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THE EFFECTS OF PERSONALITY DIMENSIONS OF SALES PERSON'S ON ORGANIZATIONAL BRAND IMAGE (IN CASE ETHIO-TELECOM)

By: Advisor:

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THE EFFECTS OF PERSONALITY DIMENSIONS OF SALES PERSON'S ON ORGANIZATIONAL BRAND IMAGE (IN CASE ETHIO-TELECOM)

A Thesis Submitted To the Department Of Marketing Management in Partial Fulfilment of The Requirements For the Degree Of Master of Arts in Marketing Management.

By: Musa Muhammad

Approval by Board of Examiners

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Statement of Declaration

I hereby announce that, this thesis entitled **"The Effects of Personality Dimensions of Sales Person's On Organizational Brand Image (In Case Ethio-Telecom)"** in partial fulfilment of the prerequisites of the Degree of Master of art in Marketing Management with the direction and endorsement of the research supervisor. This study is my original work and that has not been presented for any Degree or Diploma program in this or any other University/Institutions, and that all sources of materials used for the thesis have been duly acknowledged.

Asserted by: Musa Muhammad   Signature: _____date

Certification

This is to certify that Musa Muhammad has carried out his research work on the topic entitled "**The Effects Of Personality Dimensions Of Sales Person's On Organizational Brand Image (In Case Ethio-Telecom**" original work and is suitable for submission for the award of Master's Degree in Marketing Management.

Advisor: Signature   Date

Aderaw Gashayie (PhD)   ---------------   ---------------

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Acronyms

ANOVA: Analysis of Variance

CAAZ: Central Addis Ababa Zone

CSD: Customer Service Division

EAAZ: East Addis Ababa Zone

et.al: and others

GTP: Growth and Transformation Plan

NAAZ-North Addis Ababa Zone

OLS: Ordinary Least Square

SAAZ: South Addis Ababa Zone

SPSS -Statistical Package for the Social Sciences

SWAAZ: South West Addis Ababa Zone

 WAAZ: West Addis Ababa Zone

VIF: Variance Inflation Factor

Abstract

This study was generally set to examine the effects of personality dimensions of sales person's on organizational brand image in ethio-telecom. Specifically, the study aimed to evaluate the effect of a sales person's openness, agreeableness, conscientiousness, extraversion and neuroticism on brand image. A quantitative research design was adopted with self-administered questionnaires for data collection. Data was collected from 150 Salespersons from 12 Ethio telecom shops located in Addis Ababa using simple random sampling. The analysis was done using descriptive and inferential statistics. The result of Pearson Correlation analysis shows that there was statistically significant and positive relationship between the three personality dimensions (i.e. neuroticism conscientiousness and extraversion) and organization brand image. However, the remaining two personality dimensions; agreeableness and openness had statistically insignificant and positive relation with the organization brand image. Based on finding the study it is recommended that Ethio-telecom Company has to work hard on improving the level of sales person personality traits through giving feedback for the needs of salesperson in all directions and make a comfortable work area in order to create a good organizational brand image.

Keywords*: Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism, Brand image and Ethio-telecom*

1.1 Background of the study

The main aim of all business companies is to generate profit. To accomplish this goal effectively an organization must establish an environment in which people can work in good personality dimensions. Productive workforce demographics have strongly correlated with personality characteristics. Personality is a set of behavioural characteristics that are consistently expressed by a person or the distinct patterns exhibited in behaviour (Intiful, et al., 2019). In addition, salesperson personality traits dimensions strongly correlated with image to an organization; in return, it has an effect on productivity and profitability (Hajnik, 2014). The success of many business organizations has different factors. One of the major factors is the positive personality of the salesperson of the firm. In this regard, service providers' personality is a crucial element of business success and productivity for every business institution (Smith, 2011).

Personality dimensions also influence every person's productivity and performance in the organization. Good personality character helps to develop the salesperson morale, productivity and team-building abilities (Khormaee, 2016). The relation and contacts that every customer will have with the salesperson of an organization is an opportunity to increase the brand image of the firm as well as to retain new and loyal customers. Likewise, those customers may get services with the friendly personality manner of a salesperson serving in the organization. Various researches in relation to salesperson personality conducted previously. Among them (Ghorban, 2014) explained that salesperson personalities have positive and negative attributes. A positive personality is important in order to make good relationships with different stakeholders of the organization to become successful and effectively promote brand image. On the other hand, a negative salesperson personality affects the overall productivity. Therefore, sustainability and quality service can be the attribute of a salesperson having a positive personality, is important to improve their work experience. The personality of a salesperson is important to make sure the organization can accomplish the process and activities successfully (Ghorbani, 2014)

(Nekljudova, 2019) in his study explained that Openness to experience is define as being innovative, deviating approach and open-minded person , the most controversial of the features of the Five, with which you can describe a huge number of people, like those who appreciate art, love to travel, try new products and those who like to fantasize. A person can

be open in relation to a myriad of things; we only hope that a detailed look at certain types of the main features of the five can give a clearer understanding of openness, experience and its importance for the individual. The journal 'Development and validation of the Behavioural Indicators of Conscientiousness assesses personality traits, collapse behaviours, thoughts, and feelings into a single measure without distinguishing between these different manifestations. To address this lack of specification, the current study develops and validates a measure that assesses a number of broad behaviours associated with the personality trait of conscientiousness. The finding concluded that low conscientious level is mostly similar to the lower-order structure in existing trait measures. Overall, the finding recognizes specific behaviours that conscientious individuals tend to perform and best bit possible advantages of this attitude. Highly conscientious people are responsible, reliable, self-control and determined. Conscientiousness also refers to the person who has ability to plan, organize and strategically think towards the goals and become successful in carrying out the task (Jackson et al., 2018)

Extraversion is a higher-order dimension of personality variation encompassing individual differences in sociability, assertiveness, positive emotionality, approach tendencies, and status motivation. The extraversion continuum emerges consistently as a salient higher-order dimension of behavioural variation within human populations, which likely explains its ubiquitous inclusion in personality trait taxonomies going back to the pre scientific era. Extraversion levels correlate positively with various subjectively desirable and reproductively beneficial life outcomes, but highly extraverted behaviour also brings potential costs. Consistent with the theory that extraversion's evolutionary persistence reflects these cost-benefit tradeoffs, variation in extraversion levels is often adaptively patterned in relation to circumstances that predict the magnitudes of these costs and benefits including organization success(Ahmad et al., 2014).

Agreeableness is people with courteousness, good-natured and caring individuals and groups. It is related to interpersonal behaviours. Behaviours of individuals contribute greatly to organization performances. An individual tends to agreeableness, personality dimension, and has a successful and good relationship with others. In contrast, persons with low agreeableness lack cooperation with the others due to, they do not trust other people. This affects coordination, relationship and trustworthiness to do with others. (Graziano, .et al., 2017) Neuroticism personality dimension refers to the degree in which a person experiences life as difficult, threatening, painful and unsafe. His study investigates the

neuroticism personality dimension influences and gives an impact on general life of satisfaction. This study identifies that salesperson have neuroticism personality character due to negative personality character, which affects the level of job satisfaction, and hinder the overall performance of salesperson and organization (Smith, 2011).

(Cheng Wu et al., 2011) contended that not only salesperson but also every sales person's personality working in an organization has a great contribution for organization brand image to the individual consumer's over other methods of communication. Therefore, the purpose of this study is to fill this information gap and to enhance knowledge of the researcher by considering the general and specific questions under the study of Ethio telecom, Addis Ababa on twelve shops.

1.2 Statement of problem

Currently there are many financial and non-financial organizations in the world. However many of them cannot survive different challenges they incurred. Due to this reason they easily collapse and are obligated to drop out from the market. However, the major weakness behind their failure is inability to know their major problem. Hence, a well-stated problem is half solved (Einstein, 1982). In this regard identifying personality dimensions of salesperson has its own great effect for the survival, productivity of an organization. (NajamSahar, 2016).Some organization salesperson lack good personality traits, which often results in poor brand image on the eyes of their customers to succeed effective service delivery across processes of the organization Additionally some senior organization heads lack strategies to establish a good personality culture of organizations to improve brand image (Zhang, 2015).

Especially service provider organizations like Ethio telecom industries should give especial attentions for personality of salesperson; they are directly interacting with their customers for the day-to-day activities. If these things are not met, the business organization will lose its customers and collapse in a short period of time (Abdullah et al., 2016). Based on this argument Personality of salesperson is important to make sure the organization can accomplish the process and activities as specified way. In this regard salesperson with a positive personality dimensions will build a positive brand image and satisfy the customers that will result success to the business organization. (Sadeghi, & Garosi, 2017)

Many researchers have put into different viewpoints and theories how sales person's personality influences brand image, which makes an organization to be successful and competitive advantage. Said et al. (2017) founds in their study, from the many factors that can influence organization brand image: personality is one of the major factors to build good branding in Libian oil and Gas Company. Since some individuals are a subject to negative affectivity, while others are predisposed to positive affectivity. A cross sectional design used to address the research objective. The collected data were analyzed through correlation coefficient and regression analysis. However, the extent the association has not been investigated comprehensively; mainly focused on openness conscientiousness and neurotic personalities in the context

Kim et al (2008) investigated how Personality affects the brand of an organization. The study was mainly focused on empirical Evidence from the Telecommunication Sector of Pakistan; personality affects the brand image of the Telecommunication so that personality analysis best performing workforce could be hired for the Telecommunication sector in Pakistan. Results of the study proved that personality is a good predictor for brand image of the organization. Extraversion, Conscientiousness, Agreeableness and Openness to Experience has positive but insignificant effect on brand image of the organization while neuroticism has negative significant effect on brand image.

Gebre et.al (2016) examined the effect of Personality traits of Sales persons on Organizational Brand Image in Case of Awash insurance company Addis Ababa Branches, Based on the result of Pearson Correlation analysis shows that there was statistically significant and positive relationship between the three personality dimensions (i.e. openness, conscientiousness and extraversion) and organization brand image. However, the remaining two personality dimensions; agreeableness and neuroticism had statistically insignificant relation with the organization brand image.

Hassan (2015) study "The Effect of Sales persons Personality on Organizational Brand Image" on insurance company was analyzed based on questionnaire to the sample size of 100 of respondents. The study found that conscientiousness and agreeableness have a significant and positive impact on organizational brand image. The finding of the study discovered that; consciousness and agreeableness personality dimensions have positive and statistically significant effect to build the brand image of organizations. Openness and extraversion

personality dimensions have positive but insignificant effect. However, neuroticism has negative but significant effect towards the insurance company (Hassan, 2015).

Those studies explained above have their own limitations: some of them uses Cattels personality model; the large and vague sixteen personality dimensions, on the contrary some of them uses Eysenck's personality model; small and constricted three personality traits (i.e. extraversion, neuroticism and psychoticism). Additionally the study done by other researchers also, may not represent the current situation. Therefore, this study conducted with the objective of assessing personality dimensions of sales person's on organizational brand image in ethio-telecom based on the contemporary big five-inventory model. It consists of openness, conscientiousness, extraversion, agreeableness and neuroticism and its relationship with organizational brand image in the case of ethio telecom to forward possible recommendations for the organization.

1.3 Research Question

This study attempts to address the following basic research questions at the end of the study.

- ✓ What is the effect of openness personality of sales person on brand image of ethiotelecom?
- ✓ How conscientiousness of sales person does affect the brand image of ethiotelecom?
- ✓ What kinds of relation exist between extraversion personality and brand image of ethiotelecom?
- ✓ What is the effect of agreeable sales person on the brand image of ethiotelecom?
- ✓ How neuroticism personalities of sales person do affect the brand image of ethiotelecom?

1.4 Objectives of the study

1.4.1 General objective:

The general objective of this study was to examine the effects of personality dimensions of sales person's on organizational brand image of ethio-telecom in Addis Ababa.

1.4.2 Specific objective

The specific objectives of this study are:

- ✓ To explore the effect of openness personality of sales person's on brand image of ethiotelecom
- ✓ To assess the relationship between conscientiousness sales person's and brand image of ethiotelecom
- ✓ To examine the effect of extraversion personality of sales person's on the brand image of ethiotelecom.
- ✓ To investigate the relation between agreeableness of sales person's and brand image of ethiotelecom
- ✓ To assess the effect of neuroticism as personality dimension on brand image of ethiotelecom

1.5 Significance of study

The study offered necessary information to the employer of ethio-telecom organizations, to enhance salesperson personality traits and organization brand image. The determination of this study was also beneficial to scholars in a way that was a contribution to the body of knowledge in this comprehensive and yet not fully exploited area of salesperson personality traits as well as organization brand image. The studies also build the capability of the organization's brand image in order to be known in the world to compete in the global market.

