%. The participants slightly disagreed with Statements 19 (43.2%) and 49 “often feel blue” (33.8%). However, the participants strongly agreed with Statements 24 “am easily disturbed” (39.4%) and 44 “get irritated easily” (25.4%). Statement 39 “have frequent mood swings” scored the lowest at 2.8% (strongly agree). The highest mean of 3.7 was for Statement 24 and the lowest mean of 2.3 was for Statement 44.

The results indicated that overall, the participants were not neurotic and did not have frequent mood swings, for example, although they did feel disturbed, worried or irritated at times and did not always feel relaxed.

(d) *Openness*

Participants strongly disagreed with Statements 10 “have difficulty understanding abstract ideas” (36.6%) and 30 “do not have a good imagination” (29.6%). They slightly disagreed with

Statement 30 “do not have a good imagination” (45.1%) and strongly agreed with Statements 35 “am quick to understand things” (35.2%), 45 “spend time reflecting on things” and 50 “am full of ideas”, which both scored 23.9%. The highest mean was for Statement 35 “am quick to understand things” (4.3), while the lowest mean was for Statement 10 have difficulty understanding abstract ideas” (2.0).

These results indicate that the participants were generally abstract thinkers, imaginative, quick to grasp ideas and creative.

(e) *Conscientiousness*

Most participants strongly disagreed with Statements 8 “leave my belongings around “(45.1%) and 38 “shirk my duties” (38.2%). Participants slightly disagreed with Statement 18 “make a mess of things (36.6%)” and 49.9% strongly agreed with this statement and Statement 33 “like order” (50.7%), which were two of the highest scores recorded. The lowest score recorded was for Statement 38 “shirk my duties” (2.9%; strongly agree). The highest mean was 4.3 (Statement 13) and the lowest mean was 2.9 (Statement 38).

These results indicate that many participants were conscientious, neat, meticulous and performed their duties.

3.2.1.5 Results of the analysis of the Decision-Making Style Inventory data

The data gathered from the participants were statistically analysed to discover the extent of their agreement in percentages with the statements indicating the four decision-making styles: analytical, behavioural, conceptual and directive. Table 3.6 below shows the results of the analysis of the participants’ rating of the statements representing the decision-making styles, which made up the DMSI part of the questionnaire.

Table 3.6: Results of the analysis of the Decision-Making Style Inventory data

Decision-making styles		1	2	4	8
		Least preferred	Considered occasionally	Considered often	Most preferred
Analytical					
1.1	My prime objective is to be the best in my field	11.3%	16.9%	23.9%	47.9%
2.1	I enjoy jobs that have a considerable variety	19.7%	32.4%	15.5%	32.4%
3.1	I expect people working for me to be highly capable	12.7%	21.1%	21.1%	45.1%
4.1	In my job, I look for the best solutions	11.3%	28.2%	33.8%	26.8%
5.1	I communicate best with others in writing	35.2%	12.7%	28.2%	23.9%
6.1	In my planning, I emphasise meeting objectives	12.7%	49.3%	19.7%	18.3%
7.1	When faced with solving a problem, I apply careful analysis	12.7%	16.9%	19.7%	50.7%
8.1	When using information, I prefer accurate and complete data	9.9%	12.7%	21.1%	56.3%
10.1	Whenever possible, I avoid incomplete work	1.8%	3.6%	56.4%	38.2%
11.1	I am especially good at solving difficult problems	7.0%	15.5%	28.2%	49.3%
13.1	In social settings, I generally think about what is said	33.8%	26.8%	15.5%	23.9%
14.1	I am good at remembering places where we met	25.4%	31.0%	26.8%	16.9%
16.1	I work well with those who are self-confident	47.9%	32.4%	4.2%	15.5%
17.1	When under stress, I concentrate on the problem	7.0%	15.5%	25.4%	52.1%
19.1	My decisions typically are systematic or abstract	31.0%	25.4%	32.4%	11.3%
20.1	I dislike boring work	22.5%	21.1%	25.4%	31.0%
Behavioural					
1.2	My prime objective is to feel secure in my job	15.5%	23.9%	33.8%	26.8%
2.2	I enjoy jobs that involve people	56.3%	11.3%	21.1%	11.3%
3.2	I expect people working for me to be receptive to suggestions	64.8%	21.1%	7.0%	7.0%
4.2	In my job, I look for a good working environment	23.9%	23.9%	29.6%	22.5%
5.2	I communicate best with others in a formal meeting	29.6%	50.7%	15.5%	4.2%
6.2	In my planning, I emphasise developing people's careers	50.7%	23.9%	16.9%	8.5%