1. 6 Scope of the study

The study focused on assessing the effects of personality dimensions of sales person's on organizational brand image of ethio-telecom in Addis Ababa .The researcher selected the sales persons sales persons of ethiotelecom from 64 branches in Addis Ababa. Hence, this study did not include study participants outside of Addis Ababa. In terms of time, the study was conducted at one point in time and hence it could only reflect the personality traits of the salesperson of the organization during the specific study period.

1.7 Limitation of Study

The study was conducted on salespersons at ethio telecom. Not all the salesperson of ethio telecom was taken as the subject of the study. The fact of the study is only conducted in Addis Ababa Shop which limits the generalizability of the research findings. Some respondents were unwilling to disclose their character traits and the effects it has on their work. This took them sometime before they accepted to fill the questionnaires. The study was also limited by insufficient funds, time and resources. In addition to the personality dimensions there will be several variables affecting brand image like consumer behaviour, environmental factors, demographic factors, salary and benefits etc. which this study does not cover.

1.8 Definition of key operational Terms

Ethio-telecom: an organization established by law to provide all forms of telecom service in Ethiopia (Ethio-telecom, 2014).

Salesperson: ethio-telecom permanent sales person stationed at sales offices and employed to work as sales person (Ethio-telecom, 2016).

Sales supervisor: ethio-telecom permanent sales person stationed at sales offices and employed to supervise two or more sales persons (Ethio-telecom, 2016).

Brand: a brand is a name, term, design, symbol, or other feature that distinguishes an organization or product from its rivals in the eyes of the customer. Brands are used in business, marketing, and advertising (Sasson, 2016).

Brand image: brand image is the impression in the consumers' mind of a brand's total personality real and imaginary qualities and shortcomings. Brand image is developed over time through advertising campaigns with a consistent theme and is authenticated through the consumers' direct experience (Juneja, 2018).

Personality: it is defined as the set of habitual behaviours, cognitions and emotional patterns that evolve from biological and environmental factors (Pappas, 2018).

Personality traits: personality traits are divided into five factors called the Big Five. These traits are openness, conscientiousness, extraversion, agreeableness, and negative emotionality (neuroticism) (Butts, 2018).

Openness: is a general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of experience. It is the level of an individual to like new things and to be kind on the eyes of others (Nekljudova, 2019).

Conscientiousness: is a tendency to display self-discipline, act dutifully, and strive for achievement against measures or outside expectations. It is the level of doing what individual say to do, (Jackson et al., 2018).

Extraversion: characterized by breadth of activities (as opposed to depth), urgency from external activity/situations, and energy creation from external means. It is the level of like hanging out with other people (Tekİn, 2016)

Agreeableness: reflects individual differences in general concern for social harmony. Agreeable individual's value getting along with others it is the level of kindness or agreeable with others (Graziano, W. G., Habashi, M. M., Sheese, B. E., & Tobin, R. M., 2017)

Neuroticism: is the tendency to experience negative emotions, such as anger, anxiety, or depression. It is the level of stable emotionality (Tekİn, 2016).

1.9 Organization of the Paper

This study consists of five chapters. Chapter one includes introduction which consists of background of the study, statement of the problem, objectives of the study, research questions, significance of the study, scope of the study and limitation of the study. The second chapter focuses on literature review. The third chapter is research design and methodology. Chapter four introduces the results and discussion. The fifth chapter, which is the closing chapter, focuses on summary of finding, conclusions and recommendations.

CHAPTER TWO – LITERATURE REVIEW

2.1 Theoretical Literature Review Theories

This topic provided an insight about the theoretical view of the topics under study. In line with the objectives of the study, the chapter covers topics related to the theories and concepts of big five personality dimensions and brand image. In addition, empirical research findings and conceptual framework of the study presented following the theoretical literature review.

2.1.1 Theories and Perspectives of Personality

Kinicki (2008) refers to personality as a stable set of characteristics that are responsible for a Person's identity. The internal dimension or the primary dimensions of diversity are mostly outside our control but strongly influence our attitudes and our expectations and assumptions about others, thus influencing our behaviour (Kinicki,2008).Again, is a relatively enduring pattern of thinking, feeling and acting that characterize a person's response to his or her environment (Bratton et al, 2007),Personality looks at the individuality, where people differ significantly in the ways they routinely think, feel and act. Personality rests on the observation that people seem to behave somewhat consistently over time and across different life situations e g. One would not characterize a person having a shy personality if that person tended to be dominantly shy and retire only some of the time and on other occasions was frequently observed to be very sociable and outgoing.

The study of personality involves examining factors within the people that causes them to behave consistently as they do. The determinants of personality are nature and nurture. Nature refers to the biological heritage and genetic makeup whilst Nurture is the life experiences one has gone through. Twins studies indicate that identical twins that grow up together in the same family have the same permissiveness or strict and similar life experiences. If the twins have similar personality, it is impossible to identify the source of similarity because they have not only the same genetic makeup but also similar experiences including strictness or permissiveness of a child's parent, the number of other children in the family, demands from parents and teachers and culture (Kinicki,2008).It is perceived that personality is stable over periods of time because half of the variations is inherited from parents and is also likely to change as one environment changes.

Personality is an important difference that managers and organizational members need to take into account because realizing for example that an sales person complains a lot because

of his or personality was help managers and colleagues deal this type of sales person's job performance (Kinicki,2008).Personality is a mirror of what you do and say. Essentially, your personality defines who you are. Your behaviour reflects your personality and informs how different you are from others.

A common saying in the field of personality psychology is; "Some things change; some things stay the same." According to (Allport, 1961), "Personality is a dynamic organisation, inside the person, of psychophysical systems that create the person's characteristic patterns of thoughts, feelings and behaviours." The continuities, consistencies and stabilities of personality traits and dispositions over time define personality development (Larsen & Buss, 2008).There is no agreement among theorists regarding the meaning of personality. They describe personality from a number of different perspectives. The examination of salesman personality and attitudes gives insights into the performance of people. Salesman personality is explained as a way in which a salesman views and understands himself, and the manner in which he/she interacts with the public and reacts to situations.

Funder (2001) Defined traits as characteristics, lasting patterns of thinking, emotion and behaviour that are constant over time and explain people's behaviour across different situations. (Churchill et. al. 2002) defined personal characteristics as psychological characteristics that enhance a person's ability to perform. (Wiley & Carolyn in 2005) related salesman personality as one's capacity to perform the job with the right personal characteristics, the right mind capabilities for selling. According to (Dr Bang 2012), personality can be defined as the various enduring and distinctive patterns of behaviour and thought that are characteristic of a particular person. Marketing scholars have acknowledged the significance of personality works, particularly in giving some assistance for the recruiting and hiring of personnel. Salesman personality is linked to three dimensions where the first dimension is linked to a salesperson's physical form or look such as age, height or weight. The second dimension is the personality with the unique traits and attributes patterns of thought, emotion and actions that define the salesperson's personal style and manipulate the interactions with the environment (Atkinson, Smith & Bern, 2006).

Chamorro-Premuzic (2007) traced that 'personality' origin from Greek work 'persona'. He suggested that 'personality' makes the person different or similar to others. While, (Gleitman, 1992) narrated that personality pattern attributes to characters, which were assumed consistent from time to time and from situation to situation. (Banyard, & Hayes 1994)

personality is "a distinctive and relatively stable pattern of behaviour, thoughts, motives, and emotions that characterize an individual." Since, individual personality is stable over time, hence can be used to measure individual performance. (Matthews et al., 2003) Personality is "specific characteristics of individuals which may be open or hidden and which may determine either commonality or differences in behaviour in an organization"

Personality is often described as a set of measurable traits that person exhibits. Trait theories of personality assume that personality traits are inherent, relatively stable and unchanged throughout a person's lifetime and determine a person's behaviour (Brooks, 2008).

2.1.2 Trait Perspectives of Personality

Trait theories in another approach, personality theorists have argued that personality consists of a number of traits, which have been defined as "broad, enduring, relatively stable characteristics used to assess and explain behaviour" (Hirschberg, 1978, & Eysenck, 1994). Another definition is given by (Mischel, 1968) a "trait is a relatively stable and long-lasting attribute of personality" (Eysenck, 1994). The most obvious difference between the type and trait approaches, as stated, is that "possession of type is regarded as all-or-none, whereas individuals can possess a trait such as sociability in varying degrees". More specifically, most theorists have assumed that traits are normally distributed in the population. The type approach is often criticized because it fails to capture the complexity of human personality, and because most people have no extreme personalities.

Most traits, on the other hand, have been found to be normally distributed. Some theories take personality to mean all enduring qualities of the individual while others limit their use of the term to observable traits that are not predominantly cognitive in nature (Shackleton, and Fletcher, 1984). It is suggested that the clearest aspect of personality is its interpersonal nature. The first psychologist to explore the interpersonal nature of personality is (Wasiam, James, 1980). He said that "the self only exists in relation to other selves and that a person has as many selves as people with whom he or she interacts" (Hampson, 1997). According to (Sullivan 1953), "the individual cannot exist apart from his or her relation to others, the study of personality is the study of interpersonal behaviour" .An implication of this approach of psychology is that each one of us has a lot of personality traits which can be modulated according to the person or situation we are dealing with. This in turn implies that bilingual people may have more than one personality since each language represents part of a different culture.

It is worth mentioning here that these arguments are not proofs. They are hypotheses which may be right or wrong. In general, it appears that embracing the hypothesis of multi-personality has more positive implications for understanding foreign language learning and this seems to be supported by the literature (Ellis, 1994 and Skehan, 1989)

2.1.3 Sales Persons Personality Traits

Theorists describe personality traits from a number of different perspectives. According to the trait perspective, sales personality is related to one's capability to perform the job that the person has the right personal uniqueness and the right mind capabilities for selling. Moreover, salesperson' personality traits have been defined as psychological characteristics that enhance a person's ability to perform (Wiley and Carolyn, 2005). There are five personality traits that the salesperson exhibit which influence the sales persons and their organizations brand image. These five main personality traits are the ones that differentiate successful salespersons from their peers (Martin, 2011 and Hargreaves, 2010). These five dimensions are: neuroticism, extraversion, openness, agreeableness, and conscientiousness. The description of these five factors is given as:

1. Agreeableness: These individuals value getting along with others; therefore, they are considerate, friendly, generous, helpful, and wishing to compromise their interests with others (Edwards, & Quinter, 2011).

2. Conscientiousness: It deals with the way in which we control, regulate, and direct our impulses. These people are intelligent and try to avoid trouble and achieve success through purposeful planning and persistence (Cutler, 2006).

3. Extroversion: Extroverts enjoy the gathering of people, are full of energy, often experience positive emotions, assertive, talkative, more enthusiastic, action-oriented individuals (Cutler et al, 2006).

4. Neuroticism: These individuals have the tendency to experience negative emotions have high-levels of anxiety, anger, depression, and they mostly interpret ordinary situations as threatening (Goldberg, 1999).

5. Openness: They are imaginative, creative people from down-to-earth, conventional people, intellectually curious, appreciative of art, sensitive to beauty, and are more aware of their feelings (Goldberg, 1999)

Table 1 summarized the key positive and negative personality traits that sales persons could exhibit in an organization (Rehanan, 2013 and Cherry and Gans, 2018)

Table 1: Features of the positive and negative personality traits

Personality traits	Positive personality	Negative personality
Openness	Able to focus on opportunities, new ideas and solutions; creative Focus on tackling new challenge Refusal to allow rejection and Persistence	Experience "paralysis" when faced with setbacks, problems Do not enjoy new things, changes and new ideas Dislikes abstract or theoretical concept
Agreeableness	Able to identify and react accurately to the behavior and emotions of customers Able establish rapport easily and put people "at ease "Feel empathy and concern to customers and enjoy helping	Experience difficulty in establishing rapport; takes little interest in others; Have little interest for customers problems even could insult
Conscientiousness	Are goal-orientated and able to articulate their goals clearly in set schedule Do not depend upon the sales manager for direction Possess the self-discipline Spend time for preparation and finish task in time	Need occasional reminders to finish tasks; not structures Need managers assistance to keep them "on track" or return things where they were Are anxious about things being performed and get distracted
Extraversion	Possess an appropriate sense of urgency, anticipate consequences and evaluate alternatives before acting Tend to not have excuses for a situation and take action when situations require action Maintain a positive outlook towards situations and people Can accept valid criticisms and suggestions for performance improvement	Tend to blame people, circumstances and other external factors for why something did not succeed or why something was not completed Are comfortable with the status quo and perform only what is required of them
Neuroticism	Enjoy competitiveness and constantly look for ways to measure themselves against their peer Possess leadership qualities and is not afraid to exert pressure to influence others Enjoy sales as a profession Emotionally stable and deals well with Stress	Rely on manipulation instead of trust and rapport for results Possess "win-at-all costs "attitude often at the expense of other Find minimal personal Gratification Experience a lot of stress dramatic mood change

2.1.4 Development of Personality Dimensions

Can Personality Traits Change? To answer this question first it is better to understand development of personality dimensions, used to know whether personality could change over time or not (Kivunja, 2018). According to older personality theories, the individual's personality type is inborn and does not change over time (Kivunja, 2018). However, recent reports indicated that individuals could develop personality traits and habits that differ or even directly contradict the explanation of their type (Roberts, B.W & Mroczek , 2018) the situation where people live in can shape their personality in a certain way and force them to develop traits and behaviours that might be foreign to their type (Alghamdi ,N. G., Aslam ,.M ,& Khan, K., 2017) For instance, if a person is naturally unplanned and spontaneous, but the work schedule is very structured and the manager is obsessive about schedules, the preferences of the person likely to change to more organized and scheduled personality.

The more you try the more you will change (Roberts & Mroczek, 2018). Those researchers agree that the only valid way to measure personality is a framework called the personality dimension. It measures each individual's level of personality character based on the measurement scales. For example extraversion; the level of like hanging out with other people, agreeableness; the level of kindness or agreeable with others, conscientiousness; the level of doing what individual say to do, neuroticism; the level of stable emotionality, and openness; the level of an individual to like new things. The researcher wanted to express if people can actively choose to shift where they fall on one of the above scales, asking each one to identify some aspect of their personality they would like to change. Most wanted to is either more outgoing i.e. more extroverted or less neurotic? (Brent W. Roberts, 2019) who is a well-known Professor of Psychology and the Chair of the Social and Behavioural Sciences studied on his title "Can you change your personality traits"? Based on his research work he also concluded that personality development is the development of the organized pattern of behaviours and attitudes that makes a person distinctive.

Personality development occurs by the ongoing interaction of temperament, character, and environment. For example, a child's personality is determined by temperament, environment, and character; these and other factors change an individual from one personality dimension to the other. Research by (Roberts, B. W. 2010) also finds that personality traits can be changed through different factors. In his study, a negative personality of an individual can be changed to the positive one or a positive personality of an individual to the negative one may change

through the level of training and development, spiritual education, environmental condition, leaving standard, psychological guidance and counselling, job type, punishment style etc. Generally, a personal trait can be changed in one or many ways (Tasselli, S., Kilduf, M., & Landis, 2018)

2.1.5 Brand Image

2.1.5.1 Definition of Brand Image

Brand image is simply an impression of attitudes and beliefs on a consumer's mind developed over a period. The brand image is eventually the mirror through which the company's key values are reflected (Prayag, 2007) Today's generation is quite impressionable and hence in order to enhance their personality, or to meet social standards, they gravitate towards branded products that are creating a stir in the market. This determines the product sales either it is supplied by goods or services by an organization. The character and value of the brand is determined by its image, as it is the main component in the scheme of things and sustainability of an organization.

2.1.5.2 Organizational Brand Image

Organizational brands require a powerful management approach and intra-organizational factors handled with greater attention. Especially the sales person's personality has a crucial role in forming and maintaining a good organizational brand. A powerful brand image not only improves customers' interaction with the corporate and perceptions about the service delivery process but also contributes to the business's financial performance (Şener, 2019) a strong brand image is considered as an asset a company, which can differentiate one company from others that cannot be copied by other competitors. Therefore companies must thus make a serious commitment on personality development to investing in developing a brand strategy for products and services of an organization. Hence, it is the core for success, profitability and long-term sustainability. Consumers identify the brand, which satisfies and differentiate from other competitors , and increases the likelihood that consumers will purchase the brand. A company product or services, which constantly hold a favourable image by the customer, would better gain a good position in the market, sustainable competitive advantage, and increase market share or performance.

In addition, several empirical findings have confirmed that a favourable image increases customer loyalty and retention of customers (HoaiLinh, 2017)

2.1.5.3 Organizations Brand Image and Personality Trait

Brand image is indispensable for marketing where customers infer the quality of products by the brand image and are further stirred up the behaviour of purchasing. (Ballantyne, 2005) Defined brand image as the material property associated with the brand, such as the product name and the packing, which could make profits or sense for customers and help or increase describing the characteristics. (Ballantyn, 2005) proposed reducing conceptual model verification with the effects of brand image and brand attitude. Three routes, in the model, were proposed to connect to the brand right directly through the brand image and the brand attitude, and indirectly from the brand attitude through the brand image. (Dobni, 1990) Traits and brand image as the brand concept that customers held Stated that most brand image was subjectively perceived image, which was interpreted from the rationality or the sensitivity of customers. In addition, brand image did not exist in the technology, the function, and the product but affected by relevant marketing programs, campaign context, and the characters of the acceptors.

Wu and Fu (2009) said that while referring to a brand image, the perception presented by the fact would be more important than the fact itself. (Keller, 1993) Defined brand image as summation of brand associations in the memory of the consumer which leads him towards brand perception and brand association including brand attributes, brand benefits and brand attitude. (Hsieh, M. H., Pan, S.L. & Setiono, R., 2004)Argued, brand image helps consumer in recognizing their needs and satisfaction regarding the brand, it also distinguishes the brand from other rivals motivating customers to buy the brand. (Kotler, 2001) Defined brand image as the attitude, thought and feelings of a person for a particular thing or object. The essential part of company's marketing program is to sustain brand image and strategy of the brand (Keller, 1993 &Aaker,1991).Brand image can create importance and it helps consumer in gathering information, distinguish the brand, creates reason to purchase, and also creates constructive feelings and provides basis for brand extension. (Roth, 1994) explained that brand image held by customers was the reactions mixed with marketing programs by the manufacturer.

Magid, & Cox (2006) also thought that brand image included customer responses to brand name, sign, or impression and also represented the symbol of the product quality. Meanwhile, consider brand image as a set of assets and liabilities linked with brand name and sign that the assets and liabilities increased or reduced the value by the enterprise providing products

or services for customers. Brand image included the customer responses to the brand name, sign or impression, and also represented the symbol of the product quality. Brand image is the current view of the customers about a brand. It can be defined as a unique bundle of associations within the minds of target customers. It signifies what the brand presently stands for. It is a set of beliefs held about a specific brand. In short, it is nothing but the consumers' perception about the product. It is the manner in which a specific brand is positioned in the market. Brand image conveys emotional value and not just a mental image. Brand image is nothing but an organization's character. It is an accumulation of contact and observation by people external to an organization. It should highlight an organization's mission and vision to all. The main elements of a positive brand image are- unique logo reflecting organization's image, slogan describing organization's business in brief and brand identifier supporting the key values. Brand image is the overall impression in consumers' mind that is formed from all sources. Consumers develop various associations with the brand. Based on these associations, they form brand images. An image is formed about the brand on the basis of subjective perceptions of associations' bundle that the consumers have about the brand.

The idea behind brand image is that the consumer is not purchasing just the product/service but also the image associated with that product/service. Brand images should be positive, unique and instant. Brand images can be strengthened using brand communications like advertising, packaging, word of mouth publicity, other promotional tools, etc. Brand image develops and conveys the product's character in a unique manner different from its competitor's image. The brand image consists of various associations in consumers' mind - attributes, benefits and attributes. Brand attributes are the functional and mental connections with the brand that the customers have. They can be specific or conceptual. Benefits are the rationale for the purchase decision.   There are three types of benefits: Functional benefits - what do you do better than others, emotional benefits - how do you make me feel better than others and rational benefits/support - why do I believe you more than others. Brand attributes are consumers' overall assessment of a brand. Brand image has not to be created, but is automatically formed. The brand image includes products' appeal, ease of use, functionality, fame, and overall value. Brand image is actually brand content. When the consumers purchase the product, they are also purchasing its image.

Brand image is the objective and mental feedback of the consumers when they purchase a product. Positive brand image is exceeding the customers' expectations. Positive brand image enhances the good way and brand value of an organization. To sum up, "Brand image" is the

customer's net extract from the brand. (Porter and Claycomb, 1997) measured brand image from two dimensions, namely the symbol and the function. With adjectives to measure the two dimensions, the measuring items mainly focused on the utility of the brand regarding the function, while words like symbolic, reputable, status symbol, and identifiable were contained in terms of symbolic image. Positive and negative adjectives, such as simple, romantic, successful, common, ordinary, obedient, calm, and elegant, were utilized to describe the characteristics of users.

Aaker (1996) believed that brand image could be measured through three dimensions, including: 1-Brand value, in relation to functional benefits, also the basic condition required by the brand, 2-Brand characteristics, the connection between brand characteristics and customer perception that appeared differences; 3- Brand associations, the associations the customers presented to the brand that the customer would expand to other merchandise and service of the brand. (Graef , 1996) mentioned the method to measure brand image being that the customer made the evaluation with the scale which contained a series of languages with different meanings.(Shahbaz , et al. 2009). It combined the dimensions with personality characteristics to create a section with overall brand image, or made descriptive explanations on typical users' image to each brand. (Biel, 1992) considered three elements of brand image, namely the maker's image, the product image, and the image of competitor's brand. All of the three had a great impact on customers' image of brand while brand image would then have influence on user image.

2.1.5.4 Building Brand Image

Today's generation is quite impressionable and hence in order to enhance their personality, or to meet social standards, they gravitate towards branded products that are creating a stir in the market. Brand image is simply an impression in the minds of customers developed over a period of time duration. This image of an organization brand determines the product sales of goods and services. The brand image is very important, as it is an accumulation of beliefs and views about an organization. The character and value of the brand has been portrayed by its image, it is the mirror in which the company's key values and beliefs are reflected. (HoaiLinh, 2017)

The author explained above, HoaiLinh , also mentioned that there are different mechanisms of building a good brand image. In his finding personality, dimensions are vital

and have a significant effect on organizations' brand image. In this study the researcher focused on the effect of salespersons personality traits to build brand image of Ethio-telecom.

2.1.5.5 Advantages of Good Brand Image

Organizations make an effort in one or more ways to increase their brand image on the eyes of customers. The reason behind is to increase job satisfaction, productivity, to develop job performance to achieve organization success. The perception of a consumer towards a particular brand is in direct relation to the image of the brand. Having a strong brand image directly affects the consumer buying behaviour, and hence premium brands as well as top brands have a target of building a strong and positive image of the brand. A positive brand image can make the decision process easier, thereby promoting a lot of repeat purchases as well as primary purchases. A promising brand image conveys the success of the product and gives results with increased sales and revenues. A positive image gives confidence to the customers as they feel that the brand is sincere and clear in its vision to create the best. The main advantage is that a customer is secure in the knowledge that the brand is dependable and will provide him/her maximum benefits. The honour of a company is replicated by its brand   image, which a person looks towards. Hence, a brand and its image are very important for the success of a company.

2.2 Empirical Literature Review

2.2.1. Effect of personality dimensions on organizational brand image

Personality has its own effect on brand image; however, the tendency dimension of personality type to affect the brand image varies among organizations. (Teimouri, et al., 2016).Some authors discovered how the big five personality dimensions affect the brand image of organizations. Some of   the empirical studies explained as follows.

Youshan & Hassan(2015) study "The Effect of Sales person Personality on Organizational Brand Image" on insurance companies was analyzed based on questionnaire to the sample size of 100 of respondents. Based on the findings from the analysis of data, the study found that conscientiousness and agreeableness have a significant and positive impact on organizational brand image. The finding of the study discovered that; consciousness and agreeableness personality dimensions have positive and statistically significant effects to build   the   brand   image   of   organizations.   Openness and extraversion personality

dimensions have positive but insignificant effects. However, neuroticism has negative but significant effects towards the insurance company (Youshan, and Hassan, 2015).

 study "The Impact of Personality Traits and Sales person Work Related Attitudes on Brand Image of Service Business Organizations with the Moderating Effect of Organizational Culture ": in Case of Saudi Arabian context discussed several definitions of personality in the contemporary literature. The impact of personality traits and work related attitudes on brand image, including their inter-relationships was further discussed in an exhaustive detail. The study hypothesized that work-related attitudes and personality traits such as openness, consciousness, extraversion, agreeableness and neuroticism have direct positive significant relationships with organizations brand image, with the moderating effect of organizational culture in the Saudi Arabian context (Awadh , and WanKhairuzzaman , 2008).