7.2	When faced with solving a problem, I rely on my feelings	59.2%	25.4%	8.5%	7.0%
8.2	When using information, I prefer limited data that is easily understood	62.0%	22.5%	11.3%	4.2%
10.2	Whenever possible, I avoid conflict with others	18.3%	21.1%	21.1%	39.4%
11.2	I am especially good at interacting with others	33.8%	12.7%	33.8%	19.7%
13.2	In social settings, I generally listen to the conversation	8.5%	32.4%	32.4%	26.8%
14.2	I am good at remembering people's personalities	15.5%	23.9%	16.9%	43.7%
16.2	I work well with those who are polite and trusting	12.7%	29.6%	22.5%	35.2%
17.2	When under stress, I am forgetful	38.0%	35.2%	26.8%	0.0%
19.2	My decisions typically are sensitive to the needs of others	36.6%	21.1%	16.9%	25.4%
20.2	I dislike being rejected	15.5%	21.1%	36.6%	26.8%
Conceptual					
1.3	My prime objective is to achieve recognition for my work	11.3%	43.7%	28.2%	16.9%
2.3	I enjoy jobs that allow independent action	7.0%	29.6%	42.3%	21.1%
3.3	I expect people working for me to be committed and responsive	2.8%	45.1%	23.9%	28.2%
4.3	In my job, I look for new approaches or ideas	32.4%	23.9%	18.3%	25.4%
5.3	I communicate best with others by having a group discussion	31.0%	28.2%	23.9%	16.9%
6.3	In my planning I emphasise future goals	16.9%	19.7%	32.4%	31.0%
7.3	When faced with solving a problem, I look for creative approaches	16.9%	18.3%	47.9%	16.9%
8.3	When using information, I prefer a broad coverage of many options	23.9%	53.5%	12.7%	9.9%
9.3	When I am not sure about what to do, I look for a compromise	23.9%	45.1%	25.4%	5.6%
11.3	I am especially good at seeing many possibilities	8.5%	47.9%	15.5%	28.2%
12.3	When time is important, I refuse to be pressured	40.8%	19.7%	31.0%	8.5%
14.3	I am good at remembering people's faces	4.2%	7.0%	47.9%	40.8%
15.3	The work I do provides me with the ability to achieve my personal goals	22.5%	12.7%	54.9%	9.9%
17.3	When under stress, I, become frustrated	16.9%	28.2%	32.4%	22.5%
18.3	Others consider me imaginative	4.2%	36.6%	38.0%	21.1%
20.3	I dislike following rules	46.5%	38.0%	7.0%	8.5%

Directive					
1.4	My prime objective is to have a position with status	62.0%	15.5%	14.1%	8.5%
2.4	I enjoy jobs that are technical and well-defined	16.9%	26.8%	21.1%	35.2%
3.4	I expect people working for me to be productive and fast	19.7%	12.7%	47.9%	19.7%
4.4	In my job, I look for practical results	32.4%	23.9%	18.3%	25.4%
5.4	I communicate best with others on a direct one-to-one basis	4.2%	8.5%	32.4%	54.9%
6.4	In my planning, I emphasise current problems	19.7%	7.0%	31.0%	42.3%
7.4	When faced with solving a problem I rely on proven approaches	11.3%	39.4%	23.9%	25.4%
8.4	When using information, I prefer specific facts	4.2%	11.3%	54.9%	29.6%
9.4	When I am not sure about what to do, I rely on intuition	25.4%	32.4%	25.4%	16.9%
11.4	I am especially good at remembering dates and facts.	46.5%	19.7%	26.8%	7.0%
12.4	When time is important, I decide and act quickly	12.7%	12.7%	21.1%	53.5%
14.4	I am good at remembering people's names	50.7%	33.8%	8.5%	7.0%
15.4	The work I do provides me with the power to influence others	19.7%	45.1%	14.1%	21.1%
17.4	When under stress, I become anxious	46.5%	16.9%	15.5%	21.1%
18.4	Others consider me aggressive	84.5%	4.2%	4.2%	7.0%
20.4	I dislike losing control	15.5%	19.7%	31.0%	33.8%