An author called (Ghorbani, 2016) studied "The impact of consumer personality traits on brand personality and brand loyalty" in Libyan oil and Gas Company. Specifically, the research was conducted using quantitative data where a set of adapted questionnaires was utilized to collect data from the respondents in Libya. The proposed framework was assessed based on personality dimensions major personality components, namely openness to experience, conscientiousness, extraversion, agreeableness and neuroticism. Results revealed a significant and positive relationship between all components of personality (Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism) and brand personality & brand loyalty, with the highest effect being from Openness to Experience and the lowest was from Conscientiousness. The conclusion of this study summarized from various angles. Researchers have renowned that identifying and understanding the personality dimensions is vital for the success of any organization. This is because if salespersons have a good brand image to their organization, the performance of the entire organization will be affected, as salespersons are the main motorists for any organizations.

The findings of this research indicate that elements in the framework significantly show that the personality dimensions have a high degree of influence on organizational brand image (Ghorbani, 2016, Sener, 2019) also studied on the title "corporate brand image.

According to consumer personality characteristics" Having on their study, the researchers considered some of the main concepts behind personality traits there is sufficient base to conclude individuals' personality traits can affect corporate brand image.

Although the relationship between some individual traits and the impact on corporate brand image was obvious The result of the correlation analysis shows significant and positive relation exists between extraversion, agreeableness, openness and neuroticism personality trait corporate brand image at p<0.01. On the other hand positive but no statistically significant relation exists between conscientiousness personality trait and overall impression, which p value >0.05 (Sener, 2019)

2.2.2 The Effect of Salespersons Personality Trait on Productivity

Personality traits help to develop sales person morale, productivity and team-building abilities. Understanding how positive and negative attitudes affect the workplace is an important tool in creating a harmonious work environment and achieving the organization goal (Root, 2016). A Positive personality trait at work is important because work is a place where people interact with other co-workers and colleagues most of the time on a daily basis In this regard; a positive personality trait helps to cope more easily with the daily affairs of life and Enable to see the bright side of life. (Sasson, 2016).A positive personality in the workplace is not only important how sales people do at work and handles customers. Major sales and marketing Researchers study the link between personality and consumer purchasing behaviour. These studies found that personality factors influence greatly what consumers purchase, as well as when and how they use products and services (Middle brook, 2018)

Negative personality in the workplace might include laziness, tardiness, rudeness or any other personality traits or activity that lowers overall Morale and sales persons Negative personality could be due to personal problems, trouble at Home or it can result from workplace events, such as a firing, pay decreases or other problems (Mack, 2016). Negative workplace personality traits and attitudes have an effect on every person in the organization, from the salesperson to the company owner. Understanding how negative Attitude affects the workplace is important to create a productive working environment in order to achieve the organization goal (Root, 2016).Researches in various disciplines have been conducted to investigate salesperson personality and Sales performance Successful salespeople possess a unique set of personality traits that enable Them to succeed some experts believe that a person's attitudes, personality, and work methods are virtually the entire basis for sales person success (Greenberg, Weinstein and Sweeney, 2001). Workplace negative personality and attitude of salesperson affects how the customers are Handled Failure to

respond properly to customers can negatively affect a business. A study Conducted among salesperson showed 72% of respondents blamed their negative attitudes affect their performances at different times .Customer service Representatives, who have neither the authority nor the ability to resolve customers' problems on Their own, run the risk of isolating customers and transferring them from agent to agent without any resolution due to negative personality salespeople . (Donut, 2018).To avoid damaging effects in the organization business, organizations needs to make sure that the Salesperson who will be working most closely with customers acquire the appropriate training and Authority to manage issues that triggers them express characteristics of negative personality traits (Sales Force, 2018)

2.2.3 The effects of sales person's personality trait on organization success and brand image

Generating income and revenue are the primary roles of sales personnel. Hence, the personalities Of these salesperson play a critical role in determining their success (Hargreaves, 2010) whilst management has paid particular attention in training and developing the sales personnel, they Seem to neglect the profound impact of the personality of the salesperson performance. Given the same sales tools, level of education, and propensity to work, some salespeople succeed where others fail (Martin, 2011) Research conducted in t telecommunications internet provider in Zimbabwe revealed that self-efficiency, locus of control, and proactive personality determines sale performance (Magandini , & Ngwenya , 2015) Identifying the core traits required for sales persons can help business owners to hire the best Sales candidates keep their brand and succeed in sales (Fernandes , 2016). Studies have proven that the personality traits play a critical role in determining their success (Davis, 2018). Personality tests conducted on high technology and business services sales persons indicated that key personality traits directly influence salesperson' performance and ultimately their Organizations success (Martin, 2011) A Zimbabwean study report showed that given the same sales station, level of education, and propensity to work, some salespeople succeed where as Others fail as a result of variability in personalities, which is a critical factor in determining their Organization success (Magandini , and Ngwenya , 2015) Contrary to conventional stereotypes that successful salespeople are pushy and egotistical, top Salespeople had medium to high modesty and humility, high levels of conscientiousness, high in achievement orientation, lower gregariousness, low levels of discouragement, are comfortable
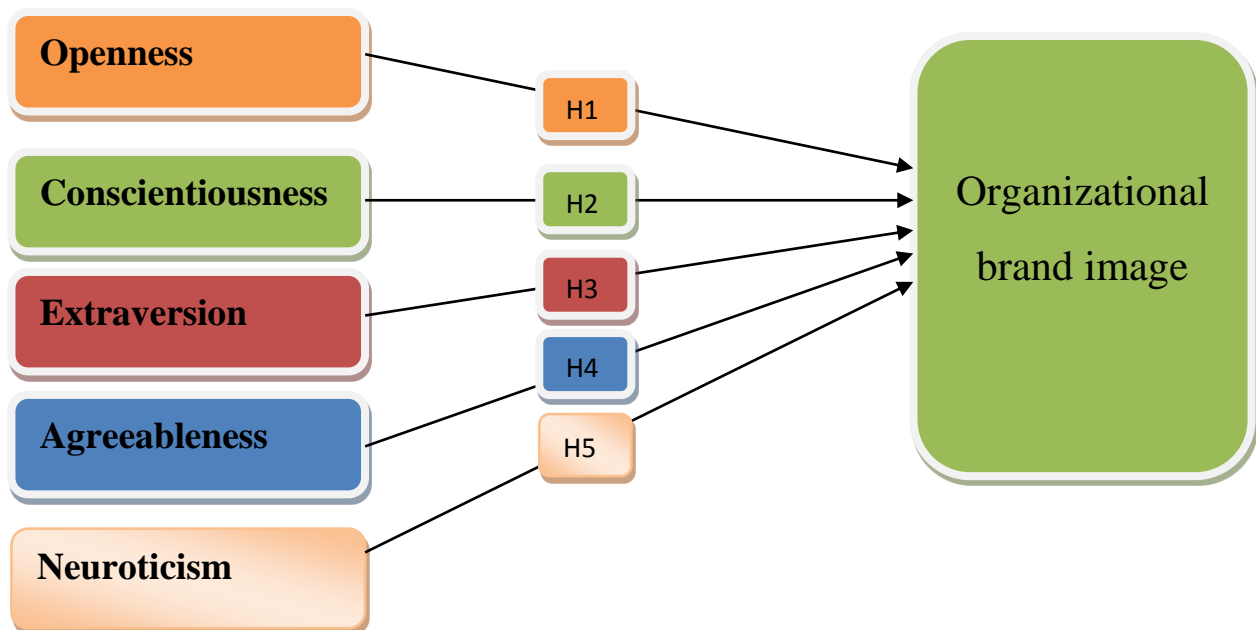
Fighting for their cause and experiencing infrequent or only occasional sadness (Martin, 2011and Renahan , 2013) Every salesperson is the face of his or her company to clients, giving personality to an inanimate Product and business (Suttle , 2016) The salesperson' personality and attitude will shape the Customers' view of feelings toward the product, company, and brand. The way a client feels about and interact with the sales person will often determine the way the client feels about the organization (Sales Force, 2018) Sales person's personality and behaviour must give clients positive and confident feelings about the product or service they are considering. It is those personality traits, which often help salespersons to make the sale and create a positive organization brand image (Gavel International, 2018). A study conducted via an online survey from a cross-sectional sample of 246 salespeople indicated that the salesperson personality with their perceived brand personality has a Significant impact on the brand identification. This identification has important sales force outcomes, including affecting intrinsic and extrinsic motivation, task self-efficiency and both behavioural and outcome performance (Gammoh , Mallin and Pullins , 2013)

2.2.4 Sales person and Customer Service in ethio-telecom

Ethio-telecom provides its sales services to its customers through Residential and Enterprise Divisions located at different locations. Those front desks are responsible to handle customer issues. In addition, Customer service Division gives after sales support for Residential customer through 994 and Enterprise customers also can call 980 to appeal for any complaints .Ethio-telecom is expanding its service to reach more customers through an agreement with global companies such as Ericsson to transform and expand the current mobile network and add additional capacity to meet the country's need to bring connectivity. By the end of the GTP one, there were more than 60 million subscribers in the country .Ethio-telecom is providing specific service with two models that are in a form of most preferred customer premise-based, and with optional ethio-telecom premise-based models .There are total of 22288 sales person currently working in ethio telecom. Within this, 1306 have a salesperson in Addis Ababa with customers through offices and others have an indirect relationship. This study was conducted among sampled sales persons that have direct relationships with customers.

2.2.5 Conceptual framework

(Sener, 2019), the salesperson personality dimension shows the main and important personality traits used to differentiate an individual character from others. As shown below the conceptual framework has the two variables that are interrelated .This variables are dependent and independent variables. Dependent variables are variables that researchers measure to establish change or effect created by the independent variable. The dependent variable in this framework is brand image. The most important personality dimensions that significantly affect brand image are considered as independent variables. Those independent variables are openness, consciousness, extraversion, agreeableness and neuroticism (Sener, 2017).

```
Openness ──── H1 ─┐
                   │
Conscientiousness ── H2 ─┤
                   │
Extraversion ──── H3 ─┤──→ Organizational
                   │        brand image
Agreeableness ──── H4 ─┤
                   │
Neuroticism ──── H5 ─┘
```

Source: adopted from the study Sener (2019)

Hypothesis of study

H1: The open personality dimension of a salesperson has positive effect on the organization's brand image.

H2: Conscientiousness personality dimension of a salesperson have a positive effect on the organization brand image.

H3: Extraversion personality dimension of salesperson have a positive effect on the organization's brand image.

H4: Agreeableness personality dimension of sales person have positive effect on the organization brand image.

H5: Neuroticism personality dimension of salesperson has a positive effect on the organization's brand image

CHAPTER THREE- RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the method used in order to address the research questions and fulfil the purpose of the research was present. It provides an overview of the research design, research approach, data type, sampling design, source of data, data analysis, validity and reliability and ethical consideration. The study was conducted in Addis Ababa where Ethio-telecom provides sales services to its customers.

3.2 Description of the study Area

The study was conducted in Addis Ababa where Ethio-telecom provides sales services to its customers. Out of the 64 sales branch offices in Addis Ababa 12 branch offices from six zones and an enterprise were included in this study. Population proportional to size method was used to select the 12 branch offices in each of the zones and enterprises

3.3 Research Approach

A cross-sectional design was used to carry out the study. A cross sectional design is a type of research involving the collection of information from any given sample of population elements only once Malhotra, (2007). In cross-sectional method, independent and dependent variables are measured at the same point in time using a single questionnaire (AnolBhatacherje, 2012).

3.4 Research design

Research design is the plan and structure of investigation so conceived as to obtain answers to research questions. Research design is the ground for the composition of any successful scientific work, which spring direction and standardizes the research. The research design which was used for this study was quantitative in nature. (Creswell 2005) asserted, quantitative research is a type of research in which the researcher decides what to study, asks specific narrow questions, collects numeric (numbered) data from participants and analyzes these numbers using statistics, and conducts the inquiry in an unbiased, objective manner. Variables can be defined as attributes or characteristics of individuals, groups, or sub-groups of individuals (Creswell, 2005). Quantitative study involves analysis of data and information that are descriptive in nature and qualified (Sekeran, 2003).

3.5. Data Type and Source of Data

The study relied on both primary and secondary data. Primary data was collected with the use of questionnaires and secondary data was also obtained from external sources such as the internet, Journals on Personality Traits and other documentations. The purpose of sourcing for secondary data was to help in the formation of problems, literature review and construction of questionnaires. Primary Sources Primary data refers to data collected by the researcher for a particular need as is encapsulated in the research objectives. The study was conducted using the case study method of research. Self-administered questionnaires were the techniques used in gathering data. Secondary Sources the researcher gathered data from files and unpublished articles. Data was also gathered from the websites, journals, books, newspapers, magazines of different institutions along with different related studies about impact of personality traits on brand image within the organization to supplement the study.

3.6. Methods of data collection

For the purpose of this study close-ended items were used to measure dependent and independent variables. The questionnaire was used to gather the primary data from the sales salesperson of ethio-telecom, which would be distributed by the researcher to the respondents. The Likert type scale method used to range of responses: strongly disagree, disagree, Neutral, Agree, and strongly agree, with a numeric value of 1-5, respectively Likert scale, rating system, used in questionnaires, that is designed to measure people's attitudes, opinions, or perceptions. Subjects choose from a range of possible responses to a specific question or statement; responses typically include "strongly agree," "agree," "neutral," "disagree," and "strongly disagree."(Rensis Likert, 1932)

The exercise of this particular scaling method ensured that the research study illustrated the ability to assess the responses and measure the responses quantifiably so that a pattern or trend may be produced in order to answer the research questions.

3.7. Population of the study

For this study, the salesperson personality trait of Ethio-telecom on the job at different branches in Addis Ababa was considered as a population. All branches have similar policies and exercises by means of the branches are situated in different geographical areas. According to Hairetal, (2006) target population is said to be a specified group of people or

objects for which questions can be asked or observed made to develop required data structures and information.

3.7.1. Sampling Frame and Sampling Technique

The study uses a simple random sampling method to select those individuals who were participating in the questionnaire from the selected branches of organization. The sampling frame is a source from which the sample is selected. In this research, the participants of the study were professional Salesperson of those selected undertaking who are working in Addis Ababa branches of ethiotelecom. The sampling frame from which participants selected was all professional Salesperson the respondents were selected from 12 branches of ethio-telecom in Addis Ababa. Because of time, financial and data brass problems, for this study twelve branches of ethio-telecom in Addis Ababa were selected to assess this study.

3.7.2. Sample Size determination

In order to determine the sample size required for the study we used the formula proposed by

(Cochran's, 1963)

That is,

$n = \frac{pq(\alpha/2)^2}{\varepsilon^2}$ Where, n is sample size

P-is the proportion of sales person to total population

q-is 1-p,

α- is a marginal error, e = 5% is accepted.

Z α/2= Confidence interval of at 95% is assumed (Z α/2 = 1.96) as an assumption.

In order to determine the sample size, the proportion of salespersons to total population computing maximum possible size. According to data obtained from the sales coordinator the proportion of salespersons was 11%.

The sample size was estimated,

$$n = \frac{0.11*0.88(1.96)^2}{(0.05)^2} = 150$$

Sales branch Zone	Sales Branch	Study Participant
SWAAZ	3	38
CAAZ	3	32
WAAZ	1	13
SAAZ	2	27
EAAZ	1	14
NAAZ	2	26
Total	12	150

In accordance with out of total population salespersons of ethio-telecom which is permanent (1306) the selected sample size was 150 salespersons who take part in this particular study.

3.8 Methods of data Analysis

Data analysis is a process for obtaining raw data and converting it into information useful for decision makers and other users. Accordingly, the data collected from the salesperson was processed or organized for analysis. Quantitative data pre-coded and entered into SPSS version 20 software and analyzed after cleaning. During quantitative analysis, the data was first analyzed using descriptive method to describe the main features of the data collected. Frequency distribution analysis was conducted to describe socio-demographic and economic factors such as branches, age, sex, and work experience, year of experience, understanding of organization image, personality factors and perception on building organization image. The data was presented using tables, frequency and proportion. Further analysis was made to determine the relationship between different variables. In this study, the effect of sales persons' personality on organization's brand image was analyzed to see the relationship between dependent and independent variables using exact test.

Multiple regressions was conducted to determine the overall fit (variance explained) of the model and the relative contribution of each of the independent variables on the outcome variables that is organization brand image among its customers, public, media and its sales persons. In this analysis the coefficient of determination showed the proportion of variance in

the dependent variable that explained by the independent variables while the F-ratio tests conducted to see whether the overall regression model is a good fit for the data.

3.9 Model specification

A regression model is used to investigate the relation between two or more variables and estimate one variable based on the others. In regression analysis, variables can be independent, which are used as response variables. Linear regression is a linear approach to modelling the relationship between independent (explanatory) variables and dependent variables. The case of one explanatory variable is called simple linear regression and for more than one independent variable is called multiple linear regressions. OLS is a type of linear least squares method for estimating the unknown parameters in a linear regression model. (Zaidi et al.2019).Based on the definition above the systematic relationship of the five personality dimensions of the salesperson and brand image of the organization was estimated using Ordinary Least Square (OLS) regression model. The functional specification of the model for determinants of brand image and salesperson personality was developed using linear regression.$B_i = \alpha + \beta X_i + \epsilon_i$

Where B_i, brand image and the five personality of salesperson(i).

X_i, is the set of explanatory variables (the five personality dimensions of salesperson such as: openness, conscientiousness, extraversion, agreeableness and neuroticism), α is a constant term, β indicates the regression coefficients, and ϵ_i is error term which is assumed to be normally, independently and identically distributed with mean 0 and constant variance. In more details, functional forms of the model could be expressed as;

Brand image= f {personality dimensions}

Brand image= f {openness, conscientiousness, extraversion, agreeableness, neuroticism}

The above functional relationship can be re-written to econometric regression analysis form as Follows: $B_i = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon_i$

Whereas; p_i refers the dependent variable agreement level of sample respondents on brand image indicators, $\beta_1 - \beta_5$: Coefficients of the independent variables and ϵ_i: Error term.

The independent variables include: X_1, Openness, 2, Conscientiousness.X_3, Extraversion

X_4, Agreeableness, X_5, Neuroticism

<div align="center">**3.10 Validity and Reliability**</div>

3.10.1 Validity

According to (Shadish, cook & Campell, 2002) the term validity refers to the approximate truth of an inference. When we say something is valid, we make a judgment about the extent to which relevant evidence supports that inference as being true or correct. Validity is defined as the extent to which a concept is accurately measured in a quantitative study. Validity relates to whether the measuring instrument used in a particular study measures what it intends to measure (Golafshani, 2003). Validity is concerned with how well the concept is defined by the measure. Therefore, this study attempts to address validity through the review of literature and adapting instruments used in previous research (MeraShankar, 2015). A test's validity indicates whether the test items used reflect the variables in the theoretical framework.

Table 3. 1 Actions taken by the researcher to insure validity of the study

No	Validity type	Actions taken to insure validity
1	Content Validity	Conducting theoretical aspects of the literature review of personality dimensions and its effect on brand image. Reviewed literature on personality dimensions questionnaire and adapted to fit the study.
2	Face Validity	By considering the literature review the researcher developed research questions used to test the hypothesis and answer the research question through appropriate research design method
3	Criterion oriented Validity	The researcher collected predefined personality dimensions characteristics from the literature review which supports the finding of the thesis
4	Construct Validity	The researcher conducted a literature review and designed the questionnaire to examine the effect of personality dimensions on brand image

Source: Developed By the Researcher (2020)

3.10.2. Reliability

Polit, and Hungler , (1993) refer to reliability as the degree of consistency with which an Instrument measures the attribute it is designed to measure. The questionnaires answered by groups, i.e. the top management officials and the customers, revealed consistency in

responses. Reliability can also be ensured by minimising sources of measurement error like data collector bias. Data collection bias was minimised by the researcher's being the only one to administer the questionnaires, and standardizing conditions such as exhibiting similar personal attributes to all respondents, e.g., friendliness and support. The physical and psychological environment where data was collected was made comfortable by ensuring privacy, confidentiality and general physical comfort.

The subjects were offered comfortable chairs inside the offices. Windows were opened for fresh air. The researcher remained in the office with the respondents. A "do not disturb" notice was placed on the door to maintain privacy and prevent interruptions. Respondents were requested not to write their names on the questionnaires to ensure confidentiality.

There are different methods of reliability test. According to Cho & Kim (2015), the researcher used Cronbach's Alpha as a measure of internal consistency; it is the most common measure of internal consistency or reliability. A commonly accepted rule of thumb for describing internal consistency using Cranach's alpha is as follows (Cronbach, 2004).

Table 3. 2 Cranach's reliability test assumptions

Cranach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent (High-Stakes testing)
$0.7 \leq \alpha < 0.9$	Good (Low-Stakes testing)
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source: Cranach's reliability test, Cronbach (2004)

As it is explained above (table 3.2), the value of Cronbach's alpha coefficient should be more than 0.7 that is an acceptable level of internal consistency or indicating acceptable reliability Responses the questionnaire filled by the respondents were measured using 5- point Likert scale (i.e. Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree). The alpha coefficients for the study dimensions and the overall scale calculated as a reliability indicator was presented in the following table it shows a good reliability and internal consistency i.e. all Cronbach alpha value > 0.7.

Table 3. 3 Result of reliability test

Indicators	Number of Attributes	Cronbach Alpha
Openness	3	0.7498
Conscientiousness	3	0.7876
Extraversion	3	0.7976
Agreeableness	3	0.7865
Neuroticism	3	0.7616
Brand Image	4	0.8463
Test Scale		0.8133

Source: own survey result, 2020

3.11 Ethical Considerations

Regarding ethical consideration an attempt was made to ensure all respondents to keep their individuality and responses as secret; so that all the information was given in full confidence. The questionnaire was distributed based on the sign of each respondent. There were also ethical measures that have been followed in the data analysis. To assure the integrity of data, the researcher checked the accuracy of encoding of the survey responses. This was carried out to ensure that the statistics generated from the study are truthful and verifiable (Leary, 2004)

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents the research findings obtained from the data collected through survey questionnaire. Responses for the measures on the questionnaire were summarized through tables, to facilitate easy understanding. Research findings obtained from the data collected through questionnaire was analysed through descriptive and inferential statistics. Demographic profiles of sample respondents have described using descriptive statistics. Whereas, the cause and effect relationship between personality dimensions and brand image of ethiotelecom were analysed through inferential statistics such as: Pearson correlation coefficient and OLS regression analysis.

4.2. Demographic Background of the Respondents

The personal profile of the responder is taken apart as per their gender, age, levels of educational accomplishment, and years of service in the organization. Descriptive statistics was performed on the demographic variables as a means of describing the respondents. The purpose of the demographic analysis in this research was to describe the characteristics and background of the sample sales persons so that the analysis could be more meaningful (Marczyk, Dematteo and Festinger, 2005).

4.2.1 Gender

Table. 4. 1 the Gender Composition of Respondents.

Sex of respondents					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Male	87	58.0	58.0	58.0
	Female	63	42.0	42.0	100
	Total	150	100	100	

Source: Own computation, 2020

Table 4.1 above showed that from 150 valid responses collected for analysis, large number of respondents were male which accounted 58%(87) while the remaining 42%(63) were female salesperson.

4.2.2 Age of respondents

Table .4. 2 The Age Composition of Respondents

Age of respondents					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	20-30	86	57.3	57.3	57.3
	31-40	42	28.0	28.0	85.3
	>45	22	14.7	14.7	100.0
	Total	150	100.0	100.0	

Source: Own computation, 2020

As table 4.2 displays above, those respondents whose age is between 20-30 years consists 57.3% of the total sample size, those respondents whose age is between 31-40 years consists 28% of the total sample size and 14.7% consists of those whose age is above 45. This outcome indicates that the high percent of age composition of the Ethio-telecom is predominated by the young population in between 20 -30.

4.2.3 Work Experience in Ethio telecom

Table 4. 3 Work Experiences of Respondents

Experience of respondents					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	1-6	84	56	56	56
	7-15	37	24.7	24.7	80.7
	16-20	13	8.7	8.7	89.3
	>21	16	10.7	10.7	100.0
	Total	150	100.0	100.0	

Source: Own computation, 2020

As table 4.3 displays above, those respondents whose experience is between 1-6 years consists 56% of the total sample size, those respondents whose experience is between 7-15 years consists 24.7% and 8.7% consists of those whose experience is between 16-20 years.. The remaining 10.7% is covered by respondents who work above 21 years in Ethio telecom

4.2.4 Level of Education

Table 4. 4 Educational Levels of Respondents

Qualification of respondents					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Diploma	7	5	4.7	4.7
	BA/ASC	129	85.0	86.0	90.7
	MA/MSC	14	10	9.3	100.0
	TOTAL	150	100.0	100.0	

Source: Own computation, 2020

As table 4.4 shows above from the total respondents, the degree holders have a lion share that is 85% of the respondent and master's degree holders contribute 10% of respondents. The left over 5 % is from the Diploma holders and the superior percent of Ethio telecom sales persons displays the qualification of BA/BSC holders.