The results of the analysis of the participants' responses indicating their decision-making styles, which are shown in Table 3.6 above, are explained and interpreted in the following sections.

(a) *Analytical decision-making style*

Many participants (47.9%) chose the option of most preferred for Statements 1.1 "My prime objective is to be the best in my field" and 16.1 "I work well with those who are self-confident" (47.9%). Moreover, 56.3% of the participants ranked Statement 8.1 "When using information, I prefer accurate and complete data" as the most preferred. Statement 17.1 "When under stress, I: concentrate on the problem" was ranked as most preferred by 52.1% of the participants, whilst 7% ranked it as least preferred. Statement 10.1 "Whenever possible I avoid incomplete work" was rated by 1.8% as least preferred, and 3.6% considered it occasionally.

These results indicated that the analytical decision-making style seemed to be preferred by many of the participants who gave high ratings for statements representing this style, such as being the best in their field, using accurate and complete data, focusing on a problem and finishing their work, for example.

(b) Behavioural decision-making style

Statements 3.2 “I expect people working for me to be receptive to suggestions”, 8.2 “When using information I prefer limited data that is easily understood” and 17.2 “When under stress I’m forgetful” were rated as least preferred by 64.8%, 62% and 38% participants, respectively. Moreover, most of the statements were rated as least preferred by participants and very few participants gave the statements a most preferred rating.

These results suggest that as the statements reflecting a behavioural decision-making style were generally not preferred by the participants, they may have preferred to use other styles.

(c) Conceptual decision-making style

Statement 15.3 “The work I do provides me with the ability to achieve my personal goals was ranked as considered often by 54.9% of the participants, whilst Statement 8.3 “When using information I prefer a broad coverage of many options” was rated as considered occasionally by scored 53.5%. However, Statement 3.3 “I expect people working for me to be committed and responsive” was ranked as least preferred by 2.8% of the participants. In addition, Statements 14.9 “I am good at remembering people’s faces” and 18.3 “Others consider me imaginative” were both ranked as least preferred by 4.2% of the participants.

These results suggest that as the statements reflecting a conceptual decision-making style were generally not preferred by the participants, they may have preferred to use other styles.

(d) Directive decision-making style

Statements 18.4 “Others consider me aggressive and scored an overall high” and 1.4 “My prime objective is to have a position with a status” were ranked as least preferred by 84.5% and 62% of the participants, respectively. Moreover, Statements 11.4 “I am especially good at remembering dates and facts” and 17.4 “When under stress I become anxious” were both ranked as least preferred by 49.5% of the participants. However, Statement 5.4 “I communicate best with others on a direct one-to-one basis” was rated most preferred by 54.9% of the participants, and Statement 8.4 “When using information I prefer specific facts” was rated as

considered often by 54.9% of them, in addition to other statements that were rated by quite a few participants as either most preferred or considered often.

These results suggest that the directive decision-making style might have been preferred by the participants more than the behavioural and conceptual styles. However, the analytical style might have been preferred more than this one.

3.2.2 Inferential statistics

Based on the results of the statistical analysis of the participants' responses to the questionnaire, correlation analysis was conducted to determine the relationships between personality traits and decision-making styles. Moreover, as explained in Chapter 1, the inferential statistics indicating the extent and direction of the relationship between personality traits and decision-making styles were determined using Pearson's product correlation. However, correlation analysis was not used to determine causality but rather to confirm whether noticeable relationships between the variables were present.

Table 5.7 below shows the correlations between the Big 5 Personality Test variables and those of the DMSI.