4.3 Analysis of variance Test for respondents characteristics

In this research, Demographic variables (gender, age, level of education) and organizational variables were discussed to identify possible subgroups. To compare these subgroups with each other in terms of how they differ in respect of personality traits analysis of variance (ANOVA) were used. To ensure that a total personality traits and organizational brand image score and only the total personality traits and organizational brand image data was provided here.

Table 4.5 Analysis of variance Comparing Sales Person by gender group.

ANOVA of Gender						
		Sum of Squares	Df	Mean Square	F	Sig.
Sales person Personality traits	Between Groups	4.460	11	.405	.734	.704
	Within Groups	76.233	138	.552		
	Total	80.693	149			
Organizational brand image	Between Groups	6.560	11	.705	.886	.348
	Within Groups	79.433	138	.852		
	Total	85.993	149			

Source: Own computation, 2020

Table 4.5 as displays above one-way between-group analysis of variance was conducted to assess whether the respondents reported a difference in perception of sales person personality traits and organizational brand image because of sex group of salesperson. The subject was divided into two groups 1: male and 2: female .The outcome indicate that there is no difference between sex group on perceptions of sales person personality traits and organizational brand image.

Table 4.6 Analysis of variance: Comparing Sales person by Age groups.

ANOVA OFAGE						
		Sum of Squares	Df	Mean Square	F	Sig.
Salesperson personality traits	Between Groups	3.908	11	.355	1.162	.315
	Within Groups	32.632	138	.236		
	Total	36.540	146			
Organizational brand image	Between Groups	5.908	11	.455	.344	.709
	Within Groups	42.632	138	.532		
	Total	48.54	149			

Source: Own Computation, 2020

Table 4.6 shown above one-way analysis of variance test was conducted between-group analysis to investigate whether the respondents reported a difference in perceived salesperson personality traits and organizational brand image based on age group of salesperson. The subject was divided into three groups 1: 20-30, group 2:31-40, group 3: > 45 groups. The results indicated that there is no difference between age group on perception of sales person personality traits and organizational brand image.

Table 4.7 Analysis of variance comparing sales person with work experience group

ANOVA Of Work Experience						
		Sum of Squares	Df	Mean Square	F	Sig.
salesperson personality traits	Between Groups	7.769	11	.706	1.664	.176
	Within Groups	143.091	138	1.037		
	Total	150.86	149			
organizational brand image	Between Groups	9.769	11	.806	.813	.488
	Within Groups	153.091	138	2.037		
	Total	162.86	149			

Source: own computation, 2020

The above table 4.7 shows a one-way between-group analysis of variance was conducted to investigate whether the respondents reported a difference in perceived salesperson personality traits and organizational brand image on the basis of number of years of service with the company. The subjects were divided into five groups according to the number of years' service with the organization (group 1: 1-6year, group 2: 7-15years, group 3: 16-20 years, and group 4: >21). The results indicated that there is no statistical difference between service years grouped respondents on perception of sales person personality and organizational brand image.

Table 4.8 Analysis of variance: Comparing sales by Qualification groups.

ANOVA OF Qualification						
		Sum of Squares	Df	Mean Square	F	Sig.
salesperson personality traits	Between Groups	1.161	11	.106	3.309	.039
	Within Groups	19.513	138	.141		
	Total	20.673	149			
organizational brand image	Between Groups	2.161	11	.206	1.142	.321
	Within Groups	21.513	138	.341		
	Total	23.673	149			

Source: own computation, 2020

The above table 4.8 display one-way analysis of variance between the groups presented on the table indicates that for sales person personality traits there was statistical significance between the different groups of level of education p <0.05, and have no statistical significance between the different groups of respondents on the levels of education regarding their perception of organizational brand image.

4.4 Correlation Analysis for salesperson personality traits and organization brand image.

Correlations are the measure of the linear relationship between two variables. A correlation coefficient has a value ranging from -1 to 1. Values that are closer to the absolute value of 1 indicate that there is a strong relationship between the variables being correlated whereas values closer to 0 indicates that there is little or no linear relationship. The salesperson personality traits and organizational brand image was Investigated using correlation analysis. The p-value also indicated the probability of this relationship's significance.

Table 4.9 Correlation Analysis for salesperson personality traits and organization brand image

	Organization brand image	Openness	Conscientious	Extraversion	Agreeableness	Neuroticism
Organization brand image	1	.126**	.439**	.603**	.230**	.553**
Openness	.126**					
Conscientious	.439**					
Extraversion	.603**					
Agreeableness	.230**					
Neuroticism	.553**					

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

Source: Own computation, 2020.

As shown above in the table 4.10 the Correlation coefficient between openness and organizational brand image is found to be significant because the result indicates that (r =0.126, p< 0.001). The Correlation coefficienty between conscientious and organizational brand image is found to be significant because the result indicates that (r =0.439, p < 0.001). The Correlation coefficient between extraversion and organizational brand image is found to be significant because the result indicates that (r = 0.603, p < 0.001). The Correlation coefficient value between agreeableness and organizational brand image is found to be significant because the result indicates that (r = 0.230, p < 0.001). The Correlation coefficient value between neuroticism and organizational brand image is found to be significant because the result indicates that (r = 0.553, p < 0.001).

4.4 .1 Regression analysis

Regression analysis gives information on the relationship between an organizational brand image and agreeableness, extraversion, openness, neuroticism and conscientiousness to the extent that information is contained in the data. The goal of regression analysis is to express the response variable as a function of the predictor variables. Regression analysis is a statistical process for estimating the relationships among variables. Regression analysis includes many techniques for modelling and analysing several variables, when the focus is on

the relationship between a dependent variable and one or more independent variables. The regression analysis was conducted to know by how much the independent variable explains the dependent variable. It is also used to understand by how much each independent variable explains the dependent variable i.e. salesperson personality traits. Therefore, regression analysis of sales person personality traits dimension was conducted and the results of the regression analysis are presented as following:

Table 4.10 Regression analyses

Model	Un standardized coefficient		Standardized coefficient			
	Beta	Std. error	Beta	T	Sign
Openness	.110	.116	.060	.955	.341
Conscientiousness	.202	.097	.147	2.076	.040
Extraversion	.615	.130	.364	4.734	.000
Neuroticism	.557	.147	.287	3.795	.000
Agreeableness	.094	.090	.067	1.043	.299

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

Source: own computation 2020

As table 4.9: display above the results of regression analysis of sales person personality traits dimensions and organizational brand image, which indicate salesperson personality traits dimension openness and agreeableness have insignificant effect on organizational brand image because the p value is greater than 0.05. Salesperson personality traits dimension conscientiousness have a significant effect on organizational brand image because the P value is significant and less than 0.05. Salesperson personality traits dimension of extraversion and neuroticism has significant effect on organizational brand image: the P value is significant and P values less than 0.05

4.4.2 Multi-co linearity

The Variance Inflation Factor above 5.0 suggests problems with multicollinearity. Field, (2009) indicate that, values for "Tolerance" below 0.1indicate serious problems, although several statisticians suggest that values for "Tolerance" below 0.2 are worthy of concern. Accordingly, table 4.11 shows below that multicollinearity is not the problem of this model, because VIF (variance inflation factor) of the model is well less than 5.0 and the variables are

not overlapped and they are free from co linearity effect that possibly hinders the prediction ability of the model.

Table 4. 11 Multi-co linearity tests

Model	Co linearity statistics	
	Tolerance	VIF
Openness	.941	1.063
Conscientious	.738	1.354
Extraversion	.628	1.592
Neuroticism	.649	1.541
Agreeableness	.910	1.099

Source: own computation, 2020

4.4.2.3 Test for Hetroscedascticity

Heteroscedasticity is a condition where the assumption of constant variance of error terms across the data (homoscedasticity) is violated. In other words, the variance of error terms is not constant. Though there are various tests to detect heteroscedasticity, the researcher utilized Breusch-Pagan / Cook-Weisberg test and found that chi2 (1) = 0.39 and Prob> chi2 = 0.5300 which indicate that the null hypothesis (Ho: Constant variance) is accepted by rejecting the alternative one. Hence, the model is free from heteroscedasticity problem which explained that variance of error is constant.

4.4.2.4 Test for omitted variables Ramsey

RESET test using the powers of the fitted values of dependent variable is used to detect whether there is an omitted variable in the regression model. The result shows that F (3, 94) = 1.86 and Prob> F = 0.1369 which means that, the model has no omitted variables which accept the null hypothesis (Ho: model has no omitted variables) by rejecting the alternative one. Variable VIF 1/VIF Conscientiousness 1.3 0.7711 Extraversion 1.28 0.7809 Openness 1.02 0.9826 Neuroticism 1.01 0.9923 Agreeableness 1.01 0.9927 Mean VIF 1.12 56

4.4.2.5 Reliability Test

Reliability measures the internal consistency of measurement scales. The study used Cronbach's alpha reliability test, where coefficients normally ranges between 0 and 1. However, there is actually no lower limit to the coefficient; the closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. Cronbach (2004) provide the following rules of thumb: $\alpha > 0.9$ – Excellent, $\alpha > 0.8$ – Good, $\alpha > 0.7$ Acceptable, $\alpha > 0.6$ Questionable, $\alpha > 0.5$ Poor, and $\alpha < 0.5$ is Unacceptable.

Table 4. 12 Cronbach's alpha reliability test

| Item	Obs	Sing	Item-test correlation	Item-test correlation	Averageinter itemcorrelation	Alpha
Brand Image	150	+	0.8156	0.6898	0.4284	0.7498
Agreeable	150	+	0.7342	0.569	0.4797	0.7867
Neurotic	150	-	0.708	0.5319	0.4962	0.7976
Openness	150	+	0.7345	0.5695	0.4795	0.7865
Extravert	150	+	0.7908	0.6521	0.444	0.7616
Conscious	150	+	0.2245	0.0641	0.3796	0.8463
Test scale					0.4655	0.8133

Source: own computation, 2020

The table 4.10 above explained that, the reliability test based on the Cronbach alpha value for the five Scales items in the survey instrument. The Total scale of Cronbach alpha value was mainly 0.8133 and is thus considered as good in internal consistency. While increasing the value of alpha is partially dependent upon the number of items in the scale, it should be noted that this has diminishing returns and an alpha of .8 is probably a reasonable goal. The reliability test table (4.10) shows that the total scale reliability coefficient of the study is 0.8133 refers that the model is good scale reliability and internal consistency to predict the outcome variable.

4.4.2.6 Normality Test

Normal distribution of error terms is among the assumption of ordinary least square regression model. The assumptions guarantee that the error term has zero mean and a constant variance $\sigma 2$ this assumption is necessary in order to perform statistical tests concerning the estimated parameters using the normal distribution. However, the normal distribution has impact on hypothesis testing for inference; it does not affect the estimation of parameters. A normal probability plot, which makes use of normal probability plot a special designed graph a histogram of residuals is a simple graphical device used to learn something about the shape of the probability density function of a random variable. If you mentally superimpose the bell-shaped normal distribution curve on the histogram, you will get some idea as to whether normal probability density function approximation may be appropriate. If the variable is from the normal population, the normal probability plot will be approximately a straight line (Gujarati, 2009).