Table 5.6: Correlations between the Big 5 Personality Test and the Decision-Making Styles Inventory variables

	Extroversion	Agreeableness	Conscientiousness	Neuroticism	Openness	Analytical	Behavioural	Conceptual	Directive
Extroversion	1								
Agreeableness	.49**	1							
Conscientiousness	-0.292*	0.01	1						
Neuroticism	0.20	0.02	.32**	1					
Openness	-0.48**	-0.08	.28*	-0.41**	1				
Analytical	-0.58**	-0.14	0.62**	0.12	0.62**	1			
Behavioural	0.33**	.36**	-0.61**	-0.19	-0.55**	-0.58**	1		
Conceptual	0.37**	0.09	-0.05	0.22	-0.14	-.50**	-0.07	1	
Directive	0.18	-0.27*	0.02	-0.16	-0.32*	-0.22	-0.01	-.37**	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed)

Table 3.6 above shows the following correlations with the **Extraversion** variable:

- A negative correlation (-0.58**) with the Analytical Decision-Making Style variable
- A positive correlation (0.33**) with the Behavioural Decision-Making Style variable
- A positive correlation (0.18) with the Directive Decision-Making Style variable
- A positive correlation (0.37) with the Conceptual Decision-Making Style variable

The table shows the following correlations with the **Agreeableness** variable

- A negative correlation (-0.14) with the Analytical Decision-Making style variable
- A negative correlation (-0.27*) with the Directive Decision-Making Style variable
- A positive correlation (0.09) with the Conceptual Decision-Making variable
- A positive correlation (0.36**) with the Behavioural Decision-Making Style variable

The table shows the following correlations with the **Conscientiousness** variable:

- A positive correlation (0.62**) with the Analytical Decision-Making Style variable
- A negative correlation (-0.61**) with the Behavioural Decision-Making Style variable
- A negative correlation (-0.10) with the Conceptual Decision-Making Style variable
- No correlation (0) with the Directive Decision-Making Style variable

The table shows the following correlations with the **Neuroticism** variable:

- A positive correlation (0.10) with the Analytical Decision-Making Style variable
- A negative correlation (-0.19) with the Behavioural Decision-Making Style variable
- A negative correlation, (-0.16) with the Directive Decision-Making Style variable
- A positive correlation (0.22) with the Conceptual Decision-Making Style variable

The table shows the following correlations with the **Openness** variable:

- A positive correlation (0.62**) with the Analytical Decision-Making Style variable
- A negative correlation (-0.55**) with the Behavioural Decision-Making Style variable
- A negative correlation (-0.32*) with the Directive Decision-Making Style variable
- A negative correlation (-0.14) with the Conceptual Decision-Making Style variable

In summary, the most noteworthy positive correlations were those between the Openness and the Analytical Decision-Making Style variables (0.62**) and between the Conscientiousness

and Analytical Decision-Making Style variables (0.62**). These correlations suggest that the most conclusive evidence of the relationship between personality traits and decision-making styles is that managers who prefer the analytical decision-making style are those who exhibit the personality traits of openness and conscientiousness.

3.3 Discussion

The primary research objective of the study was to determine how personality traits influence the decision-making styles of agribusiness managers. To achieve this objective, the study had to determine what decision-making styles and personality traits were the most dominant in the managers of a South African agribusiness and the relationship between the personality traits and the decision-making styles of these managers.

The results of the study revealed that the most dominant decision-making style amongst the managers of the South African agribusiness under study was the analytical decision-making style with a mean of 69.57, followed by the directive decision-making style with a mean of 54.05. The least preferred was the conceptual decision-making style with a mean of 46.23 (Please refer to table 3.3 for more information).

The results of the study revealed that the dominant personality trait in the managers of the South African agribusiness under study was openness with a mean of 27.68, followed by agreeableness (26.62) and then conscientiousness (26.23), with a 0.39 difference between them. The least preferred decision-making style of the managers in the study was neuroticism with a mean of 20.05.

In line with the literature, the results revealed that there was a correlation between the personality traits and decision-making styles of the managers of the South African agribusiness under study. The following positive correlations were found:

- Between extraversion and the analytical and conceptual decision-making styles, which was in agreement with the results of the studies conducted by Narooi and Karazee (2015:311-315) and Othman *et al.*, (2020: 2-14).
- Between conscientiousness and the analytical decision-making style, which was in agreement with the results of the studies conducted by Bayram and Aydemir (2017:3-11), Kannengiesser and Gero (2018:1-10), Narooi and Karazee, 2015: 311-315), Ülgen *et al.*, 2016: 126-132) and Bayram and Aydemir (2017: 3-11).

- Between openness and the analytical decision-making style, which was in agreement with the results of the study conducted by Bayram and Aydemir (2017:3-11).
- Between agreeableness and the behavioural decision-making style, which was in agreement with the results of the studies conducted by Bayram and Aydemir (2017:3-11) and Narooi and Karazee, (2015:311-315)
- Between neuroticism and the conceptual decision-making style, which was in agreement with the results of the studies conducted by Bayram and Aydemir (2017:3-11) and Ülgen *et al.*(2016: 126-132).

3.4 Chapter summary

This chapter presented, interpreted and discussed the results of the analysis of the quantitative data gathered from 71 purposively selected agribusiness managers through a survey questionnaire. The participants' responses to the questions provided demographic information, and information about their personality traits and preferred decision-making styles. In addition, the chapter presented the results of the statistical analyses of the factors included in the measuring instrument, which was the questionnaire. Furthermore, this chapter presented, interpreted and discussed the results of the statistical analysis of the correlations between the variables of the questionnaire, which confirmed the results of several previous studies.

CHAPTER 4

SUMMARIES, LIMITATIONS AND RECOMMENDATIONS

4.1 Introduction

This chapter concludes the research report study by providing a summary of the chapters, the research objectives and the results. The chapter indicates the study's limitations and makes suggestions for future research.

4.2 Summary of the chapters

Chapter 1 of this dissertation presented the background of the study, the problem statement; the research questions, the research objectives, a brief literature review and the research design and methodology. Moreover, it explained the ethical considerations and the limitations of the study.

Chapter 2 presented a review of the literature on the research topics: personality traits, personality traits in the workplace, decision-making styles, decision-making styles in the workplace and the relationship between personality traits and decision-making styles.

Chapter 3 presented the results of the analysis of the quantitative data: demographic information; participants' personality traits and decision-making styles and the correlation between the variables of the questionnaire. In addition, the chapter presents the results of the statistical analyses of the factors included in the measuring instrument (questionnaire).

Chapter 4 concludes the study by presenting summaries of the chapters, the research objectives and the results. This chapter indicates the study's limitations and makes suggestions for future research.

4.3 Summary of the research questions and objectives

As stated in Chapter 1, the primary research question was how do personality traits influence the decision-making styles of the managers of an agribusiness? To answer the question, the researcher asked what decision-making style was the most dominant in the managers of a South African agribusiness? What personality trait was the most dominant in the managers of a South African agribusiness? What was the relationship between the personality traits and the decision-making styles of the managers of a South African agribusiness?

In line with the research questions, the primary research objective was to determine how personality traits influenced the decision-making styles of the managers of a South African agribusiness, the researcher set out to determine what decision-making style and personality traits were the most dominant in the managers of a South African agribusiness and the relationship between the personality traits and the decision-making styles of these managers.

4.4 Summary of the results

In response to the research questions and objectives the study found the following:

The most dominant decision-making style amongst the managers of the South African agribusiness under study was the analytical decision-making style followed by the directive decision-making style. The least preferred was the conceptual decision-making style.

The most dominant personality trait in the managers of the South African agribusiness under study was openness, followed by agreeableness and then conscientiousness. The least preferred decision-making style of the managers was neuroticism.

In line with the literature, the results revealed that there was a correlation between the personality traits and decision-making styles of the managers of the South African agribusiness under study. For example, as indicated in the literature there was a relationship between extraversion and the analytical and conceptual decision-making styles; conscientiousness and the analytical decision-making style; openness and the analytical decision-making style; agreeableness and the behavioural decision-making style; and neuroticism and the conceptual decision-making style.