Figure 4. 1 Normality test graphs

kernel = epanechnikov, bandwidth = 0.2996
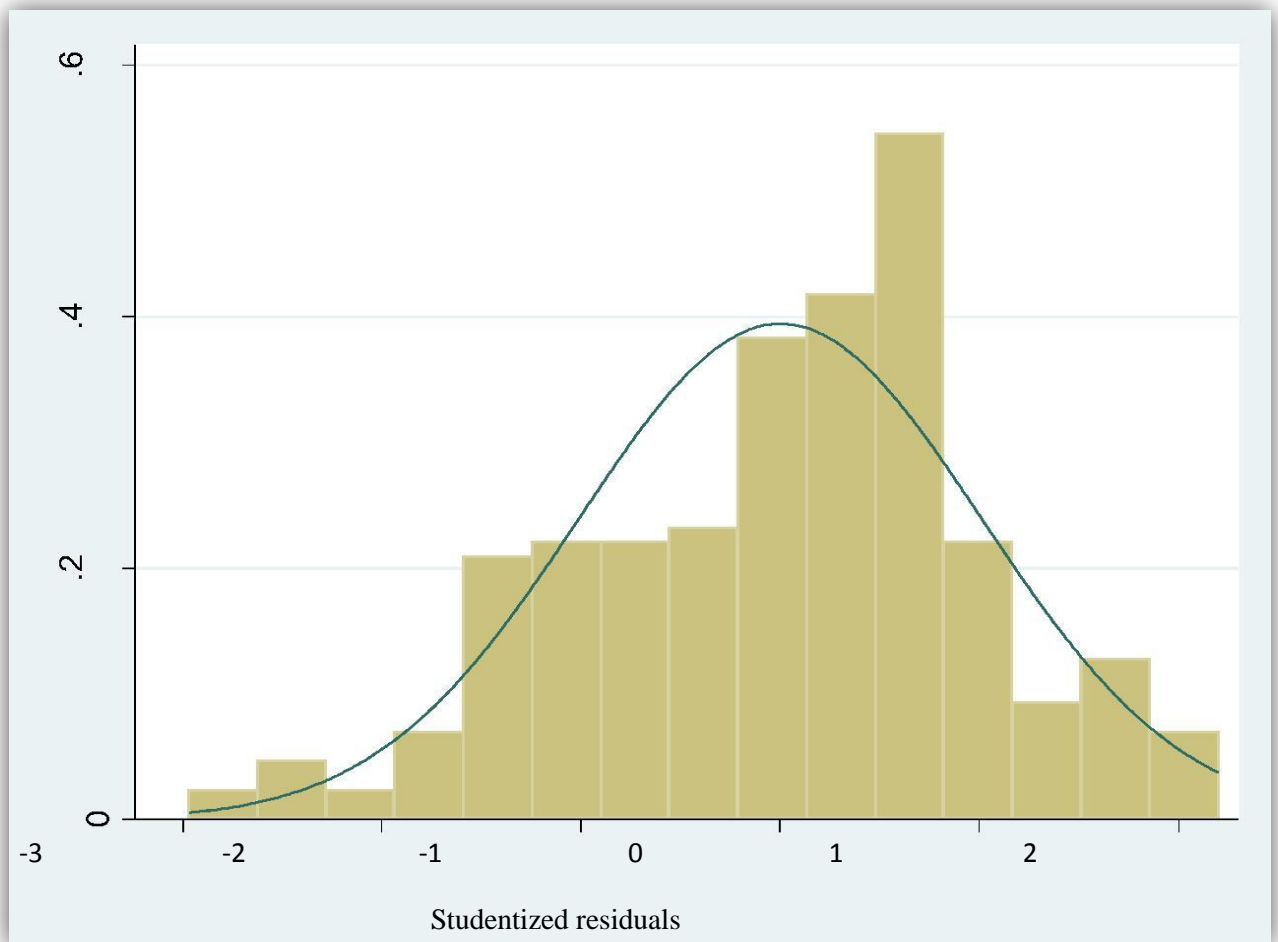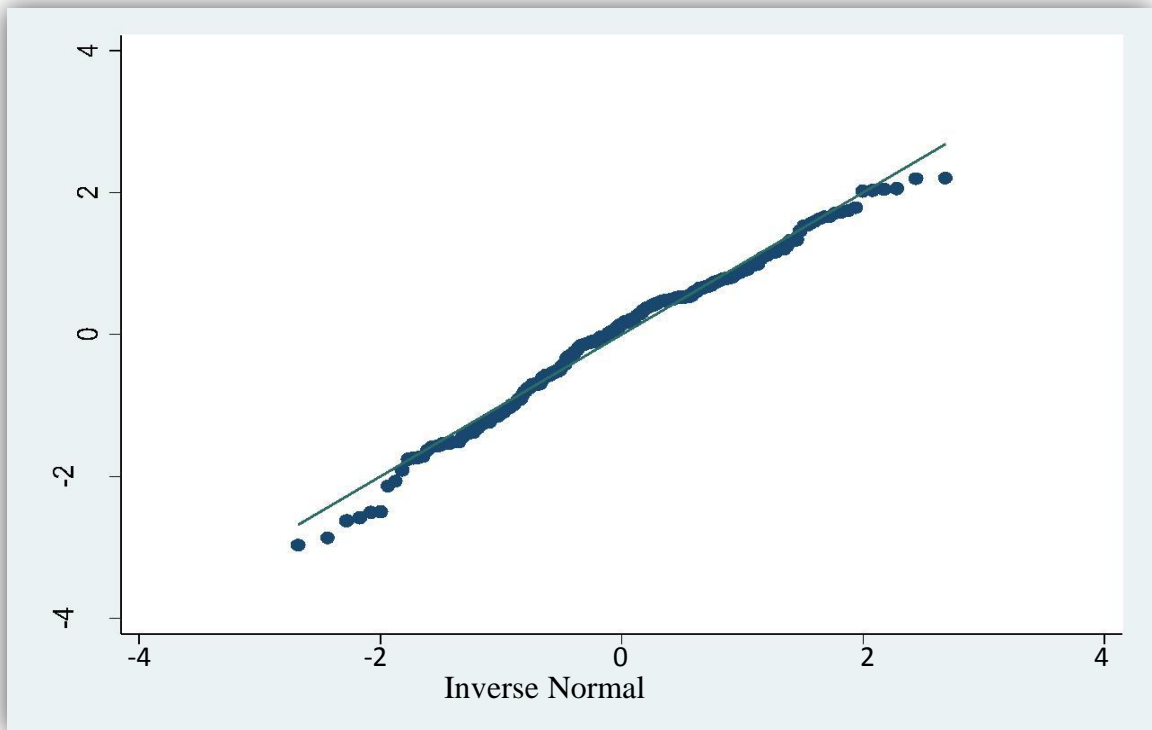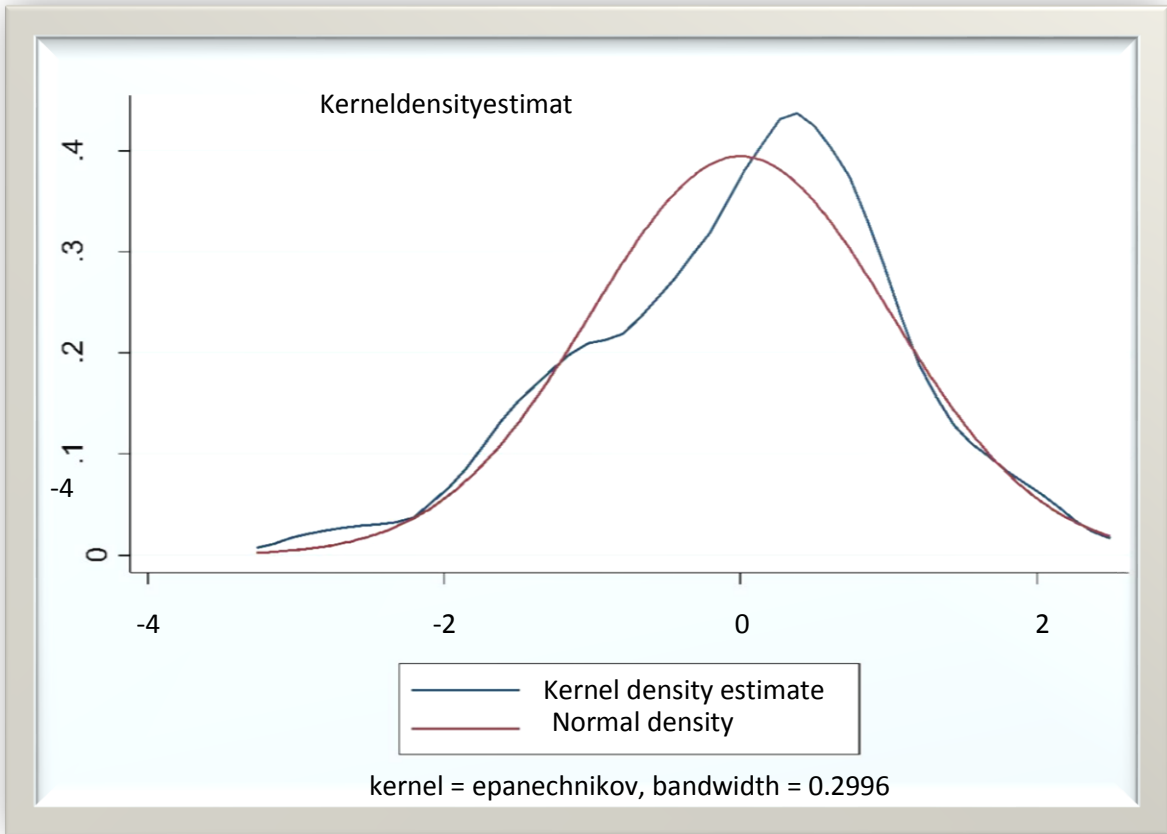
Source: completed from own survey, 2020

The above figure 4.1 shows the normal probability plot and histogram of the residuals. The plot shows that the points fall very close to the normal line, and the histogram shows the standardized residuals are bell-shaped. This means the residuals are more or less normally distributed. Therefore, normality is that much not a problem in the model.

Model summary

Model summary of the regression analysis revealed that, 31.17% of the predicted variable, performance of sales persons is explained by explanatory variables and significant at less than 0.01. This indicates that the model properly fits and enables the study to extend further analysis about the effect of each explanatory variable.

Table 4. 13 Model Summary

Source	SS	Df	MS	Number of obs = 150	F(5, 144) =22.10
Model	45.5	5	9.1	R-squared=0.3117	Prob > F=0.0000
Residual	89.58	144	0.6	Adj R-squared=0.2976	
Total	135.08	149	0.91	Root MSE=0.7087	

Source: SPSS result, 2020

The above model summary indicates that a total of 150 valid responses are included with in the regression analysis and F-statistic model with degree of freedom 5 and error term degree of freedom 144 is 22.10. Prob > F is the probability of getting an F statistic test statistic as extreme as, or more so, than the observed statistic under the null hypothesis; the null hypothesis is that all of the regression coefficients are simultaneously equal to zero. This p-value is compared to a specified alpha level, our willingness to accept a type I error, which is typically set at 0.05 or 0.01. The small p-value, < 0.0001, would lead us to conclude that at least one of the regression coefficients in the model is not equal to zero.

4.4.4 Hypothesis Testing

4.4.4.1 The Effect of Openness on Organizational Brand Image

H1: Openness personality dimension of sales person's has a positive and statistically significant effect on the organization brand image. Openness is one of the factors, personal characteristics, which describe the ability effectively, take ideas, situations and lifestyles, even if they are absolutely new and unusual. It represents differences in intellectual interest, aesthetic sensitivity, and imagination. Highly open individuals enjoy thinking and learning; are sensitive to art and beauty, and generate original ideas, while close-minded individuals tend to have a narrow range of intellectual and creative interests (Said et al., 2017)

This finding is similar with the study conducted by Youshan & Hassan (2015), Awadh & Wan Khairuzzaman (2008) and Şener (2019) which revealed that there is significant positive relationship among openness and brand image. Positive and significant effect of openness on brand image is also conducted by Gebermeram (2019) and Ghorbani (2016). The result of multiple regression analysis of the table 4.12 above indicates that sales persons those who have openness personality characteristics have positive significant effect organizational brand image with β= 0.1233, at P value of 0.0320 which is less than 0.05. Thus, the researcher hypothesis (alternative hypothesis) "Openness personality of sales person's trait has a positive and statistically significant effect on the organization brand image" is accepted. The beta value, β=0.1233, shows that if there is a unit increase in openness, there will be 12.33% increase in building good organizational brand image. As beta value indicates, the independent variable (brand image) and the dependent variable (openness) have positive relationship. Thus, based on this result we would accept the alternative hypothesis, Openness personality of sales person's trait has a positive and significant effect on the organization brand. Based on the tested hypothesis, ethiotelecom sales persons who have openness personality dimensions in Addis Ababa city branches significantly contribute in building good brand image towards their organization. This implies that sales persons are intellectually curious, open to emotion, sensitive to beauty and willing to try new things, more creative ,more aware of their feelings, enjoy with learning, sensitive to art and beauty, and generate original ideas to build good brand image towards their organization (Soto, 2018).