4.5 Limitations

Although the study answered the research questions and achieved the research objectives, there were the following limitations:

- Small sample size – although 120 participants completed the questionnaire, only 71 returned questionnaires could be used because the rest were incomplete or incorrectly completed.
- Generalisability – as the study was limited to managers on the retail side of a private agribusiness, the results could not be generalised to the entire target population of managers of agribusinesses in the private sector.

- Cross-sectional research design – this design cannot explain the causes and/or consequences of the variables under investigation, which might provide a deeper understanding of the phenomenon under study.
- Questionnaire – The statements in the second part of the questionnaire on decision-making styles (1; 7.2; 8.3; 8.4; 11.3; 11.4; 12.3; 12.4; 14.1; 14.2 and 14.4) were not understood by some of the participants, which meant that their inappropriate answers had to be removed from the data to ensure accurate analysis.
- Limitations of the Big Five Personality Test and the DMSI – These tests determine only five personalities and four decision-making styles, respectively/

4.6 Recommendations for future studies

It is recommended that future studies should do as follows:

- Use a larger sample size drawn from various sides of the agribusiness sector, as the study only included participants from the retail side.
- Include managers at levels other than those considered in the study.
- Follow a longitudinal research design to account for the causes and consequences of the variables.
- Design a questionnaire that comprises statements that are all easily understood by the participants to ensure appropriate rating in the responses.
- Use personality tests other than the Big 5 Personality Test owing to South Africa's diverse population, such as a personality test developed for South Africans could be used.
- Use personality tests that include more than five personalities such as the Myers-Briggs test, which measures 16 personalities.

It is recommended that future studies in the organisation should do as follows:

- Conduct the study in a workplace setting as opposed to online, which might ensure more willing participants, more completed questionnaires and thus a bigger sample.
- Use two groups of participants: the first group comprising managers and the second

group consisting of lower-level employees to compare the relationship between personality traits and decision-making styles of the two groups and their dominant personality traits and decision-making styles.

- Use a larger sample size drawn from various sides of the agribusiness sector, as the study only included participants from the retail side.
- Include managers at levels other than those considered in the study.

4.7 Theoretical implication

The primary research question was to determine if there is a correlation between personality traits and decision-making styles of the managers of an agribusiness. Other problem statements included; what personality trait was the most dominant personality trait and the preferred decision-making style among managers.

In response to the research questions and objectives the study found the following:

The most dominant personality trait among managers in the study was openness, followed by agreeableness and then conscientiousness. The least preferred decision-making style of the managers was neuroticism. The most dominant decision-making style amongst the managers within an agribusiness in the study was the analytical decision-making style followed by the directive decision-making style. The least preferred was the conceptual decision-making style.

In line with the literature, the results revealed that there was a correlation between the personality traits and decision-making styles of the managers of the South African agribusiness under study. For example, as indicated in the literature there was a relationship between extraversion and the analytical and conceptual decision-making styles; conscientiousness and the analytical decision-making style; openness and the analytical decision-making style; agreeableness and the behavioural decision-making style; and neuroticism and the conceptual decision-making style.

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ANNEXURES

Annexure A: Questionnaire

SECTION A – DEMOGRAPHICS

	MALE	FEMALE					
AGE	20-25	36-30	31-35	40-45	46-50	51-55	60+
QUALIFICATIONS	MATRIC	DIPLOMA	DEGREE	HONS. DEGREE	MASTERS DEGREE	PHD	
TENURE	0-3	4-7	8+				

SECTION B: BIG FIVE PERSONALITY TEST.

This is a personality test, and it will help you understand why you act the way that you do and how your personality is structured. Please follow the instructions below.

Instructions

In the table below, for each of statements 1-50, mark in the box to the left of it how much you agree with it on a scale of 1-5, where 1=disagree, 2=slightly disagree, 3=neutral, 4=slightly agree and 5=agree.

Rating		Rating	
	1. Am the life of the party.		26. Have little to say.
	2. Feel little concern for others.		27. Have a soft heart.
	3. Am always prepared.		28. Often forget to put things back in their proper place.
	4. Get stressed out easily.		29. Get upset easily.
	5. Have a rich vocabulary.		30. Do not have a good imagination.
	6. Don't talk a lot.		31. Talk to a lot of different people at parties.
	7. Am interested in people.		32. Am not really interested in others.
	8. Leave my belongings around.		33. Like order.
	9. Am relaxed most of the time.		34. Change my mood a lot.

10. Have difficulty understanding abstract ideas.		35. Am quick to understand things.
11. Feel comfortable around people.		36. Do not like to draw attention to myself.
12. Insult people.		37. Take time out for others.
13. Pay attention to details.		38. Shirk my duties.
14. Worry about things.		39. Have frequent mood swings.
15. Have a vivid imagination.		40. Use difficult words.
16. Keep in the background.		41. Do not mind being the centre of attention.
17. Sympathise with others' feelings.		42. Feel others' emotions.
18. Make a mess of things.		43. Follow a schedule.
19. Seldom feel blue.		44. Get irritated easily.
20. Am not interested in abstract ideas.		45. Spend time reflecting on things.
21. Start conversations.		46. Am quiet around strangers.
22. Am not interested in other people's problems.		47. Make people feel at ease.
23. Get chores done right away.		48. I am exacting in my work.
24. Am easily disturbed.		49. Often feel blue.
25. Have excellent ideas.		50. Am full of ideas.

SECTION C: DECISION-MAKING STYLE INVENTORY

This is a decision-making style inventory, and it will help you understand why you make decisions the way that you do. Please follow the instructions below.

Instructions

In the table below, in the box to the right of each statement, indicate your ranking according to the following: 8 (most preferred), 4 (considered often), 2 (considered occasionally) and 1 (least preferred)

			I		11		111		IV
1	My prime objective is to	Be the best in my field		Feel secure in my job		Achieve recognition for my work		Have a position with status	
2	I enjoy jobs that:	Have considerable variety		Involve people		Allow independent action		Are technical and well defined	
3	I expect people working for me to be:	Highly capable		Receptive to suggestions		Committed and responsive		Productive and fast	
4	In my job, I look for:	The best solutions		A good working environment		New approaches or ideas		Practical results	
5	I communicate best with others:	In writing		In a formal meeting		By having a group discussion		On a direct one-to-one basis	
6	In my planning, I emphasise:	Meeting objectives		Developing people's careers		Future goals		Current problems	
7	When faced with solving a problem, I:	Apply careful analysis		Rely on my feelings		Look for creative approaches		Rely on proven approaches	
8	When using information, I prefer:	Accurate and complete data		Limited data that is easily understood		Broad coverage of many options		Specific facts	
9	When I am not sure about what to do, I:	Search for facts		Wait before making a decision		Look for a possible compromise		Rely on intuition	
10	Whenever possible, I avoid:	Incomplete work		Conflict with others		Using numbers or formulas		Long debates	
						Seeing many		Remembering	

11	I am especially good at:	Solving difficult problems		Interacting with others		possibilities		dates and facts	
12	When time is important, I:	Follow plans and priorities		Seek guidance or support		Refuse to be pressured		Decide and act quickly	
13	In social settings, I generally:	Think about what is being said		Listen to the conversation		Observe what is going on		Speak with others	
14	I am good at remembering:	Places we met		People's personalities		People's faces		People's names	
15	The work I do provides me:	Challenging assignments		Acceptance by the group		Ability to achieve my personal goals		The power to influence others	
16	I work well with those who are:	Self-confident		Polite and trusting		Open minded		Energetic and ambitious	
17	When under stress, I:	Concentrate on the problem		Am forgetful		Become frustrated		Become anxious	
18	Others consider me:	Disciplined		Supportive		Imaginative		Aggressive	
19	My decisions typically are:	Systematic or abstract		Sensitive to the needs of others		Broad and flexible		Realistic and direct	
20	I dislike:	Boring work		Being rejected		Following rules		Losing control	
		A=	0	B=	0	C=	0	D=	0