4.4.4.2 The Effect of Conscientiousness on Organizational Brand Image

H2: Conscientiousness personality dimension of sales person's has a positive and statistically significant effect on the organization brand image. Conscientiousness is another organizational trait which is a tendency to display self-discipline, act dutifully, and strive for achievement against measures or outside expectations. It is related to the way in which people control, regulate, and direct their impulses. High conscientiousness is often perceived as being stubborn and focused. Low conscientiousness is associated with flexibility and spontaneity, but can also appear as sloppiness and lack of reliability. High scores on conscientiousness indicate a preference for planned rather than spontaneous behavior (Jackson et al., 2010). In line with Gebermarm (2019), Youshan & Hassan (2015), Ghorbani (2016), and Awadh & Wan Khairuzzaman (2008), consciousness personality dimension has positive and statistically significant effect on brand image. The study conducted by Sener (2019) also testifies that consciousness has positive effect on brand image. Based on the finding of this study, a single unit change on the level of agreement with regard to conscientiousness indicator questions contribute to positively affect organizational brand image by 0.4184(41.84%) units (table 4.10). Therefore, alternative hypothesis of the research which suggested that Conscientiousness personality of sales person's trait has a positive and significant effect on the organization brand image consistency has significant effect on sales person performance is accepted. A significant and positive effect of conscientiousness on organization brand image tell us that, sales persons were being stubborn and focused, planned rather than spontaneous behavior, workers tend to perform better in a variety of occupations, reflecting their tendency to engage in healthy behaviors (Lotfi et al., 2016).

4.4.4.3 The Effect of Extraversion on Organizational Brand Image

H3: Extraversion personality dimension of sales person's has a positive and statistically significant effect on the organization brand image. The third big five personality dimension (BFPD) is extraversion which deals on the ability of sociability, assertiveness, positive emotionality, approach tendencies, and status motivation of a person. Extraversion is characterized by breadth of activities (as opposed to depth), surgency from external activity/situations, and energy creation from external means. The trait is marked by pronounced engagement with the external world. Extraverts enjoy interacting with people, and are often perceived as full of energy. They tend to be enthusiastic, action-oriented individuals. They possess high group visibility, like to talk, and assert themselves. Extraverted people may appear more dominant in social settings, as opposed to introverted

people in this setting (Tekİn, 2016). The study asserted that extraversion has strong and significant positive effect on organizational brand image and this finding is similar with Geberamaram (2019), Youshan & Hassan (2015), Ghorbani (2016), Sener (2019), and Awadh & Wan Khairuzzaman (2008). Referring back to regression table (4.10) indicates that a unit change on the level of agreement that ensure presence of high extraversion indices with the organization has significant positive effect on organizational brand image by a coefficient of 0.1739 (17.39%) units. Thus, the researcher hypothesis is fully accepted since extraversion has a statistically significant positive effect on organizational brand image. Based on the finding, sales persons those who have extraversion personality builds their organization brand image through enjoyable way of life, good interaction with customers, and are often perceived as full of energy to do their task responsibility. They tend to be enthusiastic, action-oriented individuals. They possess high group visibility, like to talk, and assert themselves (Soto,2 018).

4.4.4.4 The Effect of Agreeableness on Organizational Brand Image

H4: Agreeableness personality dimension of sales person's has a positive and statistically significant effect on the organization brand image. The fourth big five-personality dimension is agreeableness, which reflects individual differences are valuable for social harmony. Agreeable individuals are getting value and respect along with others. Hence hey are generally generous, trustworthy, thoughtful, kind, helpful, and willing to compromise their interests with others. Generally agreeable people have an optimistic view of human nature (Graziano et al., 2017). The results of Multiple Regression, as presented in table 4.12 above, revealed that agreeableness has a positive and statistically significant influential relationship (contribution) to organizational brand image with $\beta= 0.1288$, at 95% confidence level ($p < 0.05$). The Beta value (β) i.e. 0.1288 shows that if there is one unit increase in consistency, there will be 12.88% increase organizational brand image. Therefore, the researcher accepts the alternative hypothesis. This indicates that agreeableness has a positive and statistically significant influential relationship (contribution) to organizational brand image. This study is similar with Geberamaram(2019), Youshan & Hassan (2015), Ghorbani (2016), Sener (2019), Awadh & Wan Khairuzzaman (2008), which asserts that, agreeableness has positive and significant effect on brand image. Based on this finding the researcher concluded that, ethiotelecom sales persons who were highly conscientious individuals prefer order and structure, work persistently to pursue their goals, and are committed to fulfilling their duties and obligations to build good brand image towards their organization (Soto, 2018).

4.4.4.5 The Effect of Neuroticism on Organizational Brand Image

H5: Neuroticism personality dimension of sales person's has a negative and statistically significant effect on the organization brand image The last component of BFPD is neuroticism, which indicates that the degree to which a person experiences an environment as distressing, threatening, and unsafe. Neuroticism is the tendency to experience negative emotions, such as anger, anxiety, or depression. It is sometimes called emotional instability, or is reversed and referred to as emotional stability. According to Eysenck's theory of personality, neuroticism is interlinked with low tolerance for stress or aversive stimuli (Tekİn, 2016). This study asserted that, neuroticism has negative and statistically significant effect on brand image, which is similar with the finding Gabramarem (2019) Youshan & Hassan (2015), however the study conducted by Ghorbani (2016), Sener (2019) Awadh & Wan Khairuzzaman (2008) contradict with this finding. Table (4.10) indicates that a unit change on the level of sales person's neuroticism (sadness, stressfulness; depressed and frustrated to do their work) has strong negative effect on the organization brand image by a coefficient of -0.1392 units (13.92%). Thus, the alternative hypothesis set by the researcher, Neuroticism personality of sales person's trait has a negative and stasticcally significant effect on the organization brand image is accepted. This implies that ethiotelecom sales persons, found in Addis Ababa branches believe that if a sales person is neurotic personality dimension he/she decreased the brand image of the organization by 13.92%.

CHAPTER 5: CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The conclusions demonstrated are the result of the finding and the statistical analysis of the empirical results. This research study intended to see the effects of salesperson personality traits on organizational brand image in Ethio-telecom. The objective of the study was To evaluate the effect of sales persons openness on brand image, To evaluate the effect of sales persons agreeableness on brand image, To evaluate the effect of sales persons conscientiousness on brand image, To evaluate the effect of sales persons extraversion on brand image and To evaluate the effect of sales persons neuroticism on brand image. The research design used for this research was quantitative, the research approach used for this research was cross sectional, the data was collected from primary sources, the sampling method used was conventional, data was examined using the descriptive for respondent's characteristics and regression was used to check the effects of salesperson personality traits on organizational brand image.

A close-ended questionnaire using the Liker scale was distributed to the target population. There were three sections in the questionnaire namely, the first section related to demographic data, while the second is related to salesperson personality traits and the last section related to organizational brand image. The study used correlation analysis to measure the degree of association between two Variables and regression Analysis was also used to test the effect of independent variable on dependent variable.

The result indicates that the high percent of age composition of the Ethio-telecom is dominated by young population in between 20 -30 with 57.3%, the work experience of Ethio-telecom is high between 1-6 with 56%, the level of education of Ethio-telecom sales person are BA/BSC holders have a lion share which is 85%.The result of Analysis of variance indicate that there is no a difference between sex group on perception of sales person personality traits and organizational brand image, there is no difference between age group on sensing of sales person personality traits and organizational brand image, there is no statistical difference between experience grouped respondents on perception of sales person personality traits and organizational brand image and there is statistical significance the different on grouped respondents levels of education regarding their perception of sales person personality traits and organizational brand image .

The result of the test for regression shows that salesperson personality traits dimension openness and agreeableness have insignificant effect on organizational brand image because the p value is greater than 0.05. Salesperson personality traits dimension conscientiousness have a significant effect on organizational brand image because the P value is significant and less than 0.05. Salesperson personality traits dimension of extraversion and neuroticism has significant effect on organizational brand image: the P value is significant and P values less than 0.05.

The result of test for correlations shows that Correlation coefficient between openness and organizational brand image is found to be significant because the result indicate that (r =0.126, p< 0.001). The Correlation coefficient between conscientious and organizational brand image is found to be significant because the result indicate that (r =0.439, p < 0.001). The Correlation coefficient between extraversion and organizational brand image is found to be significant because the result indicate that (r = 0.603, p < 0.001). The Correlation coefficient value between agreeableness and organizational brand image is found to be significant because the result indicate that (r = 0.230, p < 0.001). The Correlation coefficient value between neuroticism and organizational brand image is found to be significant because the result indicate that (r = 0.553, p < 0.001). The result of the test for multicollinearity shows that the variables are not overlapped and they are free from co linearity effects that possibly hinder the prediction ability of the model.

In general as per the findings of the study, it can be concluded that personality dimension of an sales persons is important in improving the level of organizational brand image which is asserted by the positive contribution of conscientiousness, extraversion, agreeableness and openness while neuroticism affects the organization brand image negatively.

5.2 Recommendation

As it is expressed on the discussion of, the conclusion and findings of this study are considered to have some recommendations for practice. In accordance with, the following recommendations are made based on the research findings and the conclusion.

I. For ethiotelecom

☐ An sales person at Ethio-telecom has to keep constantly ensuring the sales person personality traits and organizational brand image levels are kept high. These constructs have to be company regularly by company to ensure sustained salesperson personality traits to get high stage organizational brand image. If the company of Ethio-telecom implements a program to increase salesperson personality traits and as a result organizational brand image, it may lead to the added benefits for sustaining and improving its achiever in the Ethio-telecom sector.

☐ The company of Ethio-telecom has to work hard more on improvement of openness and agreeableness dimension than other dimensions of salesperson personality traits to decrease the effects of salesperson personality traits on organizational brand image.

☐ To compete in the global market and achieve organizational goals, Ethio telecom has to do more on increasing the level of sales person personality traits, which could lead to higher organizational brand image.

☐ Ethio Telecom Company has to work hard on how the level of sales person personality traits can be increased through collecting the compliances and listing the needs of salesperson in order to build the good organizational brand image.

II .For Researchers

The researcher who is interested to do the personality dimensions and related issues can develop the skill of knowledge by using this finding as a reference. The study investigated that sales person who is conscientious builds good brand image towards their organization. Thus, factors for the conscientiousness personality dimension must be well identified to build good brand image in better way. Neuroticism personality of sales persons adversely affects the brand image of the company. Hence, further research is vital to investigate how sales persons escape such personality trait.

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Appendix

Questionnaire

St. Mary's University

COLLEGE OF BUSINESS AND ECONOMICS
MA in Marketing Management

Dear Respondents:-

I am a graduating class of MA in Marketing Management student at St. Mary's University. This questionnaire is prepared for research purposes entitled "**THE EFFECTS OF SALES PERSONS' PERSONALITY TRAITS ON ORGANIZATIONS' BRAND IMAGE** (in Ethio-telecom)". Please note that this questionnaire will be handled completely confidentially and only for academic purposes. Therefore, you are genuine, honest, and prompt response is a valuable input for the quality and successful completion of the research project.

Instruction: There is no need to write your name. Give your own opinion and feelings about each item. In all cases where answer options are available, **please tick (√)** in the appropriate box according to the following five-point scale in terms of your own agreement and disagreement with the given statements. **Five= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree.** The questionnaire consists of **24** questions. It takes approximately **10 to 20** minutes on average to complete it.

For any inconvenience, here is my address:-0930598490 or 0912308905 and email:- musamuhamad22 @gmail.com.

SECTION I: participant information

1. Gender : Male ☐ Female ☐

2. Age: 20-30 ☐ 31-40 ☐ 41-50 ☐ above 50 ☐

3. Experience: 1-6 ☐ 7-15 ☐ 16-20 ☐ 21-25 ☐ 26-30 ☐

4. Educational level: 1= Diploma ☐ 2 = BA/BSC ☐ 3 = MA/MSC ☐

5. Sales positions: 1= salesperson ☐ 2 = sales supervisor ☐

Section II - Assessment of sales person's personality traits

S/N	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
	Openness					
1	You focus on new ideas and solutions					
2	You do not enjoy changes					
3	You dislike abstract concepts					
	Conscientiousness					
1	You are goal oriented in your workplace					
2	You need manager reminder to do a job					
3	You are anxious when you are distracted					
	Extraversion					
1	When a task is given you do it in urgency					
2	You blame others when things go wrong					
3	You accept positively valid critics and suggestions on your performance					
	Agreeableness					
1	You easily establish rapport with customer					
2	You feel sad and tense under pressure					
3	You have little interest for customers problems					
	Neuroticism					
1	You enjoy competitiveness					
2	You do not afraid to exert pressure to influence others					
3	You are emotionally stable and deals well with stress					

Section III – Organizational Brand Image						
1	Ethio-telecom has good brand image among its customers					
2	Ethio-telecom has good brand image among the general public					
3	Ethio-telecom has good brand image among media					
4	Ethio-telecom has good brand image among its salesperson					

Thank you for completing the questionnaires!